



CITY OF MILPITAS

Economic Development and Trade Commission

DRAFT REGULAR MEETING MINUTES

4:30 PM

Monday, May 13, 2024

Milpitas Community Center, Room 7
457 E. Calaveras Blvd., Milpitas, CA 95035

CALL TO ORDER	Vice-Chairperson Daryani called the meeting to order at 4:35 PM.
PLEDGE OF ALLEGIANCE	Commissioner Bhagvat led the pledge of allegiance.
ROLL CALL	Economic Development Coordinator Michael Thomas called the roll. PRESENT: Vice Chair Parkash Daryani, Commissioners Bimalkumar Bhagvat, Casey Mc Neil and Vasista Ramachandrani (Student Commissioner). Alternates Michael Nguyen and Conrad Shapira. Mayor Carmen Montano (Council Liaison), and City staff: Ned Thomas, Alex Andrade, Michael Thomas and Margaret Tamisiea ABSENT: Chair-Person Chris Norwood Commissioners Lynne Rice, Cheri Romero and Victor San Vicente
SEATING OF ALTERNATES	Alternate Member No. 1: Conrad Shapira was seated in place of Commissioner Rice Alternate Member No. 2: Michael Nguyen was seated in place of Commissioner San Vicente
APPROVAL OF AGENDA	<u>Recommended Action:</u> Approve May 13, 2024 regular meeting agenda of the Economic Development & Trade Commission as submitted. Mover/Second: McNeil/Schapira Motion carried by a vote of: AYES: 5 NOES: 0 Ayes: Nguyen, Shapira, Bhagvat, McNeil and Daryani Noes: None Abstentions: None
APPROVAL OF MINUTES	<u>Recommended Action:</u> Approve April 17, 2024 special meeting minutes of the Economic Development & Trade Commission as submitted. Mover/Second: McNeil/Schapira Motion carried by a vote of: AYES: 4 NOES: 0 Ayes: Nguyen, Shapira, McNeil and Daryani Noes: None Abstentions: Bhagvat

PUBLIC FORUM

No public comment was submitted.

ANNOUNCEMENTS

Student Commissioner Ramachandrani informed the Commission of the City's contribution of \$1,200 from the Office of Economic Development as an event sponsor for the Milpitas Hacks hack-a-thon event at Milpitas High School on May 25.

Mayor Montano announced city staff would present the City's proposed FY 24-25 Operating Budget at the City Council Study Session scheduled for May 14 at the Barbara Lee Senior Center at 5:30 PM.

Director Andrade announced that Nat Sandoval has been hired for the newly-created position of Permit Navigator and her first day will be May 28, 2024.

Coordinator Thomas announced new Commissioner Bimalkumar "Bill" Bhagvat who will serve in the commission's hospitality seat. Mr. Bhagvat is a Milpitas resident with 29 years of professional experience in the hotel industry.

BUSINESS ITEMS

Chair-Person Norwood joined the meeting at 4:45 PM.

9a. Business Improvement District Feasibility Report

Recommended Action: Receive report.

Vice-Chair Daryani introduced the item. Director Andrade and Sr. Project Specialist Tamisiea presented a slide deck dated May 13, 2024.

After discussion the motion was made to receive the report

Mover/Second: McNeil/Norwood

Motion carried by a vote of: AYES: 6 NOES: 0

Ayes: Nguyen, Shapira, Bhagvat, McNeil, Daryani and Norwood

Noes: None **Abstentions:** None

ADJOURNMENT

Motion to adjourn meeting at 5:39 PM

Mover/Second: McNeil/Daryani

Motion carried by a vote of: AYES: 6 NOES: 0

Ayes: Nguyen, Shapira, Bhagvat, McNeil, Daryani and Norwood

Noes: None **Abstentions:** None



Keep SANTA CLARA VALLEY Beautiful

KEEP AMERICA BEAUTIFUL AFFILIATE

Volunteer Clean-Up

Saturday, June 22, 2024
9:00 am - 11:00 am

I-680 / Jacklin Rd Southbound
On-ramp, Milpitas
(Rescheduled from April due to rain)

- Cleaning equipment and safety vests will be provided.
- Snacks and litter kits for volunteers!
- Community service credits available for students.

Must be at least 16 years of age. Wear long pants and closed-toe shoes.
Please register on-line as there is limited capacity. Event will be canceled and rescheduled if rain is forecasted for the cleanup day.

Sign Up Now!



Questions?

E-mail kscvb@vta.org
or visit www.kscvb.com



MEMORANDUM

Office of Economic Development



DATE: June 10, 2024

TO: Economic Development and Trade Commission

FROM: Michael Thomas, Economic Development Coordinator

VIA: Alex Andrade, Director of Economic Development

SUBJECT: **Item 9a: Gateway-Main Street Specific Plan Status Update**

BACKGROUND:

The Milpitas Midtown Specific Plan was originally adopted by City Council in 2002 to maximize land use, transportation, and economic opportunities along the City's historic Main Street and to energize and catalyze mixed-use, transit-oriented development (TOD) in the Midtown area, also known as the "heart" of Milpitas. Since adoption of the current Midtown Specific Plan, little of the community's vision for this area has been realized, and many potential development sites remain vacant and underutilized, especially along Main Street. As part of the update process, the Midtown Specific Plan will be renamed the "Milpitas Gateway/Main Street Specific Plan" and will provide a new vision and strategic policy framework to guide redevelopment and reinvestment in three focus areas and transform this important gateway into an attractive and vibrant destination for the City and the region.

This plan's nexus to The Economic Development & Trade Commission (EDTC) is the commission's Work Plan, which includes "Main Street revitalization will encourage economic vitality, enhance business marketability, increase property values and attract people and new businesses." The City's Economic Development Strategy includes the following Strategy and Actions:

Strategy 31. Position Midtown as a community destination for local, independent retail and restaurants.

Action 31.1. Use the Midtown Specific Plan update process to identify appropriate locations for concentrating new commercial development and business activity.

Action 31.4. Identify necessary public improvements in the Midtown area via the specific plan update process and develop an impact fee or other financing mechanism for new development projects to contribute toward these improvements.

Action 31.5. Through the specific plan update process, explore reducing parking requirements and other zoning requirements/processes to help facilitate establishing restaurant and retail uses in Midtown.

On April 6, 2021, the City Council adopted the FY2022-26 Capital Improvement Plan (CIP), which included the Milpitas Gateway/Main Street Plan (Midtown Specific Plan Update) as Project No. 3437 with an initial outlay of up to \$960,000 from the Community Planning Fund. On May 26, 2021, the Metropolitan Transportation Commission (MTC) awarded the City of Milpitas an additional \$500,000 through its Priority Development Area (PDA) Planning Grant Program to complete the project.

Following a competitive RFP evaluation process in the spring of 2021, and in accordance with the City's Municipal Code, Ascent Environmental was ultimately selected as the project consultant. On September

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21, 2021, City Council authorized the City Manager to execute a master funding agreement with the Metropolitan Transportation Commission to receive funding through the PDA Planning Grant Program and a professional services agreement with Ascent Environmental for consultant services to prepare the Gateway/Main Street Specific Plan.

Tasks 1, 2 and 3, which include existing conditions assessments, extensive community outreach, plan visioning, scenario planning, and preferred plan strategies, have been completed. Task 4 (Specific Plan Drafting) and Task 5 (Environmental Evaluation) are in progress with a Public Draft Plan expected in June 2024. Following public review of the Public Draft Plan, the project team will continue to refine the plan and environmental analysis and aim for adoption hearings in Fall 2024. Attachment 1 details completed tasks.

The initial project budget was \$930,708. In accordance with Municipal Code, and following Council approval, The Finance Department executed amendments to the Professional Services Agreement with Ascent Environmental to increase the project budget to \$1,059,708.

ANALYSIS

A brief overview of the additional existing conditions analysis completed, and the Plan strategies and alternatives is provided below.

Additional Existing Conditions Analysis

Following completion of the Land Use, Zoning and Urban Form Analysis, Market Study, and Transportation Analysis, the consultant prepared an Affordable Housing and Community Benefits Memorandum and a Resilience and Climate Adaptation Assessment.

Affordable Housing and Community Benefits Memorandum

The Affordable Housing and Community Benefits Memorandum provides a framework for the Plan that can be implemented in conjunction with the City's 2023-2031 Housing Element Update to facilitate affordable housing development and help the City meet its Regional Housing Needs Allocation (RHNA) obligations. The key findings are below.

1. While the Plan area is considered a "high resource" area, which makes affordable housing projects more competitive for tax credits, the slow rate of household growth over the past decade reflects constraints that need to be proactively addressed to support affordable housing development.
2. Several major constraints to affordable housing development exist in the Plan area, including small parcel sizes and lack of funding for 100 percent affordable housing. Specific programs to address these constraints include a strategic property acquisition program, planning and zoning incentives, Plan-specific, and an enhanced infrastructure financing district (EIFD).
3. A community benefits program to incentivize and support affordable housing should prioritize public improvements including community gathering spaces, pedestrian and bicycle infrastructure, and streetscape improvements.
4. A community benefits program should also prioritize commercial corridor revitalization through district branding, small business assistance grants and loans, and special events.

Resilience and Climate Adaptation Assessment

The Resilience and Climate Adaptation Assessment provides an analysis of climate-change-related vulnerabilities of the Plan area to inform future development. Several climate projection tools were used to

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analyze the potential impacts of climate change on the Plan area through the end of the century. The Plan area is not expected to be susceptible to flooding from sea level rise in the foreseeable future. The Plan area is also not directly exposed to wildfire hazards and is generally in the moderate percentiles for pollution burden (i.e., environmental health hazards) on the community.

Plan Vision, Strategies, and Alternatives

Upon completion of the existing conditions analysis and in consideration of the community feedback received, the project team developed the Plan vision and alternatives and strategies, which are organized into the three focus areas: (1) Gateway and Crossroads, (2) Main Street, and (3) Abbott District. The complimentary slide deck includes maps and illustrations for reference (Attachment 2). Full plan details are available at <https://www.milpitasmainstreet.org/>.

Plan Vision

The Plan area is envisioned as a group of neighborhoods that together create a complete community and center for Milpitas. New infill housing and mixed-use development will be paired with complete streets, new urban open spaces, and placemaking to distinguish the Plan area as a walkable and bike-friendly urban community. The guiding principles are organized around four themes: (1) vision and placemaking, (2) land use and development, (3) transportation and access, and (4) open space and community amenities.

Gateway and Crossroads

The Gateway and Crossroads will serve as a regional destination and gateway to Milpitas with higher-intensity mixed use and residential development, a community anchor at Serra Way, and active gathering spaces. Key strategies to implement this vision include:

1. Establishing a higher intensity and scale for the Gateway (e.g., 4-5 stories) and Crossroads (e.g., 5-6 stories) areas;
2. Reimagining Serra Way and S. Abbott Ave. into complete, multimodal streets; and
3. Incorporating gateway signage and branding, streetscape improvements, pedestrian and bicycle improvements, and parking opportunities.

Main Street

Main Street will continue to evolve into a walkable and thriving destination, supported by civic and cultural anchors, infill residential development at a moderate scale, and neighborhood retail nodes with a focus on retail and outdoor dining. Key strategies to implement this vision include:

1. Establishing a moderate intensity and scale along Main St. (4-5 stories);
2. Reimagining Main St. as a shared street and Abel Street as a complete, multimodal street; and
3. Incorporating streetscape improvements and urban parks, plazas, and paseos.

Abbott District

The Abbott District will provide a mix of commercial uses including retail, office, and creative industrial development with new connections and open spaces. Key strategies to implement this vision include:

1. Prohibiting residential development and establishing a 50-foot maximum height throughout the district;
2. Establishing new street connections from Abbott Ave. to Thompson Ct. and Abel St. to Abbott Ave.; and
3. Extending the Hetch Hetchy greenway and establishing campus-style parks and plazas.

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Following the Council direction on the Plan strategies and alternatives, the consultant prepared an internal Administrative Draft Plan for staff review and initiated the environmental review process per the California Environmental Quality Act (CEQA).

The project team continued public engagement while drafting the Plan to ensure the community vision informs the development of the Plan. Outreach efforts will include the following tasks in the upcoming months.

1. **Pop-Up Event:** Host another pop-up event within the Plan area to provide the community a convenient opportunity to review and comment on Plan drafts.
2. **Community Open House:** Host an interactive community open house to share the latest draft of the Plan and gather final input during the public review process. This is anticipated as an open meeting where participants can drop in throughout a designated time to ask questions and share input about different aspects of the Plan.
3. **Public Draft Plan:** Based on community input received, the consultant will refine the Administrative Draft Plan and prepare a Public Draft Plan for public review and circulation.

The project team will also host additional study sessions with the Council throughout the Plan drafting process to share Plan drafts and receive direction on various aspects of the Plan.

Finally, based on input received from the public, City staff, and Council, the consultant will prepare the Final Plan and return to Council for adoption of the Plan and associated Environmental Impact Report (EIR), which is anticipated to in late 2024 or early 2025.

FISCAL / ECONOMIC ANALYSIS OR IMPACT

This is an informational item. As such, there is no fiscal impact.

RECOMMENDATIONS:

1. Receive presentation on the work completed on the Milpitas Gateway-Main Street Specific Plan and provide feedback on encouraging economic vitality in and positioning Midtown as a community destination.

ATTACHMENTS:

1. Completed tasks
2. Slide presentation, June 10, 2024

ATTACHMENT 1

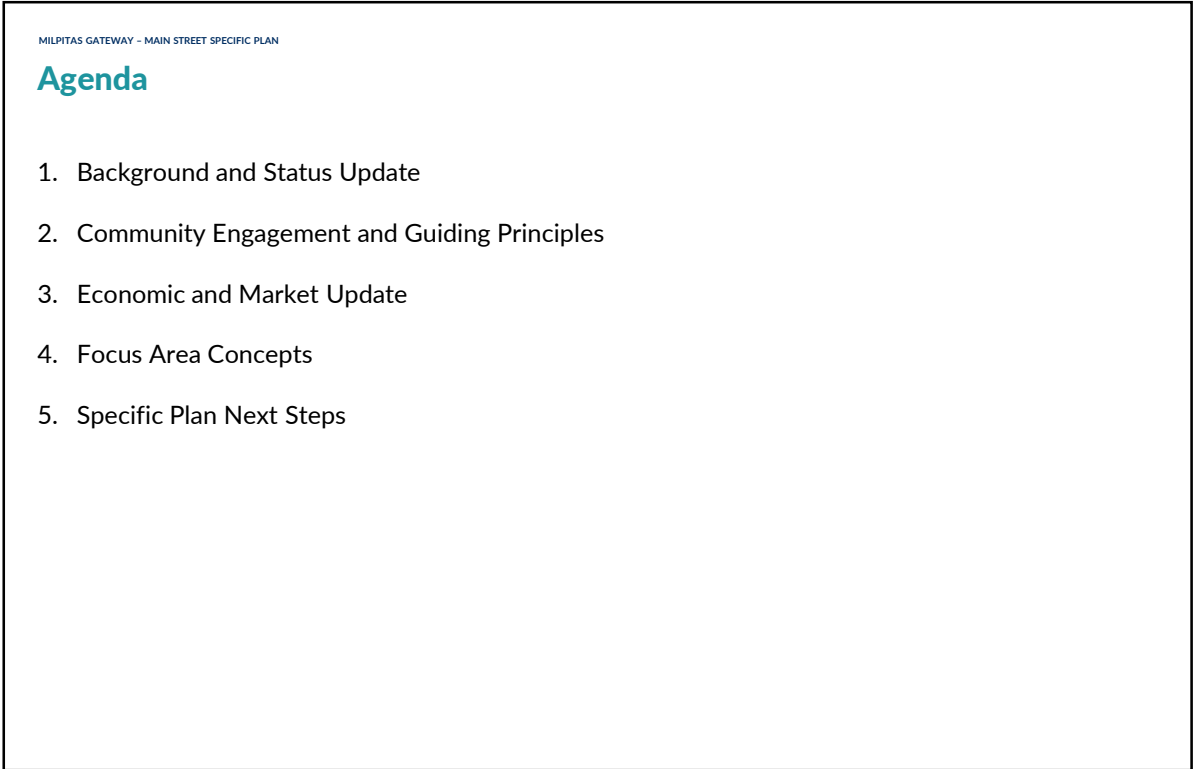
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Work completed thus far on the Gateway-Main Street Specific Plan:

1. **Kick-Off Meeting and Site Tour:** The project team held a virtual kick-off meeting on October 26, 2021 to initiate the project and discuss the City's goals and objectives, team roles and responsibilities, project area context and efforts under way, and Plan and focus area boundaries.
2. **Material Review and Preliminary Mapping:** The consultant reviewed relevant existing and in-progress studies and created a series of maps that depict the local context.
3. **Existing Conditions Assessment:** The consultant assessed the physical context of the Plan area with a focus on identifying preliminary opportunities and constraints related to land use and development. Completed deliverables include the Land Use, Zoning and Urban Form Analysis, Market Study, Transportation Analysis, Affordable Housing and Community Benefits Memorandum, and Resilience and Climate Adaptation Assessment.
4. **Community Engagement Strategy:** The project team prepared a Community Engagement Strategy, which identifies roles and responsibilities, timelines for outreach activities, and a detailed, comprehensive communication strategy for creating awareness and excitement about the project.
5. **Pop-Up Event:** City staff and the consultant attended the City-sponsored Holiday Magic event on Main Street on December 17 and 18, 2021. The team spoke with approximately 25 people and received generally positive feedback related to the project. Feedback included excitement about Main Street being a "real downtown", need for improvements to make Main Street attractive, desire for retail shops and restaurants, and support for housing, especially affordable housing, along Main Street.
6. **Council Ad-Hoc Main Street Revitalization Subcommittee:** City staff presented the key findings of the Land Use, Zoning and Urban Form Analysis to the Council Ad-Hoc Main Street Revitalization Subcommittee at its meeting on April 12, 2022. Staff received feedback to thoughtfully incorporate new housing along Main Street while maintaining and strengthening the neighborhood commercial character and find solutions to provide better parking opportunities throughout the corridor.
7. **Stakeholder Interviews:** The project team hosted six stakeholder interviews with local business owners, property owners, and developers to allow participants to discuss issues and opportunities in a smaller context. Key takeaways included support for analyzing the economic feasibility of development in establishing maximum densities and heights, positive feedback regarding City permitting processes, need for outdoor dining and site activation, and flexibility in building design, parking, and open space requirements to ensure feasibility.
8. **Community Workshops and Surveys:** The project team hosted two community workshops on June 29, 2022 and February 13, 2023 and opened an online survey following each event to solicit additional feedback from those who were unable to attend these workshops. The team provided findings from the existing conditions analysis and the preliminary Plan strategies and alternatives. Participants were able to provide feedback through live polls during the presentation and small breakout group discussions. Feedback included: (1) vision for a walkable and mixed-use development at different scales and with affordable housing; (2) support for outdoor dining and public art; (3) need for public gathering spaces, additional parking opportunities, and streetscape amenities; and (4) desire for dining, recreation, and shopping options. Refer to the community workshop summaries (Attachments 1 and 2) for more information.
9. **Technical Advisory Committee (TAC):** The project team hosted two meetings with the TAC to introduce the project, hear staff's initial concerns and needs regarding specific Plan topics, and receive feedback on the Plan strategies and alternatives.
10. **Visioning, Scenario Planning, and Plan Strategies and Alternatives:** Based on the robust existing conditions analysis and feedback received from the community, Council, and TAC, the project team prepared a vision memo with the Plan strategies and alternatives related to land use, mobility, and open space. The consultant also conducted feasibility analysis for three development scenarios to test different development frameworks to ensure that Plan recommendations will be practical and implementable.



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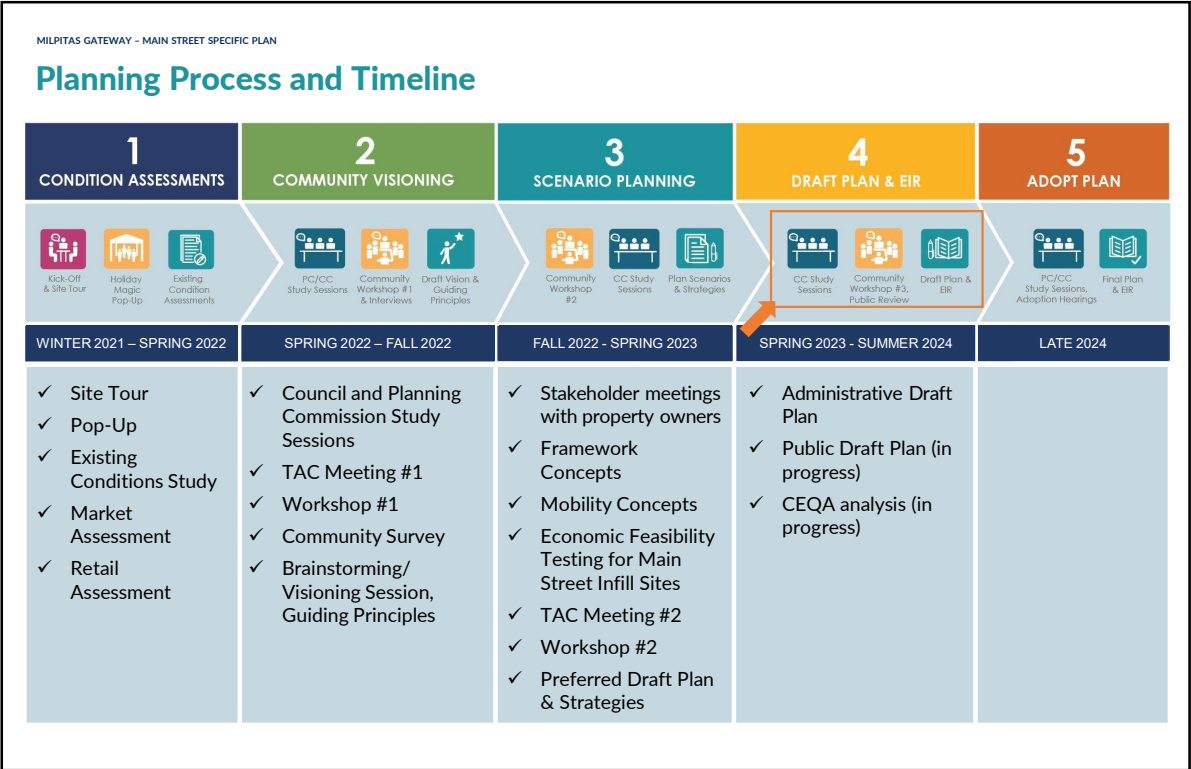


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1

Background and
Status Update

3



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MILPITAS GATEWAY - MAIN STREET SPECIFIC PLAN

Gateway-Main Street Specific
Plan Area

1. Midtown Specific Plan was adopted in 2002 and updated in 2010.

2. Midtown boundary will be adjusted to focus planning efforts on the revitalization of historic Main Street and the Calaveras gateway.

3. Midtown Specific Plan to be renamed **Gateway-Main Street Specific Plan** to reflect this new focus.

Other Efforts:

1. 2040 General Plan

2. Metro Specific Plan

3. Objective Design Standards

4. Housing Opportunity Zones

Legend:

- Lakes/Ponds/Wetlands
- Streams/Creeks
- Parks
- Freeways
- Ramps
- Light Rail
- BART Station
- Light Rail Stop
- Adopted Midtown Specific Plan Project Area
- Gateway-Main Street Specific Plan Boundary
- Metro Specific Plan Project Area

5

2

Community
Engagement &
Guiding Principles

6

3

MILPITAS GATEWAY - MAIN STREET SPECIFIC PLAN

Community Engagement to Date



Pop Up
Event



Project
Website



Stakeholder
Interviews



Community
Workshop
#1 & #2



2 On-line
Feedback
Forms

MILPITAS GATEWAY - MAIN STREET SPECIFIC PLAN

What We Heard.....

“I would love a destination restaurant in Milpitas.”

“LONG TIME COMING”

“Homelessness is becoming a problem in the plan area”

“A place where people want to go, where Farmers Markets happen on Saturday mornings and neighbors can walk to it each week”

“Please make our city beautiful”

“Beautifying the area and hosting events there will bring in new businesses”

“We need more entertainment options for the high school and young adults”



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MILPITAS GATEWAY - MAIN STREET SPECIFIC PLAN

Main Street Feasibility Analysis: Overview

Carlo/Main

Mixed-Use Multifamily Residential and Courtyard Buildings





Mixed-Use Multifamily with Common Courtyard

Serra/Main

Mixed-Use Multifamily Residential w/ Plaza & Entry Court





Mixed-Use Multifamily with Ground-Floor Retail

Main @ Tom Evatt Park

Townhomes/
Townhomes + ADUs





Townhomes



Townhomes over ADUs

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MILPITAS GATEWAY - MAIN STREET SPECIFIC PLAN

Main Street Feasibility Analysis: Conclusions

Challenges

1. Regulations

- Current height and density limits have limited development feasibility.
 - Project economics improve with density.
- Other regulations are outdated.

2. Construction Costs

- Rise of construction costs has been greater than rise of rents.
- Parking is costly and contributes to development challenges.

3. Physical Constraints

- Small and shallow sites make it difficult to build housing and on-site parking and open space.

Solutions...

- Consider increasing height limits from 3 to 5 stories on Main Street, and to over 5 stories in the Crossroads area.
- Update and modernize regulations to enable fine-grain infill and active/vibrant community character.
- Update parks/open space and parking requirements.
- Consider the creation of a parking district.
- Evaluate impact fees and other potential incentives.

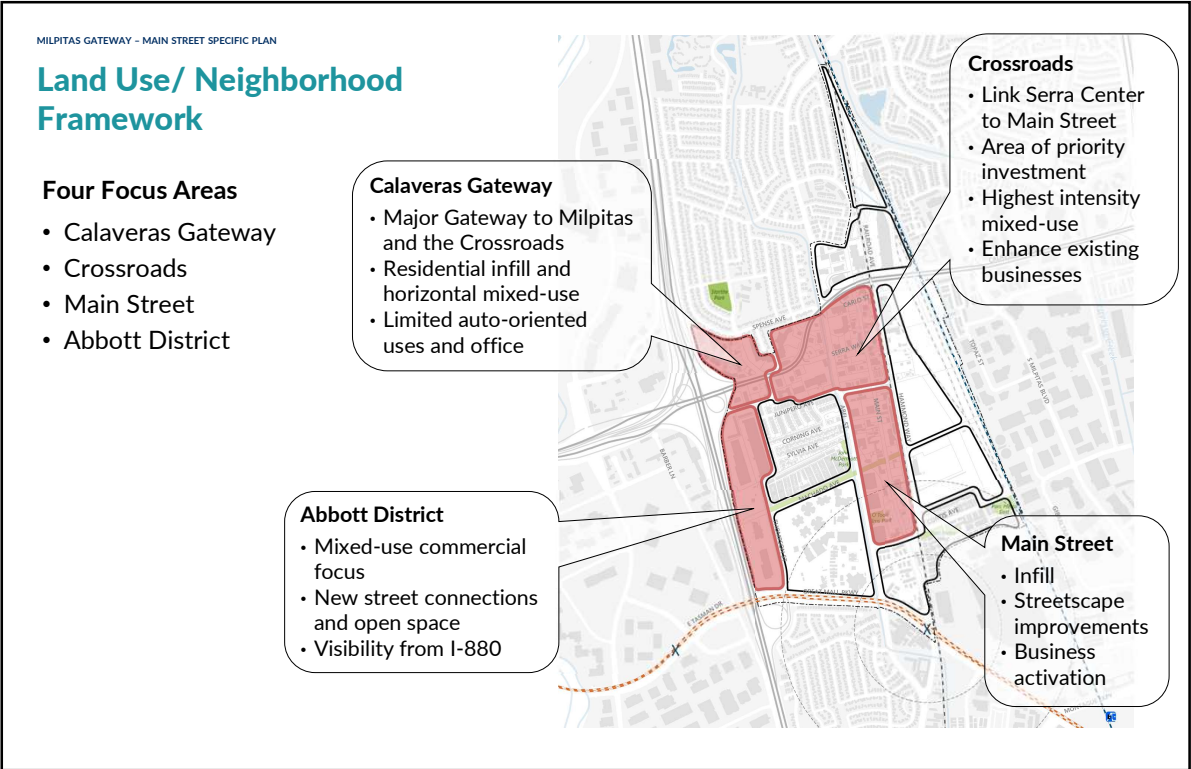
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Focus Area
Concepts

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MILPITAS GATEWAY - MAIN STREET SPECIFIC PLAN

Main Street Land Use/
Neighborhood Framework

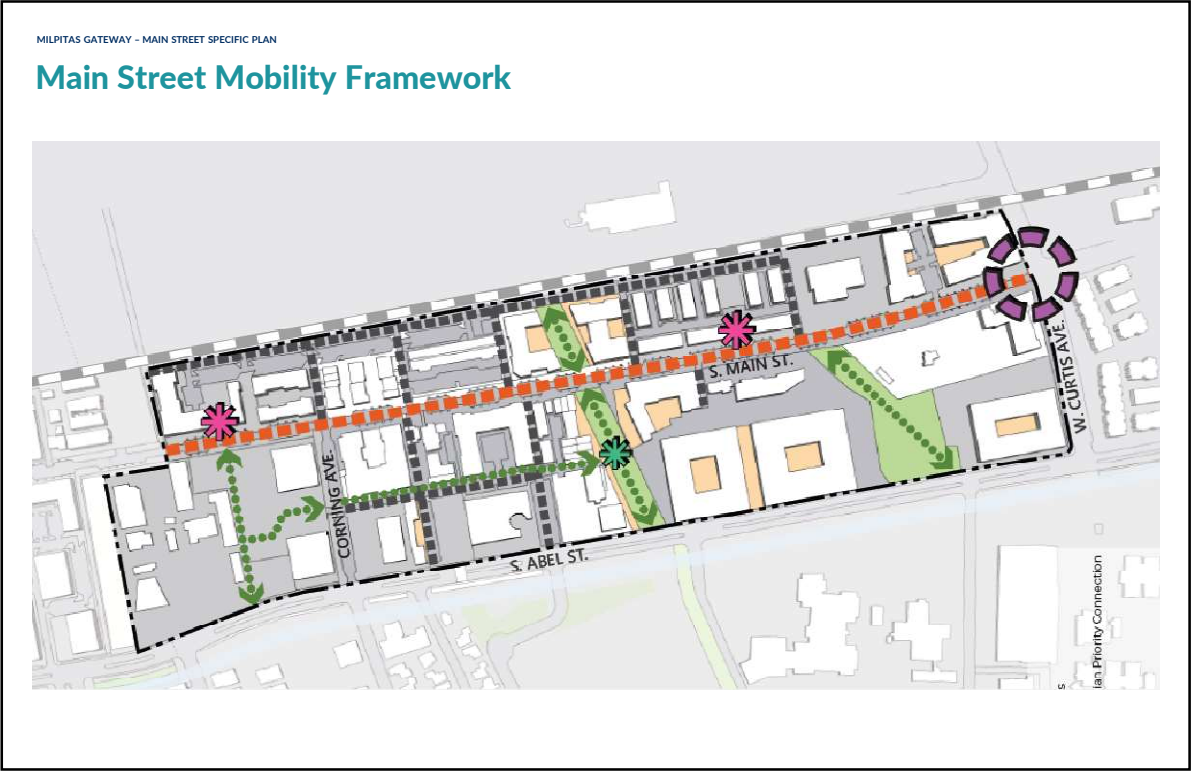
Land Use Approach

- Mixed-use main street
- Retail, restaurant, and outdoor dining
- Smaller-scale residential infill
- Active building frontages

Scale

- Max height: 5 stories
- Density range: 30-65 du/ac (density bonus through community benefits)

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MILPITAS GATEWAY - MAIN STREET SPECIFIC PLAN

Main Street Focus Area

Shared Street (proposed)

Bikes are permitted to use the street

On-street parking on both sides of the street

Existing Curb-to-Curb

Existing ROW 65 ft. (+/-)

Curb Extension with Outdoor Dining – San Diego

Curb extensions on both sides of the street for street furnishing, outdoor dining, or landscaping

MILPITAS GATEWAY - MAIN STREET SPECIFIC PLAN

Calaveras Gateway & Crossroads Focus Areas

MILPITAS GATEWAY - MAIN STREET SPECIFIC PLAN

Crossroads Land Use/
Neighborhood Framework

Land Use Approach

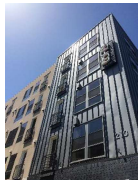
- Mixed-use destination and active gathering space
- Anchor (at Serra) with theater or attraction
- Higher-intensity mixed use and residential
- Retail and restaurant
- Hotel
- Creative use/maker spaces

Scale

- Max height: 7 stories (85 ft.)
- Density range: 40-85 du/ac (density bonus through community benefits)



Mixed-Use Retail, Restaurant, Entertainment



Higher-Intensity Residential and Live-Work



Parks, Plazas, and Gateway Focal Points

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MILPITAS GATEWAY - MAIN STREET SPECIFIC PLAN

Calaveras Gateway & Crossroads Framework



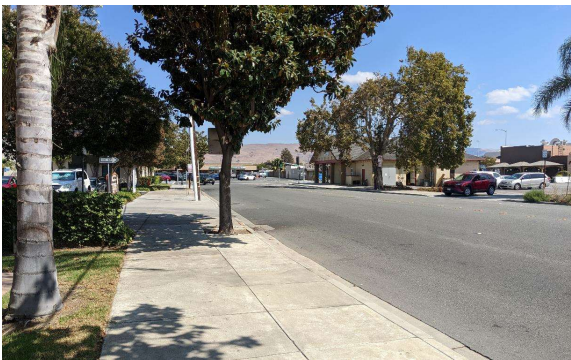
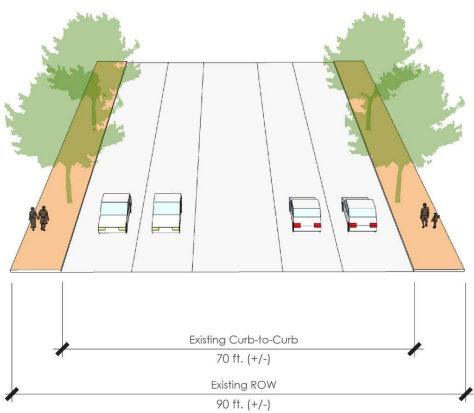
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MILPITAS GATEWAY - MAIN STREET SPECIFIC PLAN

Crossroads Focus Area

Serra Way: Existing Conditions



Serra Way Looking East

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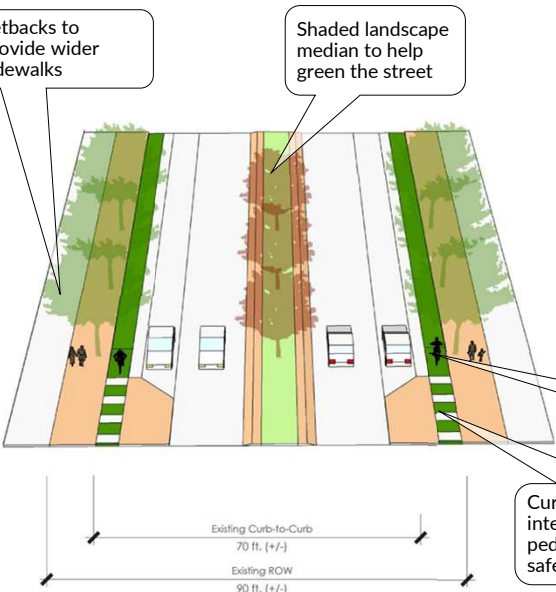
MILPITAS GATEWAY - MAIN STREET SPECIFIC PLAN

Crossroads Focus Area

Serra Way: Parking-Separated Bike Lanes (proposed)

Setbacks to provide wider sidewalks

Shaded landscape median to help green the street



Parking-protected bike lanes (between parking areas and sidewalks) on both sides of the street

Curb extensions at intersections to increase pedestrian visibility and safety



Parking Protected Bike Lane – San Francisco

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MILPITAS GATEWAY - MAIN STREET SPECIFIC PLAN

Development Interest

Sites

1. 70 N. Main St. (Quincy BBQ): mixed-use development

2. Serra Center: mixed-use redevelopment

3. Sobrato site: townhome development

4. Milpitas Center: townhome or mixed-use redevelopment

5. 50 Serra Way (vacant parcel): TBD

Removing Obstacles

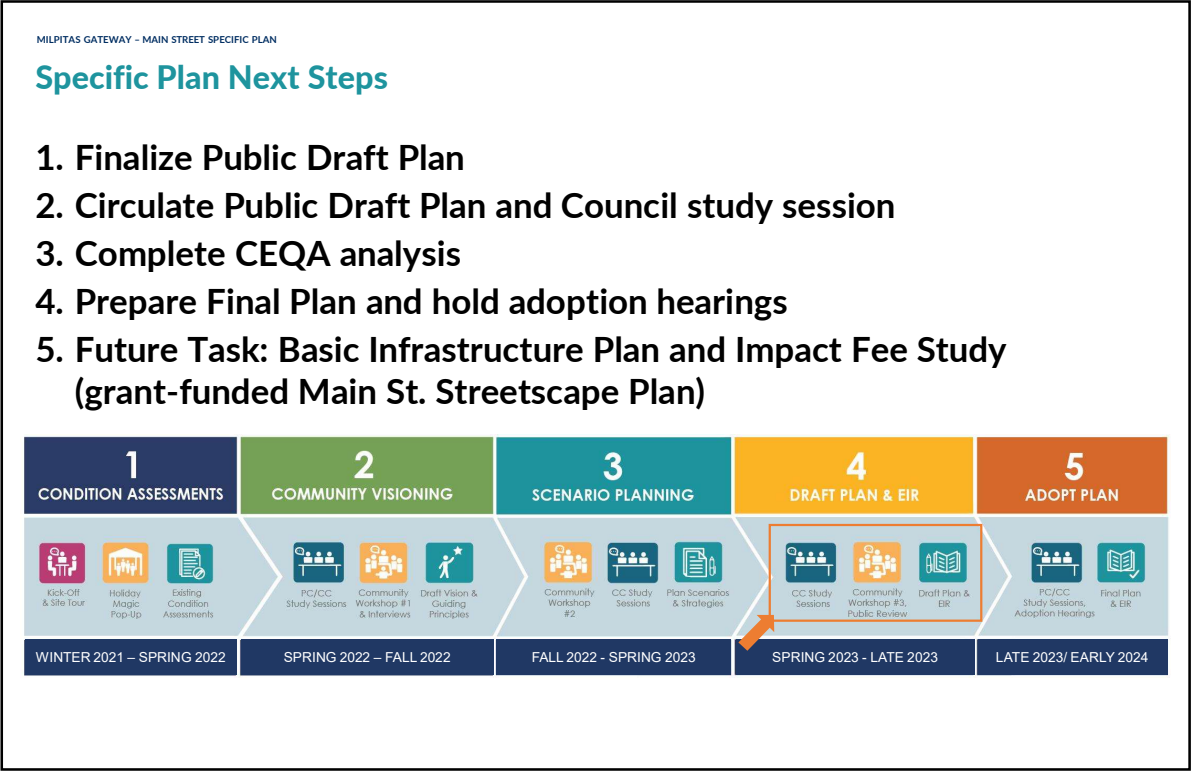
1. Rezone

2. Increase maximum density

3. Reduce parking requirements

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Specific Plan Next Steps



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455 E. Calaveras Blvd., Milpitas, CA 95035
 www.milpitas.gov  408-586-3000

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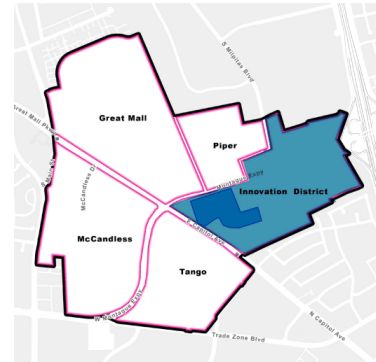
Office of Economic Development



DATE: June 10, 2024
TO: Economic Development and Trade Commission
FROM: Michael Thomas, Economic Development Coordinator
VIA: Alex Andrade, Director of Economic Development
SUBJECT: **Item 9b: Innovation District Branding Initiative Update**

BACKGROUND:

The Innovation District (ID) is a 74-acre area located in the Milpitas Metro Specific Plan envisioned as a thriving employment destination featuring modern office, creative flex space, and R&D buildings. Zoning also allows for limited residential uses south of the Transit Center on the south side of South Milpitas Boulevard Extension. This district is established in the City's Economic Development Strategy and includes land adjacent to the Great Mall and parcels on both sides of Montague Expressway. The opening of the Milpitas Transit Center and the extension of regional BART service into the South Bay changes the outlook for the Milpitas Innovation District by giving it valuable direct transit access to other parts of the Bay Area.



This item's nexus to the Economic Development & Trade Commission (EDTC) is:

- The Commission's work plan action item to market development opportunities with the real estate development and brokerage communities, and business attraction in emerging technology industries.
- Action #11 of [The Fiscal Benefits of Employment Lands Final Report's](#) Innovation District Action Plan.

Vision

In addition as an employment destination, The Innovation District is envisioned as a flexible space for people to interact through a well-connected network of public infrastructure including bike paths, pedestrian scale sidewalks, social gathering places, and high-speed fiber with proximity to public transit. The vision includes shaping Milpitas' urban development practices to build a culture of creativity, innovation, inclusivity and equity, and agility to help advance opportunities for innovation. Innovation Districts typically include a combination of the following features:

- Advanced research institutions and medical campuses
- Major real estate developers and landowners
- Anchor companies
- Incubators, accelerators, and other economic cultivators

Examples of innovation districts in other communities include Mission Bay in San Francisco, Warm Springs in Fremont and Perry Park in Sunnyvale.

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Fiscal Benefits of Employment Lands Study and Final Report

The Fiscal Benefits of Employment Lands Study and Final Report guide City policy towards a fiscally resilient future based on protection and preservation of employment lands, expansion and attraction of innovative and competitive businesses, and implementation of the Innovation District. This study encompassed two phases:

Phase I

Completed in October 2021, Phase I identified potential benefits of The Innovation District, including the attraction of a large number of well-paying jobs and substantial positive fiscal impacts on the City's General Fund. It also indicated challenges associated with the economics of development to overcome in establishing the district, such as project costs for Class-A office making it fiscally impossible to purchase land for such development projects while light industrial, warehouse and distribution projects penciling out for example.

Phase II

Completed in June 2022, Phase II culminated in a final report combining contextual information and data concerning development opportunity sites and costs of commercial, industrial, and mixed-use parcels within and around the Innovation District, case studies of other Innovation Districts, and a broad range of options and action items suitable for creating an Innovation District Action Plan. The economics of commercial development in the Innovation District are challenging, which makes the City's actions to incentivize and support Innovation District development so important.

Action Plan

The Action Plan builds upon the visioning and policies of The City's General Plan 2040, Economic Development Strategy, and Milpitas Metro Specific Plan, and recommends a series of actions the City could pursue to support the growth in the Innovation District. The Innovation District Branding Initiative is one of 14 actions divided into three categories designed to help catalyze the Innovation District.

- Incentivizing new development
- Funding and investing
- City leadership, outreach, and partnerships

The Branding Initiative (Action 11) is included in the leadership, outreach, and partnerships category. Via effective place branding, the Innovation District is to turn from a place into a brand with which residents, employers, workers and visitors identify. Following a competitive RFP process in 2023, Milpitas-based marketing agency Navajo Company was selected as the branding consultant. The scope of work includes brand strategy, a dedicated website, business attraction assistance and promotional and collateral materials.

ANALYSIS

Since launching work on this initiative last October, Navajo Company developed draft name and tagline options for staff consideration that are the foundation of the district's brand identity by creating a distinct personality, tone of voice, and visual elements that represent the brand consistently across all touchpoints. Following an iterative process between Navajo Company and City staff, three draft name and tagline options have emerged.

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The three name and tagline options (Brand Identity) were influenced by the brand strategy deliverable that includes the elements of brand purpose, vision, mission, values and themes, and target audiences.

Brand Strategy Elements

Brand Element	Description
Purpose <i>Why are we doing this?</i>	Ensure reliable, long-term economic growth and funding for City services by attracting and retaining businesses in Milpitas and leveraging Milpitas's well-connected transit to attract talent from across Silicon Valley Improve quality of life for our growing Milpitas resident population by providing employment and job upskilling opportunities and creating a positive sense of place
Vision <i>What will it be like?</i>	This community is envisioned as a highly desirable employment destination for STEM professionals whose work requires collaboration on site. Environmentally sustaining, easily accessible, and integrated with the surrounding residential, retail, and open space environments, the Innovation Community will optimize employee wellbeing and productivity, increasing value to employers and to the Community's property owners.
Mission <i>What will we do?</i>	Within Milpitas's existing ecosystem of residential, retail, and transportation infrastructure (Milpitas Metro), create a flexible space for commercial real estate developments supporting research, physical product development, exhibition, education, and related activities.
Values	• People centric concepts ○ Human scale development ○ Accessible environments ○ Inclusive opportunities and processes ○ Social equity • Business friendly • Prioritize environmental sustainability. • Plan for resilience.
Themes	• Employee life balance • Mobility & connectivity • Family & community • Thriving and business-friendly City
Target Audiences	• Employers • Investors & real estate developers • Landowners • Residents

MEMORANDUM

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The detailed summary table provides context to facilitate thought and discussion on helping City staff determine one name and tagline from which to create draft logos, fonts and color palettes for future consideration. A logo, fonts and color palette will influence development of the other deliverable in the initiative's scope of work: a dedicated website, business attraction assistance and promotional and collateral materials.

Brand Identity (Draft Innovation District Name & Taglines)

Name & Tagline Type	Description	Examples	Draft Name & Tagline	Benefits
Clear & Simple	A brand name that meets expectations is easy to understand. Clarity takes preference over excitement. Audiences that respond to these names expect the brand to convey exactly what it is and what it does.	General Electric Met Life	Milpitas Innovation District <i>Life works better here</i>	This name makes it clear what we are offering. The tagline positions the district as a new paradigm for employment.
People-Focused	There is a growing consensus that innovation districts today must be designed for the humans who inhabit them. Audiences that respond to these names consider the needs of the employees at the Innovation District's tenant companies.	Allstate Insurance – You're in Good Hands Have you driven a Ford lately?	MetroTech @ Milpitas <i>Reimagining work, connection & community</i>	Leveraging the potential cachet of the well-developed Milpitas Metro Specific Plan, this brand name positions the innovation district as the area's tech center.
Evocative	Like all brands, place brands compete for attention and mindshare. Interesting and relevant brand names are more likely to be remembered and shared.	Nike – Just Do It Fly the friendly skies of United	Tech Nexus @Milpitas <i>More connected, sustainable & accessible</i>	This name can be used with or without the city name. Both name and tagline emphasize the importance of connections—between people, places, and information. The tagline references additional brand values.

MEMORANDUM

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FISCAL / ECONOMIC ANALYSIS OR IMPACT

Via the FY 22-23 fiscal year budget process, the City Council allocated \$74,600 to fund the innovation district's branding initiative scope of work.

RECOMMENDATION

Receive update and provide feedback on name and tagline options.