

On Board for Innovation:

Les Schmidt, left, is CEO and founder of the Bishop Ranch Innovation Intelligence Accelerator. He is with Alex Mehran Jr., President and COO of Sunset Development, developers of Bishop Ranch, on one of the autonomous buses that serve the complex.

TRI-VALLEY

Ahead of the curve



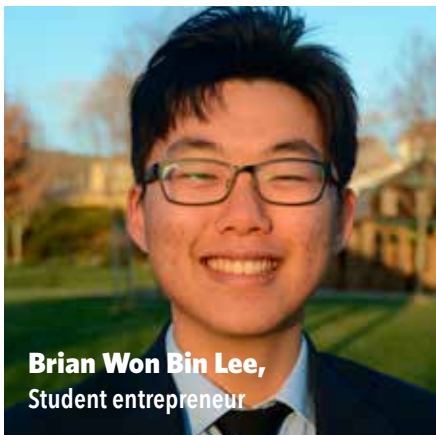
Phil Wente,
Winegrower, Wente Family Estates



Dale Eldridge Kay,
CEO, Innovation Tri-Valley Leadership Group



Tim Harkness
Founder, Unchained Labs



Brian Won Bin Lee,
Student entrepreneur

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What is the Tri-Valley?

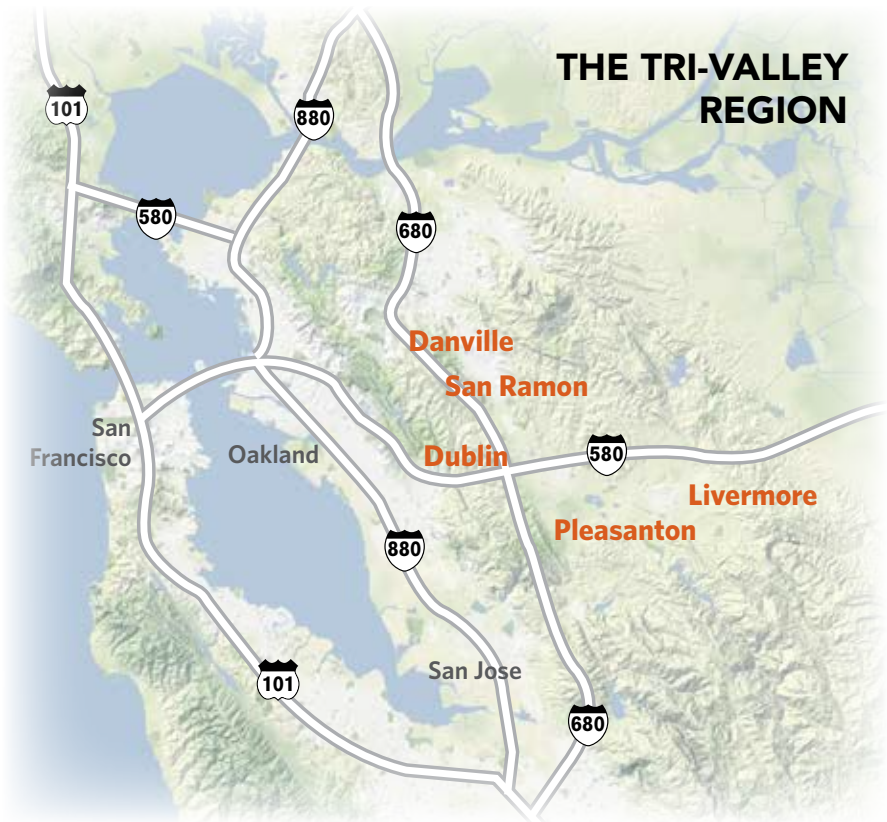
The Tri-Valley is a quintet of cities in Northern California located in the eastern Bay Area, centered around the convergence of Interstates 580 and 680. San Ramon, Danville, Dublin, Livermore and Pleasanton are the interconnected communities that make up the rising region and give it its unique flavor along with its strong sense of purpose.

If there's one thing that animates the Tri-Valley it's the unique combination of public and private forces that drive its growth. The region is a spectacular example of a group effort, and that's visible in each and every segment of the area.

The innovation economy in the Tri-Valley is a large part of the region's \$42 billion-dollar GDP, and it's an engine of talent generation that starts with regional assets, like the National Labs, and offers the assistance of incubators like The Switch, and VC firms like Tri-Valley Ventures, to truly unlock the ideas of a population in which 26 percent of adults have master's degrees.

The region rounds itself out with a broad array of leisure and entertainment options. Wine, beer, bike and even ice cream trails wind their way through world-class restaurants and shops, each city offering its numerous ways to enjoy yourself.

And even with its world-class theater, festivals and other attractions, the Tri-Valley offers housing at more affordable rates, when compared to the rest of the Bay Area.



It's no wonder, then, that the trend of people living in the Tri-Valley and commuting to the bay is seeing a rapid reversal. Business and people are choosing to make the reverse commute because they want to be in a place with all of the optimistic creativity of a San Francisco or a Silicon Valley, but populated with practical people who want to build that creativity into something great for the community.

Welcome to the Tri-Valley!

Tri Valley – Ahead of the Curve – stories by Aaron Welch and Mitchell Kernot; cover photo by Paolo Vescia; graphic design by Carol Collier



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- **Curriculum Relevancy** ensures that our students benefit from the latest and most innovative curriculum available; this requires constant, active improvement
- **Community Collaboration** with local business, government, educational institutions, civic organizations, community groups, science, and industry partners results in a team effort to provide educational opportunities that best serve our students and our community

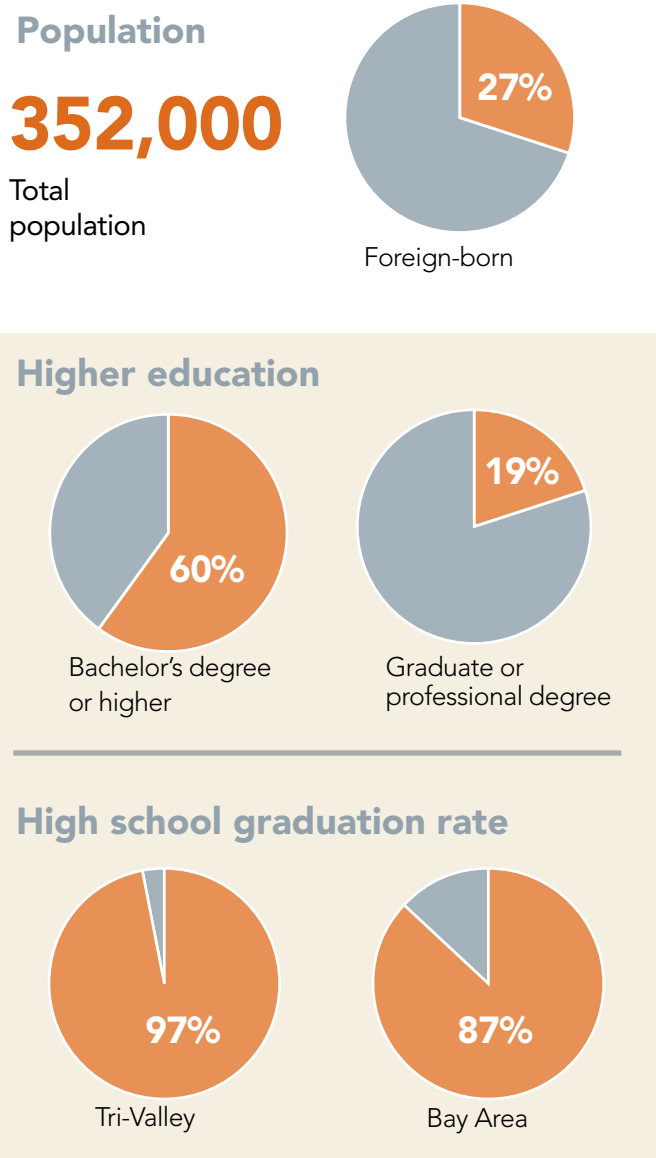


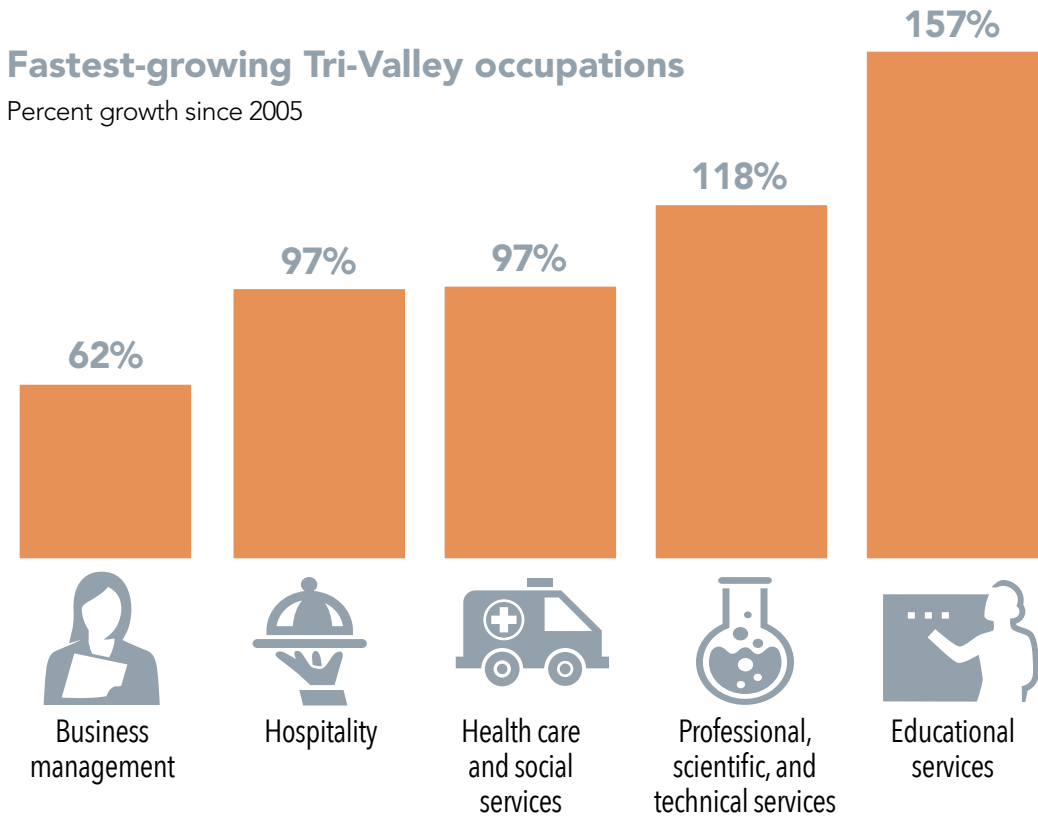
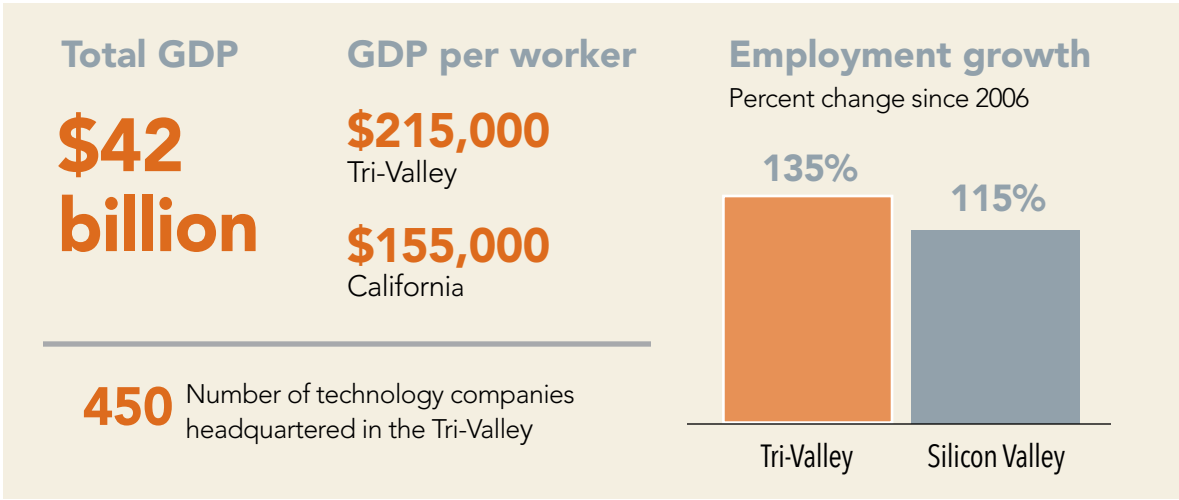
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Tri-Valley by the numbers





Top workplaces

48,000

Number of employees at Hacienda and Bishop Ranch

7,700

Number of employees at Sandia Labs and Lawrence Livermore National Labs

Office lease costs

Average yearly rental price per square foot

\$32.04
Tri-Valley

\$74.17
San Francisco

\$52.20
Silicon Valley

\$38.52
Oakland

Transportation

■ Two Dublin/Pleasanton BART stops

■ Interstates 580 and 680

■ Three Altamont Corridor Express (ACE) train stops

■ WHEELS regional bus service

Sources: Bay Area Council Economic Institute; U.S. Census 2016

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DIVERSE BUSINESSES

The Tri-Valley's base of productive workers are a part of a diverse economy that can take advantage of them. The Tri-Valley represents a range of different populations who live in different areas and each city has its own specialties

San Ramon and Pleasanton, for example, contain the some of the highest concentrations of prime office real estate in the Bay Area, available at far lower prices than the Bay Area and San Francisco. Danville and Dublin are more known as residential areas, and Livermore has a lot of space for industrial companies.

This doesn't even take into account the retail, arts and leisure, and other markets that fill the five-city area that have a combined GDP of \$42 billion dollars. Simply put, there's a lot already in the Tri-Valley and a lot of room to grow as well.

4

THE INNOVATION ECONOMY

Qualities associated with the innovation economy are present in nearly every part of the story of the Tri-Valley's rise to prominence. It's a unique system, developed specifically to take advantage of the brilliant minds that populate the companies and homes of the Tri-Valley.

It often starts with the region's national labs, Lawrence Livermore and Sandia, which are a source of incredible wealth for the region in terms of talent. The incubators and accelerators then adopt talent from the labs and other companies in the region and give them a place to grow their ideas near their homes.

Assisting the process are a new generation of venture capital organizations, led by Mirador Capital and Tri-Valley Ventures, who understand and invest in local companies (and perform very well for doing so).

5

A DRIVE TO IMPROVE

Tri-Valley's animating force is the drive to improve. Bringing together leaders of private companies, the national labs and venture capital organizations, as well as public figures at city and state levels, the Innovation Tri-Valley team is a ceaseless source of energy because every member represents a different reason and methodology for the Tri-Valley to succeed.

This sense of cooperation and shared goals is a general quality of the Tri-Valley, says Buck Koonce of Lawrence Livermore National Lab. "People at all levels all work so well together trying to improve the quality of life and the area in which they live and work," he says. "It's a privilege to be involved with them."



Buck Koonce
Lawrence Livermore National Lab

The history of the Tri-Valley

Phil Wente has been working in the family business his entire life, and his family’s business is part and parcel with the history of the Tri-Valley as a whole. Today, Wente, vice-chairman and 4th-generation Wente Vineyards owner, and his family look positively prescient. But while it may be a central actor in the growing Bay Area now, the Tri-Valley didn’t start out that way.

Wente Vineyards was a major bet in in 1883, in a place good for growing grapes but with an uncertain futuraa.

Rapid development

The arrival of the railroads to the Tri-Valley area (first in the 1860s, and later in the 1890s) contributed enormously to the economic growth of the area, says Wente. “Suddenly resources were much more plentiful and the towns were more easily able to export goods.”

In the 1880s the first set of wineries started up, including Wente Vineyards, which is the oldest family-run winery in the country. Around the same time, Livermore residents discovered coal and oil deposits that brought wealth into the community.



Phil Wente
Fourth-generation winemaker, Wente Vineyards

Pleasanton developed hops utilized by the biggest beer producers in the United States. The gravel industry, too, brought a great deal of wealth to the area thanks to large sand and gravel deposits below the earth.

aThe opportunities and economies expanded in the succeeding years, and this led to more investment. In 1942, the US government built the Livermore Naval Air Station as part of their arsenal in the Bay Area and operated it until after WW2, when it was transferred to the Atomic Energy Association.

A second facility run by the University of California opened up to study nuclear technology, and in 1956 Sandia National Laboratories opened a facility as well. These continue to be important facilities to this day.

Worker and resident populations continued to rise after that catalyst, and more housing and business centers were constructed. The town of Dublin began to rapidly grow in the 1960s as housing increased, and in 1982 Pleasanton built the 850-acre Hacienda Business Park, bringing companies and jobs into the area more than ever before.

The fruits of all that labor

The Tri-Valley is becoming known for having a highly educated population that is increasingly working within the Tri-Valley area. For comparison’s sake, job growth in the city of San Francisco was 3% between 2000 and 2012, while the Tri-Valley area managed 21% in the same space of time, according to a report from the Bay Area Economic Institute.

The population of the Tri-Valley cities continues to boom, transforming a series of small towns into an area with a population of more than 300,000 according to the 2010 census. The rate of growth for the Tri-Valley population is more than double the rate of the rest of the Bay Area.

Transportation continues to be a boon to the Tri-Valley area, and though the railroads have given way to highways, being a key point along the routes between other major cities has clearly given the Tri-Valley an advantage. The number of patents and grants given to companies in the Tri-Valley has increased as well, as the region looks to take advantage of its strategic location and become an economic powerhouse.

From one century to the next

The varied and interconnected histories of the Tri-Valley towns have worked out well for the region. Whereas the Tri-Valley used to be a place that people commuted from to, today it’s a place where people are commuting to.

More than that, it’s a place where people are living and working. The cities of the Tri-Valley are thriving, and are poised to become even more important as technological and transportation possibilities extend the range of the core Bay Area. Wente believes this positions the Tri-Valley to become a central actor in the years to come.

Winemaker Phil Wente shares snapshots of the region’s past

PLEASANTON

“Pleasanton came into being in 1850, located on the land of an old bandit holdout called Alisal. Reportedly, it was named by an Alameda County Justice for a major general friend of his named Alfred Pleasonton, but a typo made by a D.C recording clerk lead to the name we know today.”

LIVERMORE

“Europeans first entered the area that would come to be Livermore in the 1790s, and Robert Livermore and his business partner Jose Noriega were granted the actual land in 1839. It became a popular area during the gold rush when an adobe was built on the land and was a first-stop for prospective miners heading between San Francisco and Sacramento. Despite its popularity to people passing through, its population still only topped out at 75 for much of its early history.”

SAN RAMON

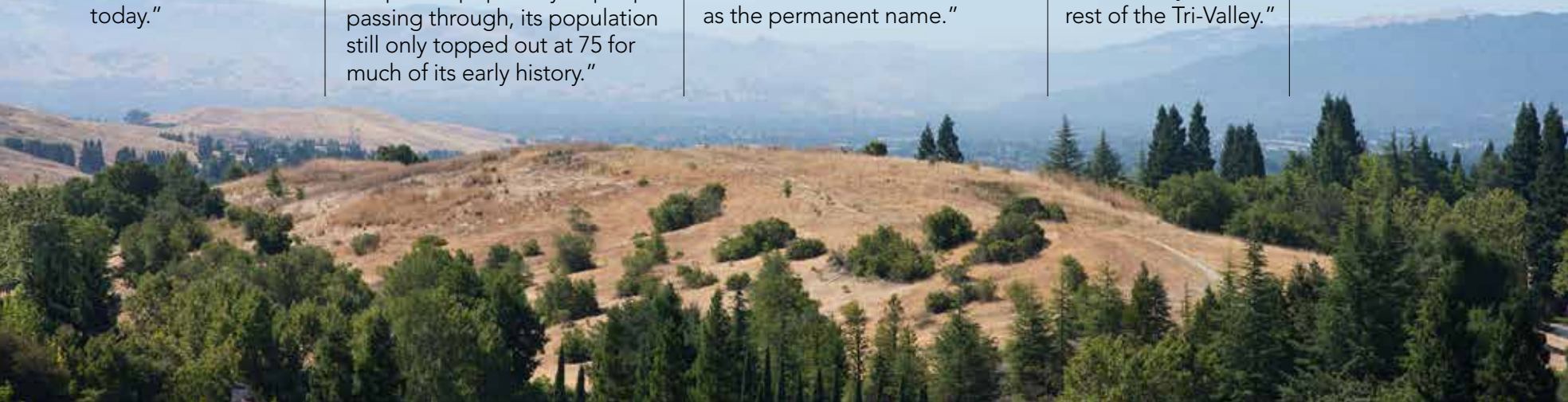
“American Settlers first came to the area around San Ramon Creek, named for a shepherd from the Mission San Jose, in 1850 when Leo and Mary Jane Norris bought 4,450 acres in the Amador Valley. Its name changed a lot in the early days, passing between the landowners of the small town before the San Ramon Branch Line of the Southern Pacific Railroad came through in 1891 and solidified San Ramon as the permanent name.”

DANVILLE

“Danville was originally a farming community in the same way San Ramon was, and part of the same land grants until the Southern Pacific Railroad moved through and switched its economy to fruits and nuts and propelled it into the modern day like the rest of the Tri-Valley.”

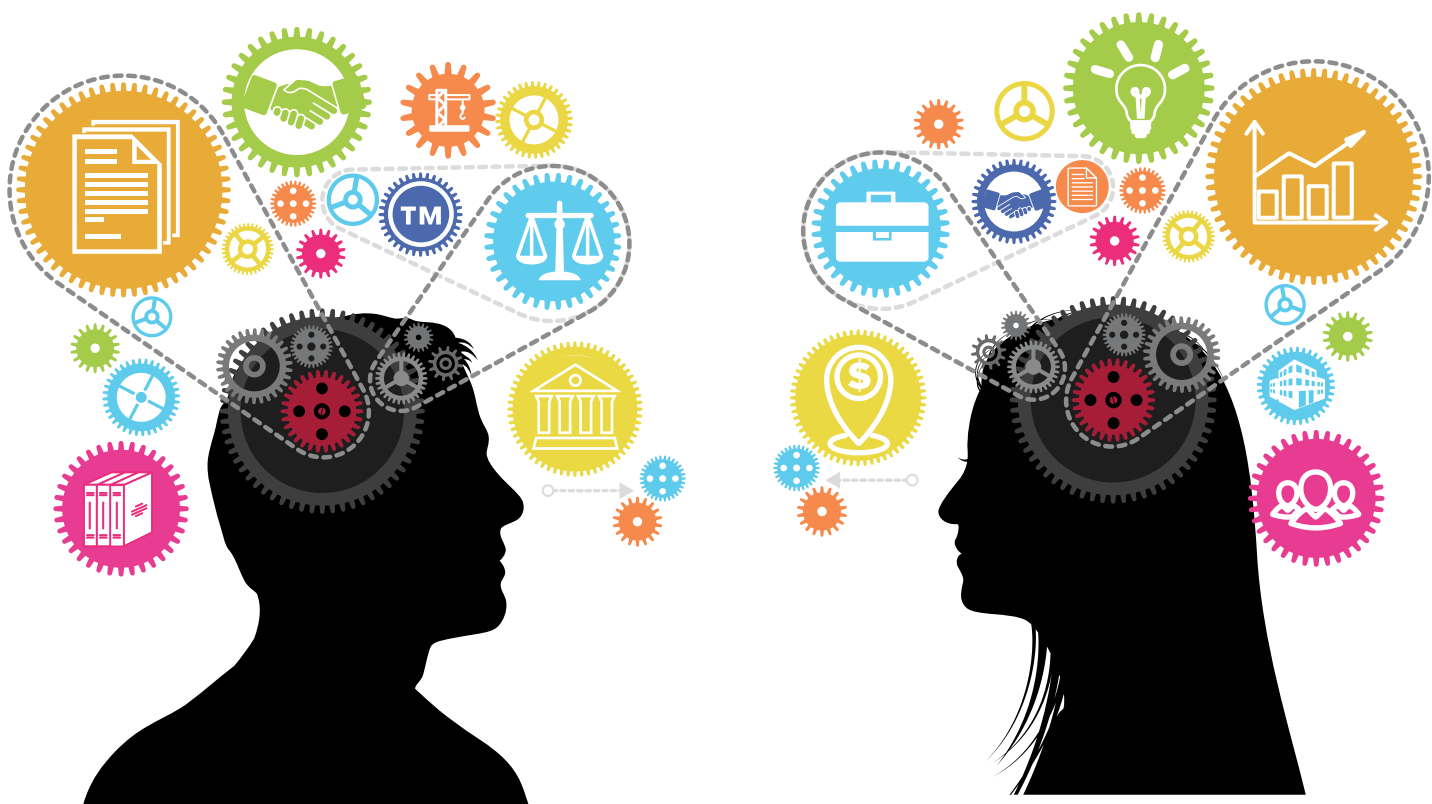
DUBLIN

“Irish settlers bought land from Jose Maria Amador in 1850 (the year California became a State) and founded a town they called Dublin. It would remain a small town until the first housing tracts were built there in 1960.”



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The Tri-Valley has numerous programs to introduce students to high-tech professions. Sandia Labs offers hands-on outreach programs for kids, introducing them to lab skills.

Building a talent pipeline

Programs prepare students to join highly skilled workforce

Education has always been one of the Tri-Valley’s most persuasive selling points. The region’s four school districts all place in Niche.com’s top 100 in the state and all receive an “A” grade or higher.

It’s no surprise, then, that parents looking for high-quality public schools for their kids represent a large proportion of Tri-Valley transplants. But businesses are increasingly seeing the attraction, too. That’s because the Tri-Valley is now home to multiple programs geared toward helping businesses solve one of their most pressing concerns: a shortage of skilled workers.

Innovation Tri-Valley Leadership Group’s Education and Workforce Development Committee brings together leaders from government, business and the region’s public schools, who work together to align education curricula with local business needs and encourage graduates to return home for work after they go away for college.

Steve Lanza, vice president in human resources at LAM Research, the Fremont-based semiconductor equipment manufacturer with a major presence in Livermore, is one of the committee’s co-chairs, and represents the business community’s interests in education innovation. “We’re looking for leading-edge skill-sets,” he says. “But when it comes to attracting employees that can work on high-end, sensitive equipment, there just aren’t enough out there. This is why we are working within the community to develop these skills.”

Kelly Bowers, superintendent of schools for Livermore Valley Joint Unified School District and co-chair of the Education and Workforce Development Committee, says that’s something educators tend to hear from the business community—and something her district is actively responding to.

“Businesses tell us that even though students have degrees, they still need additional specialized training to become productive employees,” Bowers says. “But because we in the Tri-Valley

have these connections between educators and business leaders, companies can actually help shape what kind of exposure we give to kids while they’re in school. It’s a front-end investment that can reap major benefits in the form of lower training costs and better prepared, college and career-ready students.”

The Tri-Valley’s attention to training students with skills relevant in the job market extends outside the classroom, too. One of the region’s most popular events is the Innovation Tri-Valley Leadership Group’s Risktakers and Dreammakers Awards, in which students from five cities in the Tri-Valley compete and are rewarded for innovative business or social impact ideas that could help make a difference in society. The event teaches participants the importance of entrepreneurship and it connects them with local business leaders, who can serve as mentors or even potential employers.

Just as important as providing the students with relevant education, however, is finding ways to draw them back after they’ve gone through the system. “The downside – if there is one – of having such high-performing public schools, is that students tend to go far away for college,” says Tim Sbranti, vice chair of the California Collaborative of Educational Excellence and another co-chair of the committee. “That’s why we’re being purposeful about that obstacle with our ‘Boomerang’ project.”

The Boomerang project, Sbranti explains, being piloted in Livermore and slated for expansion, involves helping Tri-Valley high school students and college students who graduated from Tri-Valley high schools get summer internships with local companies. “We help prepare students for interviews and coach them throughout the application process. We help them build their networks. So those that are serious about getting an internship have a pretty high success rate.”

“This is not about never letting anybody leave the Tri-Valley,” explains Brandon Cardwell, director of The Switch, an incubator and co-working space located in Downtown Livermore, and one of the designers of the Boomerang project. “But our thinking is if people raised in the Tri-Valley have positive feelings about the place they grew up and how they were supported, they’re more likely to come back. So when you’re deciding where you want to be when you have children, and you’re making choices for someone besides yourself, we want to be on the top of that list of desirable places to come back to and plant roots.”



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The idea that changed a region

Innovation Tri-Valley Leadership Group blazed the trail for future growth

The Tri-Valley region is special to those that live there, and it's easy to glean just how much from a single conversation. Everyone interviewed for this insert was eager to share their favorite thing about the region, and the answers ranged from the food to the biking.

But there was a thread that wove through all the answers, something that everyone mentioned: the people. Whether it was how people in the Tri-Valley like to work in cooperation instead of competition, or the how they create and build on a world-class level, or that they were just very enjoyable to have as neighbors, the intersection of a wide range of people working together is the story of this rising region.

That rise began with an idea – a rare idea in a nation of jurisdictional head-butting: What if a region, with all its private and public components, could come together and develop for the future? This was the idea proposed by CEO and founder Dale Kaye and a group of like-minded people who had a powerful vision of the disparate incredible elements of the Tri-Valley coming together to become recognized as the center of innovation that it could be.

The origin of the idea

Dale Kaye moved with her husband to the Tri-Valley in 2004, and it wasn't long at all before she was involved in the makeup of the region. She became president of the Livermore Chamber of Commerce, working tirelessly to improve her new home, but had bigger ideas than just one of the Tri-Valley cities could contend with.

So she began to gather people around her who shared an idea she was exploring—professionals and regional leaders who believed as she did that there was untapped power in their region, a lot of disparate elements that weren't being utilized in the way that they could be.

It was this partnership that led to the establishment of Innovation Tri-Valley Leadership Group (ITV), a team of professionals and city leaders who saw the Tri-Valley as an underrated powerhouse.

"Early on it was just a few of us with a vision, and Dale helped bring that vision to life through her focus, commitment and wide connectivity throughout the region. She knew we were doing the right thing," says software executive Marty Beard, a co-founder of ITV.

There would be challenges. After all, CEOs and mayors had to meet and see eye-to-eye on a variety of issues relating to the fundamental expression of the Tri-Valley's identity, and how each could work to propel the whole region forward. Yet they did. The Tri-Valley was able to become a series of figures mov-



Marty Beard

Co-founder,
Innovation Tri-Valley
Leadership Group



Dale Eldridge Kaye,
co-founder and
CEO of Innovation
Tri-Valley
Leadership
Group.

Dale has made great strides... by uniting the leadership of our businesses and communities to advocate and promote the region with a united vision and message."

Alexander Mehran, Jr., President and Chief Operating Officer,
Sunset Development

ing in lockstep, innovations moving in-between intelligent business moves and interrelated funding efforts drove the creation of incubators and open campus initiatives. The Tri-Valley is, as ITV reports suggests, rising dramatically.

It's hard to find a more comprehensive example of what the Tri-Valley's project is all about than Dale Kaye herself. If you need achievements then they're there, and they're plenti-



“I grew up in the Tri-Valley and have seen a lot of newcomers move here; I’ve never seen someone learn our area and connect with our community as uniquely as Dale has.”

Eric Swalwell, California Congressman

ful—whether it’s putting together annual celebrations of the region’s goals with the #GameChangers or Dreammakers and Risktakers events, or creating the evocative image of Tri-Valley as “The Heart of California Innovation” that it’s making great strides toward becoming.

“Dale has been able to relate equally well to elected officials, business leaders, scientists and engineers,” says Rich Rankin, director of Innovation and Partnerships at Lawrence Livermore National Laboratory. “She is the ‘glue’ that binds us all together.”

But really what Dale represents is there when you walk through the Tri-Valley itself. As California Congressman Eric Swalwell recently stated, “I grew up in the Tri-Valley and have seen a lot of newcomers move here; I’ve never seen someone learn our area and connect with our community as uniquely as Dale has.”

It’s one thing to be recognized in your hometown, but to stop and have a chat with four different people who’ve noticed your presence across five cities in the space of a three-hour tour on a Tuesday afternoon... well, that’s the Tri-Valley. It’s a five-city hometown pulled together by a range of entities who all want it to succeed.

Leveraging regional assets

However great the idealism of its visionaries, the Tri-Valley needs to hold up its end where the numbers are concerned. So how much is the Tri-Valley growing? Well, for starters its population has expanded at more than double the rate of the Bay Area as a whole in the new millennium, according to an upcoming Bay Area Council Economic Institute report. What’s more, it’s added 21 percent more jobs to its workforce in the same timeframe that the Bay Area overall has added three percent.

These are the gains of a region that is bringing in workers

and their families, and it’s not hard to see why they’re showing up. The Tri-Valley has a stockpile of valuable companies, especially in the tech and biotech spaces. And the more than 10,000 people at Sandia and Lawrence Livermore National Labs are only the start, though they are certainly driving creating innovative technologies and spinning off companies left and right.

The number of large companies with workforces invested in the Tri-Valley is impressive. Chevron, Safeway, Workday, Oracle, SAP, AT&T, Cisco, Kaiser Permanente, Clorox, PG&E, UPS, General Electric, Toyota, IBM. These are powerhouses in the U.S economy, let alone in California, and they are part of what’s propelling the cities in the Tri-Valley forward.

More and more companies are investigating the buzz of the place, and it’s showing no signs of slowing down. Tesla and TriNet moved into the region last year, and Workday is currently expanding its facilities near BART as well.

A report from Mirador Capital reveals a compelling reason for this: that the price per square foot in the Tri-Valley for office space is \$2.73. That’s even lower than Oakland’s \$3.21 and deeply undercuts San Francisco’s \$6.79.

On top of that, a rare feature of the Tri-Valley is the amount of office space close to the Dublin/Pleasanton Bart stations, not to mention that a lower relative cost for housing ticks another box on what begins to seem like a Bay Area hit list.

The region has an clear draw for intelligent people. An explosive 26% of the adult population in the Tri-Valley has a master’s degree according to an upcoming Bay Area Council Economic Institute report, and they work in places that generate innovation. The aforementioned Sandia and Lawrence Liver-

OFFICE SPACE RENTS COMPARED

Average monthly price per square foot

\$2.73

Tri-Valley

\$3.21

Oakland

\$6.79

San Francisco

Continued on next page

A winning plan

What does a plan to advance the interests of an entire region actually look like? Well, the ambitious goal of the Innovation Tri-Valley Leadership Group is to “create an interconnected hub of innovation in the Tri-Valley, to spur job growth and sustain a healthy economy and vibrant community.” The combination of all of the private and public sector components of the ITV team come together to create the three-pronged approach to tackle that vision. The initiatives supporting this massive project are:

BUSINESS INNOVATIONS

Though there were certainly plenty of companies in the Tri-Valley area when ITV began implementing its stratagems, they didn’t have as much space to grow and they didn’t have many places to house their workers. Through developments in housing, transportation and the connections between the companies themselves, ITV has been building awareness for the Tri-Valley as a place to establish roots and grow for companies of all sizes.

CULTURAL INNOVATIONS

The strength of having so many science and technology companies nearby is that it creates a highly intelligent population. ITV has been leaning into this strength by developing the schools and quality of life in the region as much as possible to reward people for moving and living there. This increases the population, the number of skilled workers in the area and feeds the growing number of startups as well.

PUBLIC-PRIVATE INNOVATIONS

Civic development depends on investment, and investment is something the Tri-Valley has very successfully encouraged. Aside from having its own index fund provided by Mirador Capital, the Tri-Valley is now also home to Tri-Valley Ventures, which has sprung up to handle the increasing success of companies in the region. The combination of private and public entities helps attract public infrastructure investment to ensure that the Tri-Valley has the groundwork to support its growth.



SPENCER BROWN

Brandon Caldwell at work in the i-GATE innovation hub in Livermore. Caldwell sees great potential for the Tri-Valley tech scene.

Continued from previous page

more National Labs are centers for deliverable technologies and licensable patents for bodies like the Department of Energy and the Department of Defense.

One of their lesser-known products, though, are companies. Incredibly intelligent employees have great ideas every day, and the Tri-Valley has pumped an incredible amount of time and energy into supporting those ideas with places to grow and develop. If you're working in one of those labs or one of those companies and you have a great idea, the Tri-Valley has systems in place to help you succeed.

Incubating success

One of the most interesting things about watching the Tri-Valley's increased development speed is the way that its various enterprises build off each other, creating the ecosystem that fuels its continued success.

Case in point are the incubators, communal sources of space and equipment for a lot of companies that begin as ideas in the heads of employees at other companies. The Sandia and Lawrence Livermore National Labs, along with other companies in the region, are the collective parents of a number of startups who find that they have space to thrive not far from the proverbial tree.

i-Gate's incubator, known as "The Switch," is a compelling example of the kind of communal atmosphere this creates. Walking through Brandon Caldwell's space, which occupies the shell of an old J.C. Penny store, is a bit like looking into the command center of some very important – but very confusing – spaceship. It's full of people working hard on a staggering variety of projects that all seem perfect for a movie taking place in the near future.

Whether you're wandering by Buzzkill Labs, which is developing a breathalyzer for marijuana, or past a startup creating positronic propulsion for spacecraft, a dull moment never has an opportunity to materialize.

But there's a maturity in the constant activity, a practicality amidst the furious optimism. Caldwell says that "out here, what we tend to see is founders who are building revenue-focused, profitable companies built on rational business cases."

The Switch, like the Tri-Valley itself, is being built both by the collective success of its vision and by the individual efforts of the

incredible number of enterprises within all doing, well... just about everything. "It's a very work-ethic driven kind of place," Caldwell says.

Investing in the future

This part of the story – the future of innovation in the Tri-Valley – really kicks off with Mirador Capital's creation of an index that specifically targets Tri-Valley companies for the simple reason that, on average, these companies beat the performance of the S&P 500 by a significant margin.

Mirador's prescience with the Tri-Valley Index, and its annualized total returns of 38 percent from 2012 to 2017, led to the creation of Tri-Valley Ventures under Don Garman's leadership in 2017. It seemed like a no-brainer to Garman, who saw the "primordial soup, where the Tri-Valley looks very much like Silicon Valley did years ago," he says.

This is a critical piece of the Tri-Valley success story, and it illustrates the systemic support that the region has developed for itself. Companies like AEye (creating software for autonomous vehicles) and POC Medical Systems (medical technologies) are excellent examples. Their founders come from the national labs, research-based innovation centers that give them the tools to create the ideas that they take outside the labs themselves and into the incubators (like The Switch) or accelerators (like BRIIA).

Once they're there and developing, they have regional sources of venture capital to look for, and this has given them a very unique inroad to funding (\$16 million and \$20 million respectively last year) which gives them the tools they need to become successful companies in the Tri-Valley.

These companies are lead by level-headed founders who Garman says have created for themselves "the most elegant little investment engine" that helps drive the Tri-Valley's continuous success in this area.

It's a circle of entities who all want to succeed by helping each other succeed. That might be the most compelling reason to invest in the region. A series of regional systems designed to give each of the components the tools they need to thrive, the Tri-Valley is the product of unwavering commitment to a unique vision: An innovation ecosystem based on collaboration and wellbeing.

"The Tri-Valley looks very much like Silicon Valley did years ago."

Don Garman, Founder, Tri-Valley Ventures



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Vibrant National Labs driving innovation

Sandia, LLNL encourage discovery, entrepreneurship

In addition to contributing to the nation at large, the Sandia and Lawrence Livermore National Labs are important innovators in the region they call home: The Tri-Valley.

The labs’ investigations into nuclear energy, the human genome and dozens of powerful technologies have made them a potent source of patents in the U.S economy and licensing agreements with Bay Area companies.

What’s more, they are an excellent example of the inclusive forms of innovation that the Tri-Valley is becoming known for.

The Livermore Valley Open Campus (LVOC) is a cooperative effort spearheaded by the labs to bring in talent that can accelerate the rate at which the region accumulates intelligent people and benefits from their work.

The LVOC comes out of a desire to stay on top of the science and technology world, a task made increasingly difficult by the continuous investment made by private entities and national labs in other countries.

Stephanie Beasley with the Sandia Labs contingent of the LVOC describes this as a “magnet effect, an ecosystem where thousands of families are bringing high-tech innovation to the Tri-Valley.”

Innovation certainly is the name of the game, and the labs are making that even more clear with the success of their efforts. More than 9,000 people are working in the Open Campus, and they hail from all over the world.

Buck Koonce, senior advisor to the laboratory director at Lawrence Livermore National Lab, describes an industry day for companies looking to inhabit the newly-opened Advanced Manufacturing Laboratory in the Open Campus: “It sold out, we ran out of room and now we need to do another one.”

The LVOC is a critical part of the Tri-Valley’s innovation economy.

An expanding number of facilities in the Open Campus see to it that this influence expands. The LVOC boasts a Combustion Research Facility, a Center for Infrastructure Research and Innovation, a Cybersecurity Technologies Research Laboratory, and a Biotech Collaboration Center among others. This more open view towards collaborative research and development have been a critical part of Tri-Valley success.

Perhaps the most important aspect of the labs’ relationship with the Tri-Valley is the way that they anchor innovation in the region and help to promote the innovation economy in the Tri-Valley. Millions of dollars come from the patents and licensing deals that the labs generate, and millions of those dollars stay in the Tri-Valley to promote the technologies and businesses their employees generated.

For employees that come across innovative discoveries



Sandia scientist Amanda Kohle examines bacteria that may unlock the potential of biofuel waste – and ultimately make biofuels competitive with petroleum.

TRI-VALLEY'S NATIONAL LABS

LAWRENCE LIVERMORE

6,586

employees

2,700

scientists & engineers

6.4 M

active square feet

SANDIA (Livermore facility)

900

employees

250

contractors, postdoctoral fellows & students

410

acres

or ideas in the course of their work and are interested in spinning them out and commercializing them, there’s the National Labs Entrepreneurship Academy, a training course for scientists and engineers to perfect their pitches and prepare their business plans for taking technologies outside the labs and into the marketplace.

It’s the kind of approach that evinces the whole push and pull of the Tri-Valley. It’s an innovation economy that every entity takes part in, and the cooperative drive to both foster and mentor potential entrepreneurs and their ideas is fascinating to behold.

There’s no better way to look at this than the ways that the national labs are supporting the next generation of scientists who might be populating the innovation economy in a decade or two. Sandia Labs holds science nights at local high schools, doing what Andy McIlroy, director of Sandia Labs’ energy and homeland security program, calls “as important as the company foundings, because they can see what a real scientist is. If we can push just 20 people towards science and technology then that can have a big long-term impact on the Tri-Valley.”

The Tri-Valley has a strong foundation of innovative thinking in the national labs, and they’re clearly not resting on their laurels. Between reaching out to young populations to foster scientific thinking, engaging and encouraging their employees to find and explore new ideas, and giving new groups an opportunity to use advanced facilities with the LVOC, they’re investing their wealth of knowledge in future generations of people and businesses.

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San Ramon City Center set to open this fall

Renzo Piano-designed development takes shape

San Ramon, because of the interrelated nature of the Tri-Valley as a whole, has long been a city without a downtown area. Residents have traveled around to the offerings of nearby cities for the downtown experience, but there's nothing quite like having such an area to call your own.

Only in the Tri-Valley, though, would the call for a true entertainment district be heeded like this. City Center at Bishop Ranch, a Sunset Development-funded downtown center designed by award-winning Italian architect Renzo Piano and constructed with assistance by the BAR Architects of San Francisco, isn't just a new place for Bay Area residents to work and play.

It's a monument to the rising influence of the Tri-Valley. It's also an elegant solution, and one that adds value for the entirety of the Tri-Valley while also improving the quality of life of San Ramon's own residents. With 300,000 square feet of retail, dining and entertainment, the project is creating a fully-formed downtown area.

And in one stroke it serves the residents of the Tri-Valley and the workers of the nearby Bishop Ranch Office park, where companies like Robert Half, Chevron and AT&T have major offices.

With the average household income in the area of around \$160,000, many luxury brands and service-providers are being drawn into the fun. But City Center offers something for everyone. A one-acre piazza in its

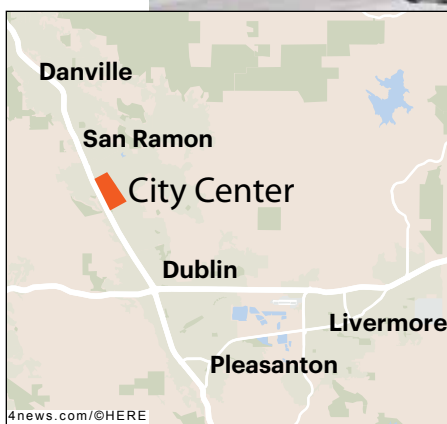


RENDERINGS: SUNSET DEVELOPMENT



"People can live many aspects of their lives here."

Alex Mehran, Jr.
President and COO,
Sunset Development



center, for example, gives the development a decidedly civic feel. A new outpost of acclaimed Fieldwork Brewing Co. will certainly please the beer-lovers. And with ten spots reserved for pop-up shops, City Center's agility and adaptability

means that shoppers will likely find new products and services each time they visit. "People can live many aspects of their lives here," says Alex Mehran Jr., president and COO at Sunset Development. "That's what's really going to drive traffic here." The stated goal of the project is to give San Ramon and the Tri-Valley at large another place for city events and community activities, making it just one more example of the inclusive quality of the Tri-Valley's innovative atmosphere. The project is expected to be completed in October.

The City Center complex will include shopping, service providers, entertainment and a public piazza.

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Bishop Ranch Business Park is offers quality office space in an attractive environment.

Look who's here!

Quality of life, room to grow attract established businesses and new ones

An important part of the tapestry of Tri-Valley industry is the increasing number of large companies who are recognizing the incredible opportunity that the region represents for businesses.

As each year goes by, the Tri-Valley continues to present a more compelling business case, with its inexpensive office space and safe, relatively affordable communities for employees to live in. So it's no surprise that some of the biggest names in business are taking advantage of the incredible spaces available at Bishop Ranch Business Park in San Ramon, Hacienda Business Park in Pleasanton and other quality office buildings in the Tri-Valley.

Serving these top-tier business parks are nu-

merous nearby hotels, restaurants and conference centers that ensure business trips to the Tri-Valley are as painless as possible. And for Bishop Ranch, the soon-to-be completed San Ramon City Center will be the feather in the cap, providing even more food and entertainment opportunities for employees and residents working in the area.

Outside Hacienda and Bishop Ranch, innovative companies are also moving in to enjoy the opportunities other companies are already taking advantage of. Tesla, which has a presence in Livermore, is just one of the big names who have recently moved into the region, joining names like 24 Hour Fitness and Workday and others following suit. Other companies like Carl Zeiss, which will be opening their new innovation center in Dublin, are expanding their investment in the area.

The best part is there's still a lot of room to grow in the Tri-Valley. As more companies continue realize there's a place where the cramped rules of the rest of the Bay Area don't apply, expect the migration to the Tri-Valley accelerate.



Hacienda Business Park's inviting setting is home to major businesses including Boeing, Oracle and Hewlett-Packard.

DID YOU KNOW?

These companies have a significant presence in the Tri-Valley:

- Kaiser
- Boeing
- Caltrans
- Cisco Systems
- Gap
- Hewlett-Packard
- MetLife
- Morgan Stanley
- Oracle
- Verizon
- Walgreens
- Walmart Stores
- AT&T
- Chevron
- GE Digital
- IBM
- Nestle
- Spring
- Robert Half
- Toshiba
- Coca Cola
- Toyota
- SAP
- Blackberry
- Tesla
- 24 Hour Fitness
- Workday
- Carl Zeiss

BISHOP RANCH / SUNSET DEVELOPMENT

HACIENDA OWNERS ASSOCIATION

A new hub for software

Investors favor Tri-Valley's competitive costs, stable business community

The Tri-Valley is experiencing success in a lot of arenas, but one of the most surprising—given the abundance tech centers that surround it—is the degree to which venture capital funding for software companies is flooding in.

More than \$1 billion has been poured into Tri-Valley software companies over the last decade, according to a report from the Bay Area Council Economic Institute.

The innovation economy being built in the Tri-Valley is certainly a component of that, in combination with excellent rates for corporate office space and an incredible commute opportunity for anyone familiar with Bay Area traffic.

But Tim Harkness of Unchained Labs suggests something deeper. “This is where adults come to start businesses,” he says.

What he’s referring to is the fact that entrepreneurs who are starting companies in the Tri-Valley are much less likely to be the starry-eyed kids from TV shows like Silicon Valley. Instead, these are veterans who have sold businesses and understand what companies actually need to grow and thrive.

Brandon Cardwell, executive director of The Switch, a startup incubator and coworking space located in Downtown Livermore, tells the story of how one of the incubator’s members has noticed that conversations in the Tri-Valley business world differentiated themselves with their considerations of practicality.

The Switch member told him “how much more often she heard people talking about customers and revenue” than she had at her previous company, he says.

This sense of practicality arguably helps give these firms’ business plans more weight. They’re the plans of executives who can give the needs of their businesses the same priority as their creative visions. It’s a subtle mixture of optimism and practicality, important traits in the competitive world of software development.

This isn’t to say that there aren’t a lot of opportunities to learn as well. The Tri-Valley is consistently leveraging its congenial atmosphere to make it a better place to get into these kinds of businesses and learn the tools of the trade.

Tri-Valley Coders, for instance, holds frequent sessions at the Bishop Ranch Innovation Intelligence Accelerator (BRIIA) to help people get into and get better at coding so they can join the kinds of companies that are building the Tri-Valley into a software hub.

With companies like Oracle, SAP, GE Digital and of course the labs, Lawrence Livermore National Lab and the Sandia National Lab, technology is a staple part of Tri-Valley business—and these companies don’t have to look very far for fresh recruits.

More and more people are turning around and making the reverse commute to the Tri-Valley, looking for jobs in a pleasant environment that can also shave an hour or more off of their commute.

Simply put, the Tri-Valley is a great place to be if you’re investing or looking for investment. The Tri-Valley technology world is a place of practical optimism; a place where mature business people are starting companies with good ideas and good business plans, while taking advantage of the array of locally grown and incoming talent.

This is why this wave of venture capital is flooding into the Tri-Valley, Harkness says, and why it’s not going to stop, either. “We are at the beginning of this wave of capital and it’s going to continue for a very long time.”



Innovation accelerating into the marketplace

Les Schmidt, CEO and founder of the Bishop Ranch Innovation Intelligence Accelerator (BRIIA), center foreground, with entrepreneurs from the accelerator: Satish Mandalika, CEO & co-founder of Drishyam AI, Aimee Carvajal, intern, Khalid Razzaq, CEO & founder of LOOP Network.

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The Bankhead Theater, in downtown Livermore, showcases artists from all musical genres, as well as comedy, dance, theater and other performing arts.

Always entertaining!

From wine tours to theater to bike trips, the Tri-Valley offers fun for everyone

“People flourish in beautiful places.” That’s the story of the Tri-Valley according to Barbara Steinfeld, president and CEO of Visit Tri-Valley.

It’s a story that tracks well: The Tri-Valley is today a meeting point of arts and cultural activities, a series of towns with their own flavors that unite into a community all its own.

Performances galore

Between the Bankhead Theater in downtown Livermore, the Firehouse Theater in downtown Pleasanton and the Dougherty Valley Performing Arts Center in San Ramon, the Tri-Valley community provides a performing arts culture all its own.



Barbara Steinfeld
President and
CEO, Visit Tri-Valley

Visitors and residents can see everything from headliners like Clint Black and Smokey Robinson to musicals such as “The King and I,” “Les Miserable,” “Guys and Dolls” and Lin Manuel Miranda’s “In the Heights,” at these active and impressive theaters. These, in combination with the equity-level operas and concerts on display help to forge the vibrant downtown communities of all these places.

The other cities of the Tri-Valley are following suit, with Dublin’s newly-finished high school theater and the Village Repertory Theater in Danville building their own followings.

Festival culture

Summer is the time to enjoy Tri-Valley’s thriving festival culture. The plentiful sunshine draws people out onto the main streets for all sorts of fun events. The 4th of July fireworks and parade have been held annually since 1975 and only get bigger every year.

For the comprehensive Tri-Valley experience, get up early and run or walk in the San Ramon 5k and 10k Independence Day runs, relax in the shade in Danville during the Annual Kiwanis 4th of July Parade, then choose between two fireworks shows in Pleasanton and Livermore.

Free outdoor concerts and movies can be found on most Friday, Saturday and Sunday nights in summer in the Tri-Valley. Pick up some food from one of the many delis and restaurants and make it a picnic for a memorable night out.

Thousands find their way to Livermore Shakespeare Festival each summer to enjoy an elegant outdoor experience of theater in-the-round at the tastefully appointed Wente Vineyards Estate Winery and Tasting Room. Award winning wines paired with award-winning theater provide the setting for an intimate and unique experience. Artists recognizable from major theaters such as San Francisco’s ACT and Ashland’s Oregon Shakespeare Festival not only grace the stage, but provide mentorship through the company’s training programs. The 16-year-old theater company offers smaller productions and extensive education programs throughout the year.



Tri-Valley has food offerings to please even the most choosy eaters.



GETTY IMAGES



VISIT TRI-VALLEY

Livermore Valley wineries offer tours, tastings and cultural events.

Vintage car shows can bring in thousands of visitors.

In the Fall, there’s the Pirates of Emerson to look forward to, a haunted theme park experience at the Alameda County Fairgrounds during the month of October. With attractions like “Farmageddon,” “Beneath the Darkness” and “The Dark Gauntlet,” you’re sure to have some scary fun with the pirates and zombies alike.

There are a lot more festivals happening year-round as well, whether your interests are in beer, wine, food, multi-cultural entertainment or just the scene in general. Go to visittrivalley.com to see what might be happening soon, and what to look forward to later in the year.

Car lovers unite

Lovers of cars have a lot of fun in the Tri-Valley, too. Car shows sometimes bring in as many as 100,000 car lovers at a time to admire their collective work. And pristine older vehicles kept in meticulous condition are a Tri-Valley staple, often seen driving around even outside of those events.

For a more curated experience, don’t forget to stop by the Blackhawk Museum in Danville, where a rotating selection of more than 40 classic cars—some of which are well over a hundred years old—joins art, technology and history exhibits. After you’re done reveling in automotive galore, upgrade your historical and cultural awareness with acclaimed exhibits like “Spirit of the Old West” or “Art of Africa.”

Food and more

Food of all sorts plays a role in the Tri-Valley downtowns, with everything from California “farm-to-fork” cuisine to smaller, family-owned restaurants hailing from a variety of different origins.

And once November rolls around, you’ll want to be sure to visit the new City Center in San Ramon to experience its brand-new restaurants and THE LOT luxury cinemas.

Along with this diverse food scene is a series of beer, wine and even ice cream trails that can take you through the Tri-Valley area.

The Livermore Valley is one of the oldest wine-producing regions in the country in, and has the distinction of being home

to the oldest family owned vineyard in the country. One of the fastest-growing wine regions in the country, the Livermore AVA (American Viticultural Area) today consists of nearly 60 wineries.

While visiting all of them in one weekend might be tough, there’s always more to discover on return visits. Many vineyards are also prime event spaces and have become centers of culture in the Bay Area, particularly during the summer, when outdoor operas, plays and concerts can be seen nearly every evening.

Beer lovers looking for a new place to explore have a similar opportunity in the Tri-Valley, with its 22 craft breweries. The Tri-Valley Beer Trail takes you from Danville to Livermore in search of flights and food pairings. What’s more, if you hit 10 stamps on a bingo card of tipsy goodness you can get a t-shirt or a pint glass to take home with you. Explore the craft brewery scene and find some hidden gems all your own.

One of the rarer things about the Tri-Valley is how well it takes advantage of its numerous creameries. The Tri-Valley Ice Cream Trail includes 16 ice cream and gelato stops across the region and visiting as many as you can is greatly encouraged. Visiting five stops on the trail earns you a Visit Tri-Valley (VTV) ice cream scooper and a \$5 donation to the Valley Humane Society. You can explore a wide variety of options for your ice cream needs, including gelato and even gelato cakes.

Bicycle fever

If beer and wine aren’t your thing, outdoor adventures abound in the Tri-Valley, too. The five cities are connected by a series of self-guided bike trails for scenic tours through the countryside.

Explore the Livermore Valley Wine Country and the cities of Pleasanton, Dublin, San Ramon and Danville with rides that can take you as far as 18 miles through the picturesque region. For a more mountainous excursion, Mt. Diablo is nearby for hikes and bikes alike.

Pleasanton ups the ante by being a designated biking city, making a weekend excursion more efficient. And don’t worry about your car – the Tri-Valley is entirely free where parking is concerned.

VISIT TRI-VALLEY



The Tri-Valley has miles of interconnected bike trails.

Rocking the boat

#GameChangers Awards highlight disruptive businesses emerging from the Tri-Valley innovation ecosystem

It used to be that disruption was seen as something to be avoided. But as the idea of the “innovation ecosystem” has coalesced, the term now has an unquestionably positive connotation.

That’s because along with any innovation ecosystem, there’s bound to be a certain amount of upheaval. In fact, disruption is arguably the primary agent of innovation. It’s not a bug; it’s a feature.

So, what do innovation ecosystems do? Instead of denouncing or eschewing disruption, they celebrate it.

As a global center of innovation, the Tri-Valley sees more than its fair share of disruption. So every year, local business and civic leaders come together to honor those in the community whose ideas have fundamentally changed—or have the potential to change—the paradigm in their respective fields.

Now in its third year, The Innovation Tri-Valley Leadership Group’s (ITV) #GameChangers Awards began with six categories: A “Founder’s Award,” bestowed upon a company that has been a catalyst for technological innovation and been a major supporter of the region, and awards for business from

each of the five cities in the Tri-Valley. Award-winners of the first two years include Lawrence Livermore National Lab, Bishop Ranch, LAM Research, and Topcon.

This year, however, ITV decided that those six categories were no longer enough to capture all the innovation going on in the area. So they expanded the categories with two new awards: the Activator Award, which recognizes “a business or organization that successfully partners with Tri-Valley companies and the region’s ever-expanding network of incubators and accelerators to buoy their success,” and the Social Innovation Award, which goes to “an organization that is integral to the well-being of our region and continues to innovate in order to serve those who need help,” explains ITV CEO Dale Kaye.


TRI-VALLEY INNOVATORS

The full list of 2018 #GameChangers nominees and winners can be found on Innovation Tri-Valley’s website: innovationtrivalley.org/


Tri-Valley Ventures, the first investment fund based in the Tri-Valley region, won the inaugural Activator Award. The committee highlighted Tri-Valley Ventures’ work in driving collaboration between startups and other companies and investors. Axis Community Health was awarded the Social Innovator Award for its services “without which [the Tri-Valley] ecosystem would not thrive.”

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Spotlight: Unchained Labs

Things have been busy at Unchained Labs. In May, the Pleasanton-based biotech company, which builds tools to help researchers discover and develop biologic drugs, completed its sixth acquisition in just a little over three years.

In the same amount of time, the company has grown to employ more than 180 people while delivering more than \$50 million in revenue from its nine product lines. Launched out of i-GATE, a Tri-Valley innovation incubator, the company recently raised \$17 million in Series-D financing.

The FDA defines biological products, or “biologics,” as “a wide range of products ... that can be composed of sugars, proteins, or nucleic acids or complex combinations of these substances, or may be living entities such as cells and tissues.” What distinguishes biologics from conventional drugs, which are chemically synthesized and usually have well-known structures, is that biologics tend to be complex mixtures that are not easily identified or characterized. Examples of biologics include vaccines, allergenics and gene therapy.

The idea for Unchained Labs came about when founder Tim Harkness noticed that while most people agree that biologics are “the future of biopharma,” the tools weren’t there.

“It’s expected that within the next couple of



“The Tri-Valley offers more affordable housing, we have great schools, we have less traffic, we have great neighborhoods.”

Tim Harkness,
Founder, Unchained Labs

years half of all drugs will be biologics,” he says. “The problem is that the tools researchers have been using to discover and characterize and develop biologics were really intended to look at small molecules. Our entire reason for being at Unchained Labs is to provide tools to help biologics researchers better discover, develop and produce biologic drugs.”

Unlike many companies founded on the basis of some technology the founders have developed, Harkness says. “Unchained Labs is the only company focused strictly on biologics tools to help researchers understand that category of drugs. But just as importantly, we are completely technology-agnostic. We try to find a problem and solve it with whatever technology or approach is best suited to get that job done.”

Harkness finds that starting his company in the Tri-Valley has proven to be a strategic asset. “In my opinion, the Tri-Valley is the best place to start a business,” says Harkness. “I can say that because I’ve been doing it. I know how hard it is to hire generally and it’s an advantage to be where we are. On a relative basis, the Tri-Valley offers more affordable housing, we have great schools, we have less traffic, we have great neighborhoods.

“The Tri-Valley really solves the problems people associate with the Bay Area.”





Science and chill

www.unchainedlabs.com



Honorees of the Dreammakers and Risktakers Awards with parents and mentors.

Dreams made real

Awards showcase Tri-Valley student entrepreneurship

In the family-first Tri-Valley, it shouldn't come as much of a surprise that Innovation Tri-Valley Leadership Group's (ITV) first sellout of the year and biggest sponsored event involves the region's youth.

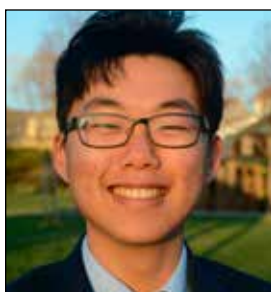
Held annually, the Dreammakers and Risktakers program offers a chance for Tri-Valley students to flex their entrepreneurial muscles from a young age, and it gives the civic community a chance to recognize them for it. Students from each Tri-Valley school district participate and are awarded for their innovative ideas for solutions to broader social problems or for taking a risk to address an issue in their local communities.

"It highlights accomplishments other than GPA," explains Kelly Bowers, superintendent of schools for Livermore Valley Joint Unified School District.

What's regularly on display at the awards is pretty inspiring for all. "One year, a group of young ladies on the cheer team and in charge of school spirit and pride noticed that a number of students with special education needs weren't participating in those activities," Bowers says. "So they thought, 'let's create a dance squad for students with special needs.' It turns out the students were interested, so the young ladies designed special uniforms for them and worked with them every day. In the end the performance received a spontaneous standing ovation, and the heartwarming story of inclusion ended up on the news."

The girls won the award that year, and they also went on to be featured in a TEDx talk. And their legacy lives on: There are now "Shooting Stars" programs at schools all around the region. "Every year, students tackle societal issues," Bowers says. "Their contributions show the promise of our future."

Another notable winner was a team of middle school students from Livermore who designed, engineered, and coded a "wheel chariot" that enabled students with disabilities to more fully participate in physical education and athletic activities.



"The award recognizes the creativity, innovation and initiative that students can have and should strive to have."

Brian Won Bin Lee
Student entrepreneur

Armaan Sengupta won the award in 2015 at the age of 14 while attending Dublin High School. For his entry, he helped create TeenMesh, an online homework Q&A website resource for students around the world, with friend and fellow student Neil Gupta. At the time of the award, TeenMesh had already reached thousands of users in over 70 different countries around the world.

Today, Sengupta is studying computer science at Harvard, and he agrees wholeheartedly with Bowers' assessment that entrepreneurial skills should be taught from a young age.

"Learning entrepreneurial skills early can help drive your interests into a career while teaching you disciplines such as ambition, hard work, and networking with others," Sengupta says. "These disciplines will be important no matter what you do in life."

Brian Won Bin Lee's story is another that exemplifies the kind of entrepreneurship Tri-Valley students engage in. One of his projects, BrightSource, aims to connect business-minded students with small local businesses looking to develop an online marketing strategy and increase teen engagement through hosting hackathon-like events. His idea was more business-focused, which led to ITV CEO Dale Kaye inviting him to pitch his idea for ITV's #GameChangers awards.

When the school year begins, Lee will become ITV's first student board representative, where he will serve as

a liaison between the board of directors and the student community.

"There are so many awards out there that recognize academic success for students, that incentivize students to have a narrow vision of simply winning an award," he says. "But the Dreammakers and Risktakers Award is inherently different, as it recognizes the creativity, innovation and initiative that students can have and should strive to have. ITV is aiming to award students who take a look around them, identify a problem, and innovate so that they can fill that need."



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Serving the Tri-Valley with Medical Facilities in Livermore, Pleasanton and Dublin
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A destination for meetings

Quality accommodations, business-friendly activities make meetings a pleasure

Convenient lodging

There are 44 hotels and motels in the Tri-Valley, with accommodations to fit every budget – from world-class to no-frills. For a complete list, check out visitttrivalley.com/hotels/

TRI-VALLEY HOTEL COUNT

Livermore	19
Pleasanton	14
San Ramon	6
Dublin	4
Danville	1

Premium conference space

The Roundhouse is an unmatched conference space in San Ramon, with several meeting spaces that hold between 75 and 300 people. Roundhouse Market provides three restaurants with catering for events. Other popular conference locations include the Rosewood Conference Center in Hacienda Business Park, and event venues including the Palm Event Center, Casa Real, Martinelli Event Center and Wentle Event Center.

A change of scenery

The Tri-Valley has many activities to enjoy with business partners or friends, including nine golf courses around the region. In addition, wine tasting is available at the nearly 60 wineries, including the oldest family-owned winery in the country, Wentle Vineyards. The Tri-Valley also has craft beer and ice-cream trails to engage business visitors.

Come fly with us

Livermore also has an airport that serves business clients coming into the Tri-Valley. Livermore Municipal Airport is a General Aviation Reliever Airport, which is available for use by all manner of private and business flights. With a 400-plane hangar, and a location unparalleled for business needs in the Tri-Valley, the Livermore airport is a perfect choice for business trips that is unrivaled by airports in other Bay Area business centers.

A group of approximately 12 business professionals, including men and women of various ages, are posing for a group photo on a rooftop terrace. They are dressed in business attire, with many wearing suits. The terrace has a white railing and large windows in the background. The text 'Profitable. Simple. Fun.' is overlaid in large white letters across the middle of the image. At the bottom left is the phone number '925-621-1000'. At the bottom center is the text 'Visit miradorcp.com to download our Tri-Valley Research Report'. At the bottom right is the 'Mirador Capital Partners' logo, which features a stylized 'M' inside a circle.

SOLID FOOTING

EAST BAY

CA

In an ever-changing market, there is no single path to success. Unpredictable trends can change your business needs quickly, so it's important to be agile and resourceful.

That's why clients rely on Colliers' seasoned commercial real estate advisors to guide them through industry-leading research and solid market forecasts. Pair that with our full suite of services, from property management to investments to lease and purchase negotiation, and you'll enjoy the journey just as much as the destination.

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