



---

## AGENDA

### COMMUNITY AND ECONOMIC DEVELOPMENT SUBCOMMITTEE

Wednesday, November 13, 2024  
5:00 PM

City Hall  
First Floor Conference Room, 4B  
65 Civic Avenue  
Pittsburg, CA 94565

#### Subcommittee Members

Jelani Killings, Vice Mayor  
Dionne Adams, Councilmember

#### Planning Commission Representatives on Land Use

Ivelina Popova, Commissioner  
Elissa Robinson, Commissioner

---

#### Public Comment for Non-Agenda Items

**Planning** (*Vice Mayor Killings, Councilmember Adams, Commissioners Popova and Robinson*)

- 1. City of Pittsburg Development Code (PMC Title 18) Update.** Staff has kicked-off work on the comprehensive update to Pittsburg Municipal Code (PMC) Title 18, the "Zoning Ordinance." Staff will provide an overview of timelines and upcoming public workshops. *Subcommittee feedback requested.*
- 2. Housing Element Update for the 2023-2031 Reporting Period (6th Cycle).** On October 2, 2024, the California Department of Housing and Community Development (HCD) certified the City's 2023-2031 Housing Element. Staff will provide an update and overview of required monitoring and implementation going forward. *Informational item.*

**Environmental Services** (*Vice Mayor Killings, Councilmember Adams*)

- 3. Environmental Services Events Update.** Staff will provide details on recent events. *Informational item.*

**Economic Development** (*Vice Mayor Killings, Councilmember Adams*)

- 4. Economic Development Updates.** Staff will provide an update on current development projects, programs, and economic trends. *Informational item.*

**Subcommittee and staff reports or remarks**

**Adjournment**

---

Community and Economic Development Department – Planning Division

**MEMORANDUM**

**Date:** November 13, 2024

**To:** Community and Economic Development Subcommittee Members

**From:** Maurice Brenyah-Addow, Senior Planner

**RE:** **Item No. 2: Development Title Update (2040 General Plan Implementation)**

---

**Background:** The City Council adopted the 2040 General Plan and Final Environmental Impact Report (FEIR) on May 6, 2024, via Resolution Nos. 24-14463 and 24-14464. The City has retained Placeworks Inc. to assist staff with one of the documents that helps to achieve consistency and implementation of the 2040 General Plan. This involves updating Title 18 of the Pittsburg Municipal Code (PMC) or more commonly referred to as the *'Zoning Ordinance'* to ensure consistency with the 2040 General Plan Land Use Map, as required by Government Code Section 65860.

This update effort will involve a variety of text amendments that will help to streamline Economic Development opportunities and update other sections in compliance with new provisions of State Law. The proposed amendments would also clarify and correct some regulations that have been ambiguous or misinterpreted in the past and update some miscellaneous zoning and text definitions, use classifications and development standards.

This opportunity to update the *'Zoning Ordinance'* would also allow for other interested parties, local citizenry, and major stakeholders to engage with City staff and provide recommendations and feedback on the proposed updates.

Additionally, a webpage is being established to allow all interested parties to stay updated and provide comments. Community engagement efforts will include focus groups, community outreaches, public hearings and social media channels.

The City's goal is to achieve a user-friendly code that would help implement the 2040 General Plan and the City's Economic Development Strategic Plan.

**Next Steps:** Staff held a kickoff meeting with the Technical Advisory Committee (TAC) composed of City officials on October 31, 2024, to provide input in the effort. There will be several TAC meetings over the next few months and staff will provide additional information at the kick-off meeting. The timeline for completion of the update exercise is approximately 12-18 months.



---

Community and Economic Development Department – Planning Division

**MEMORANDUM**

**Date:** November 13, 2024

**To:** Community and Economic Development Subcommittee Members

**From:** Maurice Brenyah-Addow, Senior Planner

**RE:** **Item No. 3: Housing Element Update for the 2023-2031 Reporting Period (6th Cycle) (AP-23-0021[GP])**

---

**Background:** Pursuant to California Government Code Section 65300, cities and counties are required to prepare and adopt general plans to guide them in the long-range development of their communities. General plans must include eight mandatory, internally consistent elements including land use, circulation, conservation, open space, safety, noise, environmental justice, and housing. Only the housing element is reviewed and certified by the State.

State law requires that each housing element accommodate and facilitate the development of housing to meet a city or county's fair share housing needs. The housing element must also identify and address the housing needs of special needs groups, mitigate potential constraints or barriers to housing, and contain a detailed implementation plan of how the city intends to meet its housing needs.

The City of Pittsburg initiated its housing element update in the Summer of 2021. Since then, the city has held a number of public meetings and workshops to encourage public participation by all segments of the community. After several meetings with the community and major stakeholders.

An initial draft was released for public review on March 1, 2023. Staff on March 20, 2023, held a joint City Council/Planning Commission workshop and two community workshops (one via Zoom and one in person) on March 29, 2023, to receive comments on the Draft Housing Element. Based on the comments received, revisions were incorporated into a revised draft and presented to the Planning Commission for review.

On May 16, 2023, the Planning Commission adopted a resolution recommending that the City Council adopt the Housing Element Update for the 2023-2031 reporting period.

On May 22, 2023, the City Council adopted a resolution to amend the General Plan by

adopting the 2023-2031 Housing Element and directed staff to transmit the adopted 2023-2031 Housing Element to the California Department of Housing and Community Development (HCD) for its review.

Staff submitted an official draft of the Housing Element to HCD and received comments on a few items for addressing. After meeting with HCD and addressing those comments, staff presented an amended Housing Element to the City Council for adoption.

On August 5, 2024, the City Council adopted amendments to the General Plan based on HCD's feedback and on August 9, 2024, staff officially submitted the amended Housing Element to HCD.

October 2, 2024, HCD issued a letter stating that the 2023-2031 Housing Element is in substantial compliance with State Housing Element Law.

Several federal, state, and regional funding programs consider housing element compliance as an eligibility or ranking criteria. For example, the Caltrans Senate Bill (SB) 1 Sustainable Communities grant, the Strategic Growth Council and HCD's Affordable Housing and Sustainable Communities program, and HCD's Permanent Local Housing Allocation consider housing element compliance and/or annual reporting requirements pursuant to Government Code section 65400. With a compliant housing element, the City now meets housing element requirements for these and other funding sources.

**Next Steps:** The City must monitor and report on the results of the implementation of the Housing Element and its programs for the 2023-2031 reporting period through the annual progress report, required pursuant to Government Code Section 65400. This is also identified as Program 1 within the adopted 2023-2031 Housing Element. As such, staff will provide annual updates to the Planning Commission and City Council as required by State Housing Law.

Enc: Department of Housing and Community Development (HCD) substantial compliance letter dated October 2, 2024

**DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT  
DIVISION OF HOUSING POLICY DEVELOPMENT**

651 Bannon Street, Suite 400  
Sacramento, CA 95811  
(916) 263-2911 / FAX (916) 263-7453  
[www.hcd.ca.gov](http://www.hcd.ca.gov)



October 2, 2024

John Funderburg, Assistant Director of Planning  
Community and Economic Development Department  
City of Pittsburg  
65 Civic Avenue  
Pittsburg, CA 94565

Dear John Funderburg:

**RE: City of Pittsburg's 6<sup>th</sup> Cycle (2023-2031) Adopted Housing Element**

Thank you for submitting the City of Pittsburg's (City) housing element that was adopted on August 5, 2024 and received for review on August 9, 2024. The adopted element includes modifications received September 30, 2024 and authorized by Resolution Number 24-14516. Pursuant to Government Code section 65585, the California Department of Housing and Community Development (HCD) is reporting the results of its review.

HCD is pleased to find the adopted housing element, with modifications, in substantial compliance with State Housing Element Law (Gov. Code, § 65580 et seq) as of the date of this letter. The adopted element, with modifications, addresses the requirements described in HCD's August 3, 2023 review.

Additionally, the City must continue timely and effective implementation of all programs including but not limited to the following:

- Program 3 (Affordable Housing Development Assistance)
- Program 4 (Housing Inventory and RHNA Accommodation)
- Program 4A (Public Property Conversion to Housing)
- Program 7 (Accessory Dwelling Units and Junior Accessory Dwelling Units)
- Program 8 (Affordable Housing Funding Sources and Incentives)
- Program 15 (Zoning Ordinance Amendments – Housing Constraints)
- Program 17 (Access to Opportunities, Density Bonuses and Incentives)
- Program 18 (Parking Incentives and Modified Standards)
- Program 21 (Affirmatively Further Fair Housing)
- Program 25 (Reasonable Accommodation Procedures)
- Program 26 (Homeless Continuum of Care)

The City must monitor and report on the results of these and other programs through the annual progress report, required pursuant to Government Code section 65400. Please be aware, Government Code section 65585, subdivision (i) grants HCD authority to review any action or failure to act by a local government that it determines is inconsistent with an adopted housing element or housing element law. This includes failure to implement program actions included in the housing element. HCD may revoke housing element compliance if the local government's actions do not comply with state law.

Several federal, state, and regional funding programs consider housing element compliance as an eligibility or ranking criteria. For example, the Caltrans Senate Bill (SB) 1 Sustainable Communities grant, the Strategic Growth Council and HCD's Affordable Housing and Sustainable Communities program, and HCD's Permanent Local Housing Allocation consider housing element compliance and/or annual reporting requirements pursuant to Government Code section 65400. With a compliant housing element, the City now meets housing element requirements for these and other funding sources.

For your information, some general plan element updates are triggered by housing element adoption. HCD reminds the City to consider timing provisions and welcomes the opportunity to provide assistance. For information, please see the Technical Advisories issued by the Governor's Office of Planning and Research at: <https://www.opr.ca.gov/planning/general-plan/guidelines.html>.

HCD appreciates the assistance and dedication provided by the housing element update team throughout the housing element update and review. HCD wishes the City of Pittsburg success in implementing its housing element and looks forward to following its progress through the General Plan annual progress reports pursuant to Government Code section 65400. If HCD can provide assistance in implementing the housing element, please contact Judith Hinh of our staff, [Judith.Hinh@hcd.ca.gov](mailto:Judith.Hinh@hcd.ca.gov).

Sincerely,



Paul McDougall  
Senior Program Manager



---

City Manager's Office – Environmental Services Division

**MEMORANDUM**

**Date:** November 13, 2024

**To:** Community and Economic Development Subcommittee

**From:** Sara Bellafronte, Assistant to the City Manager

**Re: Item No. 3: Environmental Services Events Update**

---

2024 Coastal Cleanup Statistics:

59 total participants

- 32 under the age of 27 (youngest volunteer 4 years old)
- 27 adults

Special attendees:

- Step Team from Marina Vista Elementary School of Pittsburg
- 8 members of CIVICOPRS

Clean up area: 2.71 miles surrounding the marina and Yacht Club

- 1,000+ pounds of trash removed
- 500+ pounds of recyclables recovered

See attached handout for more collection information

7<sup>th</sup> Annual Pittsburg Fishing Derby Statistics:

39 participants

19 kids, 4 seniors

\$3,940 in cash prizes

5 sponsors (3 local: ACE, Dale Vino, and Little J's, 2 non-local: Pline and the Bob Simms Show on iHeart Radio's KFBK)

Clean Air Day Partnership Event:

The City partnered with Sustainable Contra Costa on a microgrant from the California Coalition for Clean Air to promote Clean Air Day. A table was set up with a Clean Air Coalition activity at a Family Fun Friday event on September 27, 2024.

Attendees at Family Fun Friday: 100

Delta Waters 2024 Fall Cohort:

80 Participants

- 67 students, 13 adults (11 chaperones, 2 teachers)
-

4 Pittsburg High School Student Docents

5 Volunteers from U.S. Fish and Wildlife  
Madoline Street Clean Up Statistics:

To compliment the Community and Economic Development's FY 2023/2024 goal of bringing public health and safety to the Madoline Street neighborhood, the City hosted a community clean up for residents and property owners of Madoline Street on Saturday, October 19, 2024. This was accomplished in partnership with MDRR, the Public Works Department, and Civicorps.

- Dump Trips: 22
- Residents: 20
- Total tonnage: 2.26
- Tires: 14
- Boxes: 3

Attachments: Coastal Cleanup Collection Details



### 2024 Coastal Cleanup Collection Details

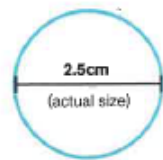
# TRASH COLLECTED

**Citizen scientist:** Pick up all trash and record all items you find below. No matter how small the items, the data you collect are important for Trash Free Seas.\*

**EXAMPLE:**  
 Plastic Bags:  = **8**

Please **DO NOT** use words or check marks. Only **numbers** are useful data.

<b>MOST LIKELY TO FIND ITEMS:</b>		<b>TOTAL #</b>		<b>TOTAL #</b>
Grocery bags (plastic):	= 96		Cups, plates (foam):	= 76
Other bags (plastic):	= 97		Cups, plates (paper):	= 65
Beverage bottles (glass):	= 86		Cups, plates (plastic):	= 80
Beverage bottles (plastic):	= 85		Food containers (foam):	= 16
Beverage cans:	= 50		Food containers (plastic):	= 36
Beverage sachets/pouches:	= 13		Food wrappers (candy, chips, etc.):	= 328
Bottle caps (metal):	= 322		Lids (plastic):	= 130
Bottle caps (plastic):	= 239		Straws/stirrers (plastic):	= 114
Cigarette butts:	= 743		Utensils (plastic):	=
<b>FISHING &amp; BOATING:</b>		<b>TOTAL #</b>	<b>ILLEGAL DUMPING:</b>	
Line, nets, traps, rope, etc.:	= 18		Appliances:	= 0
Foam dock pieces:	= 5		Construction materials:	= 0
<b>PACKAGING MATERIAL:</b>			Tires:	= 0
6-pack holders:	= 12		<b>OTHER ITEMS/DEBRIS:</b>	
Foam packaging:	= 15		Balloons:	= 5
Other plastic bottles (oil, bleach, etc.):	= 12		Clothing:	= 10
Strapping bands:	= 7		E-cigarettes:	= 25
<b>PERSONAL HYGIENE:</b>		<b>TOTAL #</b>	Electronic waste (phones, batteries):	= 12
Condoms:	= 13		Footwear (shoes/slippers):	= 1
Cotton bud sticks (swabs):	= 13		Paper bags:	= 77
Diapers:	= 0		Tobacco products (lighters, cigar tips, wrap):	= 122
Gloves & masks (PPE):	= 51		Toys:	= 7
Syringes:	= 1		Other plastic waste:	= 118
Tampons & applicators:	= 1		Other waste (metal, paper, etc.):	= 105
<b>OTHER ITEMS NOT LISTED:</b>		<b>TOTAL #</b>	<b>TINY TRASH LESS THAN 2.5CM</b>	
1.	=		Plastic/foam pieces:	= 146
2.	=		<b>DEAD/INJURED ANIMAL</b>	
3.	=		Type of animal:	
4.	=		Status: dead/injured    Entangled: yes/no	
5.	=		Type of entanglement item:	



**CLEANUP SUMMARY (circle units)**

Number of Trash Bags Filled:	<input type="text"/>	Weight of Trash Collected:	<input type="text"/> lbs./kgs	Distance Cleaned:	<input type="text"/> miles/km	Area Cleaned:	<input type="text"/> miles <sup>2</sup> /km <sup>2</sup>
------------------------------	----------------------	----------------------------	-------------------------------	-------------------	-------------------------------	---------------	--



---

Community and Economic Development Department – Economic Development Division

## MEMORANDUM

Date: November 13, 2024

To: Community and Economic Development Subcommittee

From: Robert Carrera, Economic Development Manager

Re: **Item No. 4: 2024 Quarter 3 Economic Development Updates**

---

These following updates provide information on notable economic development activities that have occurred since the last update to subcommittee.

### *Façade Improvement Grant Program*

This fiscal year, the City has awarded \$10,000 to one business that has applied for the City's Façade Improvement Grant Program. Staff continues to receive interest in the program and is working with potential applicants to help them complete their applications. The recently approved is as follows:

**Property Address:** 2290 Loveridge Road

**Business Name:** S Khan Food, INC. DBA IHOP

**Proposed Scope of Work:** Applicant proposes to update signage on his building and improve the landscaping that faces the Loveridge Road/E. Leland Road intersection.

**Estimated Total Project Cost:** \$10,000

**Grant Amount Received:** \$10,000

### *Rose/Kosmont Cost of Doing Business Survey*

Claremont McKenna College's Rose Institute of State and Local Government, in partnership with Kosmont Companies, recently released its 2024 Cost of Doing Business Survey. The survey looked at 216 cities primarily across Southern California but also across the nation to examine whether it is more expensive to do business in California than in other states. The survey looks at seven key variables that are scaled to determine how costly it is to do business in a certain City. Those variables are Business License Fees, Utility Tax, Sales Tax, Minimum Wage, Average Commercial Rent, Crime Index, and Housing Affordability Index. The variables are rated with a score of 1 to 5, with one being the least expensive or best index score and 5 being the worst. The variable scores are then combined and divided to create a composite score where 1 is the least costly cities and 5 being the most expensive. The survey document can be found by visiting the following link.

[www.roseinstitute.org/costofdoingbusiness](http://www.roseinstitute.org/costofdoingbusiness)

Staff recently conducted an analysis on Pittsburg’s costliness closely following the methodology of this report. According to the analysis, Pittsburg’s composite score was 3, which is right in the middle in terms of least vs. most costly cities, according to this survey’s methodology.

*Pittsburg Real Estate Market Snapshot*

The following figures assess the overall health of Pittsburg’s commercial markets as they compare to the greater surrounding region. For the purposes of this report, ‘East County’ refers to the sub-market of the East Bay that includes the Cities of Pittsburg, Antioch, Oakley, and Brentwood, and unincorporated areas of the county ranging from Bay Point to the west to Discovery Bay in the East. ‘East Bay’ refers to the East Bay Market which encompasses the East County sub-market and other major markets such as Oakland, Fremont, Pleasanton, Livermore, Dublin, San Ramon, Walnut Creek, Concord, and more. The acronym SF represents square foot in this report.

	Pittsburg	East County	East Bay
Market Asking Rent per SF	\$1.96 (- \$.02)	\$2.03 (- \$.02)	\$2.74 (\$0)
Vacancy Rate	6.2% (+0.2%)	6.0% (-0.4%)	5.8% (-0.1%)
12 Month Net Absorption SF	-5,563	-4,174	-361,253
Available SF	162,449 (+ 5,563)	866,000 (+ 6,000)	7,200,000 (- 400,000)
Inventory SF	2.6 million	13 million	125 million

Table 1: Quarter 3, Calendar Year 2024 Retail Market (% or # Change from Previous Quarter) [Source: CoStar]

	Pittsburg	East County	East Bay
Market Asking Rent per SF	\$0.92 (+ \$.01)	\$1.04 (\$0)	\$1.46 (+ \$.01)
Vacancy Rate	7.0% (+ 1.2%)	5.5% (+ 0.8%)	7.3% (+ 0.5%)
12 Month Net Absorption SF	270,000	-122,808	-4,211,377
Available SF	766,968 (+ 157,526)	1,100,000 (+ 196,000)	26,300,00 (+ 1,800,000)
Inventory SF	7.3 million	14.7 million	280 million

Table 2: Quarter 3, Calendar Year 2024 Industrial Market (% or # Change from Previous Quarter) [Source: CoStar]

	Pittsburg	East County	East Bay
Market Asking Rent per SF	\$2.20 (\$0)	\$2.40 (+ \$.02)	\$3.08 (\$0)
Vacancy Rate	1.6% (- 0.1%)	6.1% (- 0.1%)	15.0% (+ 0.7%)
12 Month Net Absorption SF	555	23,600	-1,859,660
Available SF	9,926 (- 555)	123,000 (- 29,000)	20,100,000 (+ 400,000)
Inventory SF	618,000	2.8 million	117 million

Table 3: Quarter 3, Calendar Year 2024 Office Market (% or # Change from Previous Quarter) [Source: CoStar]

*Pittsburg Chamber of Commerce Communications Proposal*

As part of the City’s ongoing efforts to evaluate best options for Economic Development communications and outreach to attract targeted business owners, developers, and brokers, the City received a proposal from the Pittsburg Chamber of Commerce that lays out a strategy to target a specified audience and create content that tells the economic development story of Pittsburg. The proposal is attached to this memo. At this time, staff is not making recommendations on this proposal as it is still evaluating options on the best, effective way of

pursuing this strategy. Staff is welcome to feedback from the subcommittee on the Chamber's proposal.

#### *Quarter 3, Calendar Year 2024 New Businesses*

During the timeframe of this memo, a grand total of 70 new business license applications were opened and processed by the City. Of those 70, 17 were storefront businesses and 53 were home-based businesses.

#### *Old Town/Marina Sign Program*

This City program continues to see activity well into the fiscal year as Old Town businesses continue to show interest in working with the City to obtain signage to help make their businesses stand out. Currently, the City is working with three Old Town businesses to provide them with signage for their businesses. The first business is the recently rebranded Old Town Market, formerly King's Market, located at 315 Railroad Avenue. The second businesses is Solano Pharmacy, who is looking to open their third location soon at 799 Railroad Avenue. In addition to a bracketed sign, we are working to provide them with a back-lighted wall sign on the southwest corner of the building, which faces the entryway to Old Town along Railroad Avenue. The third business is the Bank Building located at 420-440 Railroad Avenue. We are currently working with the property owners to provide directory signage that let's the public know all of the tenants that make up the 22 business spaces that are inside, but not very visible from the outside. Staff is continuing to make progress on these individual projects and will provide updates as applicable.

**Comprehensive Communication and Kickoff Plan: Pittsburg Chamber of  
Commerce Newsletter and Social Media Project**

Objective:	3
Step 1: Identify the Target Audience	3
Step 2: Defining the Story We Want to Tell	4
Step 3: Attracting the Right Businesses and Residents	4
Step 4: Content Creation & Social Media Strategy	5
Step 5: Newsletter Syndication on LinkedIn	5
Step 6: Performance Metrics and Reporting	5
Step 7: Cost-Effective Solutions	6
Step 8: Launch Preparation & Timeline	6
Step 9: Visibility and Distribution	6
Step 10: Collaboration and Feedback	6
Conclusion:	6
Appendix A Newsletter Subject Lines:	7
Appendix B-Risk and Mitigation Strategy Plan	8

## Objective:

The Pittsburg Chamber of Commerce proposes to create and maintain an email newsletter and social media presence that will outperform the existing East Bay 100 service, with a focus on "telling the story" of Pittsburg. This comprehensive plan outlines the strategy for identifying the target audience, defining the story, and crafting a communication and launch plan that will elevate Pittsburg's profile and attract new businesses, residents, and investments.

## Key Components of the Plan

### Step 1: Identify the Target Audience

---

#### 1.1 Primary Audience Segmentation

- **Business Owners & Entrepreneurs**
  - Established business owners currently in Pittsburg.
  - Entrepreneurs and small businesses from nearby cities looking to expand.
- **Community Leaders & Influencers**
  - Local leaders, including city council members, nonprofit organizations, and schools.
  - Social media influencers connected to Pittsburg's community growth.
- **Residents of Pittsburg**
  - Long-time residents invested in the city's growth.
  - New or prospective residents, including young professionals and families.
- **External Business Leaders**
  - Regional and national business owners considering Pittsburg for expansion.
  - Professionals in target sectors such as manufacturing, logistics, and retail.

---

#### 1.2 Secondary Audience Segmentation

- **Commercial Developers**
  - Real estate developers focused on industrial, commercial, and retail properties.
- **Investors**
  - Regional venture capitalists, angel investors, and grant funders seeking growing markets.
- **Economic Development Groups**
  - Chambers of Commerce and industry groups from nearby cities for cross-collaboration.

## Step 2: Defining the Story We Want to Tell

---

### 2.1 Establish the Core Narrative

- **Pittsburg's Economic Revitalization**
  - Pittsburg is an ideal business location due to its strategic placement in the Bay Area, focusing on economic growth and business support infrastructure.
- **Community-Oriented Business Culture**
  - Highlight Pittsburg's collaborative environment for business, local organizations, and the public sector.
- **Opportunities for Development and Investment**
  - Showcase Pittsburg's current development projects and opportunities for investors and commercial developers.
- **Small Town Feel, Big City Ambition**
  - Emphasize the community-driven nature of Pittsburg while demonstrating its capacity for big business growth.

---

### 2.2 Crafting Story Pillars

- **Business Success Stories:** Profile local businesses thriving in Pittsburg.
- **Economic Growth & Opportunities:** Detail the city's infrastructure investments, business-friendly policies, and job creation efforts.
- **Cultural and Lifestyle Highlights:** Emphasize Pittsburg's unique cultural events, lifestyle offerings, and recreational activities.
- **City Leadership Vision:** Communicate the city's business development goals and collaboration with the Chamber.

## Step 3: Attracting the Right Businesses and Residents

---

### 3.1 Businesses to Attract

- **Retail & Hospitality**
  - Large and boutique retail chains, restaurants, and hospitality businesses.
- **Manufacturing & Logistics**
  - Companies involved in eco-friendly manufacturing and logistics.
- **Tech Startups**
  - Smaller tech startups in fields such as SaaS, logistics, and green technology.
- **Healthcare & Wellness**
  - Attract healthcare clinics, wellness centers, and medical startups.

---

### 3.2 Residents to Attract

- **Young Professionals**



- Individuals seeking affordable housing while staying connected to larger Bay Area cities.
- **Families**
  - Families looking for a safe, community-driven city with strong schools and parks.
- **Remote Workers**
  - Remote workers seeking affordable living and a strong community vibe.

## Step 4: Content Creation & Social Media Strategy

---

### 4.1 Content Creation: Authentic Storytelling

- **Monthly Themes:** Focus on city-relevant themes such as economic growth, business success stories, cultural events, and community initiatives.
- **Spotlight Features:** Highlight local businesses, entrepreneurs, non-profits, and residents contributing to Pittsburg's growth.
- **City and Chamber Updates:** Provide insights into economic development projects, city policies, and business opportunities.
- **Upcoming Events:** Promote local and regional events, job fairs, and community activities.

### 4.2 Enhanced Social Media Integration

- Develop a **content calendar** to provide consistent messaging across LinkedIn, X.com, Instagram, and Facebook.
- Leverage **user-generated content** to increase community engagement (e.g., reposting stories from residents attending events).
- Use **videos, interviews, and live streams** to showcase city updates, events, and initiatives.
- Run **LinkedIn and X.com ads** to target business owners and professionals in relevant industries.

## Step 5: Newsletter Syndication on LinkedIn

- Post key newsletter content as **LinkedIn articles**, shared by city leaders and community influencers.
- Syndicate **newsletter content on LinkedIn** to reach a broader, professional audience.
- Use **LinkedIn ads** to target professionals interested in Pittsburg's business environment and cultural offerings.

## Step 6: Performance Metrics and Reporting

- Track metrics such as **email open rates, click-through rates, and social media engagement** using tools like Mailchimp or HubSpot.
- Provide **quarterly reports** to the city on newsletter performance, subscriber growth, and engagement.
- Include a **feedback loop** for newsletter recipients to submit suggestions and feedback.

## Step 7: Cost-Effective Solutions

- Use **in-house resources** for design and copywriting, leveraging local talent for video and graphic content.
- Invest in **affordable newsletter software** with built-in analytics and audience segmentation tools.
- Implement a **tiered advertising model** for local businesses to sponsor newsletter content, offsetting costs and generating revenue.

## Step 8: Launch Preparation & Timeline

---

### 8.1 30-Day Initial Phase

- **Week 1-2:** Build newsletter structure, design templates, and segment the audience.
- **Week 3:** Create initial content (business success stories, events, etc.) and begin outreach to business leaders and residents.
- **Week 4:** Launch the first newsletter and cross-promote it on LinkedIn, X.com, and other social platforms.

## Step 9: Visibility and Distribution

- **Syndicate newsletter content on LinkedIn** for professional outreach.
- Use **LinkedIn ads and X.com ads** to promote specific newsletter features or articles.
- Partner with local community groups and organizations to extend the newsletter's reach through their platforms.

## Step 10: Collaboration and Feedback

- Partner with local non-profits, schools, and small businesses to **co-create content** and tell the authentic story of Pittsburg.
- Set up an **editorial board** involving city leaders, Chamber members, and influencers to ensure alignment on messaging.
- Regularly conduct **surveys and feedback sessions** to adjust content and enhance audience engagement.

## Conclusion:

The Pittsburg Chamber of Commerce is confident it can deliver a more cost-effective and engaging newsletter and social media presence than East Bay 100. This comprehensive approach will save the city money while authentically telling the story of Pittsburg and attracting businesses, investors, and residents who align with the city's future vision.

This plan will allow Pittsburg to grow its economic base, deepen community ties, and raise its profile as a business-friendly, community-focused city.

# Appendix A

## Newsletter Subject Lines:

1. *Discover Pittsburg: Business Growth, Community Wins, and Upcoming Events!*
2. *Your Inside Look at Pittsburg's Economic Revitalization*
3. *Local Business Success Stories & Pittsburg's Bright Future*
4. *Pittsburg: A City on the Rise – See What's Happening This Month!*
5. *Building Pittsburg's Future Together: Business Insights & Community News*

## Article Titles:

1. *How Pittsburg is Becoming the Bay Area's New Business Hub*
2. *Spotlight on Local Success: [Business Name] Thrives in Pittsburg*
3. *Pittsburg's Growth Story: New Developments and Investment Opportunities*
4. *Top 5 Reasons to Invest in Pittsburg's Emerging Industrial Sector*
5. *Building Community: Upcoming Events You Won't Want to Miss*
6. *City Leadership Speaks: Plans to Boost Pittsburg's Economic Development*
7. *Small Town Feel, Big City Ambitions: What Makes Pittsburg a Great Place to Live and Work*

# Appendix B-Risk and Mitigation Strategy Plan

For Pittsburgh Chamber of Commerce In-House Newsletter and Social Media Strategy

## 1. Risk: Limited Audience Reach & Engagement

- **Description:** There is a risk that the newsletter and social media platforms may not attract or engage enough subscribers or followers initially, leading to limited visibility and reduced impact.
- **Mitigation Strategy:**
  - **Build a Verified Subscriber List:** Leverage existing Chamber and city contacts to start with a solid subscriber base.
  - **Cross-Promotion:** Promote the newsletter across all available channels (Chamber website, social media, local business partnerships) to increase visibility.
  - **Engagement Incentives:** Offer sign-up incentives, such as exclusive content, discounts, or community features, to drive more subscriptions.
  - **Consistent, High-Value Content:** Focus on delivering valuable content to keep readers engaged, ensuring that each issue includes relevant news, opportunities, and business insights.
  - **Monitor & Adjust:** Track engagement metrics (open rates, clicks, shares) and adjust content based on audience feedback and behavior.

## 2. Risk: Insufficient Budget to Maintain High Quality

- **Description:** With a limited budget of \$15,000 per year, there is a risk that content quality or marketing efforts may be constrained, leading to less effective outcomes.
- **Mitigation Strategy:**
  - **Prioritize Key Expenses:** Allocate the majority of the budget to content creation and essential advertising. Reduce spending on non-critical tools or services.
  - **Use Free or Low-Cost Tools:** Maximize the use of free versions of marketing and design tools (e.g., Mailchimp Free, Canva Free/Pro).
  - **Leverage Volunteer or In-House Resources:** Involve existing staff or community volunteers for content creation, design, or photography to minimize external costs.
  - **Generate Revenue:** Explore sponsorships or paid ad opportunities in the newsletter to offset some costs and ensure sustainability.

## 3. Risk: Ineffective Advertising Campaigns

- **Description:** Social media advertising campaigns may not generate the expected results, leading to wasted budget and lower engagement.
- **Mitigation Strategy:**

- **Test and Optimize Ads:** Run small, targeted test campaigns first (on LinkedIn and X.com), track performance metrics, and optimize ads based on performance.
- **Targeted Audience Segmentation:** Focus ads on specific, high-value segments (business owners, investors, professionals) to ensure the right audience is reached.
- **Monitor Ad Performance:** Continuously track ad performance and reallocate budget toward higher-performing campaigns or channels.

#### 4. Risk: Content Fatigue

- **Description:** Recipients may lose interest over time if the newsletter content becomes repetitive, irrelevant, or too frequent, resulting in unsubscribes or disengagement.
- **Mitigation Strategy:**
  - **Diversify Content:** Ensure each issue includes a mix of business news, community stories, upcoming events, and useful insights tailored to various audience segments.
  - **Survey Subscribers:** Regularly gather feedback from readers on what content they value most and adjust accordingly.
  - **Adjust Frequency:** If engagement drops, consider reducing the frequency of the newsletter to bi-monthly, keeping the content fresh and relevant.
  - **Highlight Unique Stories:** Continuously look for new stories within the Pittsburgh community to maintain interest and relevance.

#### 5. Risk: Over-reliance on Chamber Staff

- **Description:** Relying too heavily on existing Chamber staff for content creation, design, and management could lead to burnout or insufficient focus on other responsibilities.
- **Mitigation Strategy:**
  - **Freelancers and Volunteers:** Use freelancers for certain tasks, such as copywriting or design, when needed to reduce staff workload.
  - **Time Allocation and Training:** Properly allocate staff time and provide training on using email marketing and design tools efficiently to minimize workload.
  - **Collaborate with Local Businesses:** Encourage local businesses and community members to contribute content (business features, event updates) to lessen the workload on the Chamber team.

#### 6. Risk: Technical Challenges and Platform Issues

- **Description:** There is a risk of technical issues with the chosen email marketing and social media platforms, which could disrupt newsletter delivery or social media engagement.
- **Mitigation Strategy:**
  - **Reliable Platforms:** Choose established and reliable platforms like Mailchimp or Buffer that are known for minimal downtime and strong customer support.

- **Backup Content Delivery Options:** In the case of technical failures, have alternative methods for delivering content (e.g., a dedicated page on the Chamber website or using social media posts as backup).
- **Technical Support Access:** Maintain access to platform technical support or consultants to address any potential issues quickly.

## 7. Risk: Lack of Measurable Success

- **Description:** Without proper metrics and performance tracking, it could be difficult to measure the success of the newsletter and social media efforts, leading to less effective decision-making.
- **Mitigation Strategy:**
  - **Set Clear Metrics from the Start:** Define key performance indicators (KPIs) such as open rates, click-through rates, subscriber growth, social media shares, and ad performance.
  - **Utilize Built-In Analytics:** Use built-in analytics tools in Mailchimp, Buffer, and social platforms to track performance data.
  - **Quarterly Reviews:** Conduct quarterly reviews of newsletter and social media performance, adjusting strategies based on data-driven insights.

## 8. Risk: Failure to Differentiate from Competitors

- **Description:** If the in-house newsletter is too similar to existing services (like East Bay 100), it may fail to stand out and attract attention.
- **Mitigation Strategy:**
  - **Unique Local Focus:** Focus content on unique, hyper-local stories that East Bay 100 or other external services cannot replicate, making the newsletter indispensable for the Pittsburg community.
  - **Interactive Features:** Incorporate interactive elements (polls, surveys, community input) to engage the audience and differentiate from competitors.
  - **Highlight Chamber's Impact:** Regularly feature how the Chamber and the city are working together to improve the business and community landscape, showcasing results and real outcomes.