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EXECUTIVE SUMMARY

PLANNING PROCESS

The City of Richmond General Plan Community Health and Wellness Element (HWE) targets the social, economic, physical, and environmental causes of health inequities. Through funding by The California Endowment, the next phase of this effort involves implementation, focusing on continued collaboration to support health planning over the long term.

The City of Richmond is working in partnership with Contra Costa County Health Services, PolicyLink, and MIG, Inc. to develop this neighborhood action plan and to implement the HWE.

City staff conducted two community workshops in the Belding Woods neighborhood to solicit input from community members to enhance the neighborhood's health. The two community workshops resulted in this neighborhood action plan for the Belding Woods neighborhood. Staff also developed an analysis of existing conditions in the neighborhood to inform and expand solutions identified.

NEIGHBORHOOD CONTEXT

The Belding Woods neighborhood is located within the city of Richmond, California. The neighborhood

is bounded by Costa Avenue to the north, Gaynor Avenue to the south, the BART tracks to the west, and 26th Street to the east. Today, approximately 4,000 people live in the Belding Woods neighborhood.

COMMUNITY HEALTH VISION AND GOALS

The HWE includes the community's vision and health and wellness goals for the future.

NEIGHBORHOOD HEALTH ISSUES AND CONCERNS

Based on input received from comment cards as well as discussions at the workshop, the following key themes emerged regarding potential improvement projects:

Air Quality

- Diesel locomotives degrade the neighborhood's air quality.

Economic Development

- Many residents are not adequately trained to compete for high-skill jobs in the region.
- A range of daily goods and services are not located within walking distance of most residents' homes.

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- Youth community members lack career counseling services, job and internship opportunities in the City.

Food and Nutrition

- Healthy, organic food is scarce; stores do not carry fresh fruits and vegetables.
- Stores are not WIC-certified.
- Unhealthy food, including fast food options and unhealthy food at school, is readily available.
- Lacks adequate healthy food outlets and full-service grocery stores to provide food security.
- Need for healthy cooking education and resources.
- Community gardens and local food production is limited by the lack of clean soil.

Health Services

- Seniors and youth do not have access to essential medical services.
- Mobility and transportation options to access health services are lacking.
- Need for outreach and education regarding available health services.

Parks and Recreation

- Park and tree canopy quality and maintenance should be improved.
- Need for additional park and recreation space.

Public Safety

- Pedestrians, bicyclists and transit riders require improved safety and amenities.
- High incidence of violent crimes, prostitution, and drug trafficking in Belding Woods.
- Lack of safe places and activities for youth.
- Need for Neighborhood Watch Programs and security cameras.

Quality Housing

- Some neighborhood housing is blighted and abandoned.
- Building codes are not adhered to.
- Existing housing stock needs maintenance and safety upgrades.
- Housing is unaffordable for some residents.

Streets and Sidewalks

- Streets are unsafe for pedestrians and cyclists due to traffic and speeding in the neighborhood.
- Streets and sidewalks are poorly lit and need maintenance and regular cleaning.
- Cars park illegally on sidewalks and in school pick-up areas.
- Clothing and household goods are dumped regularly in the neighborhood.

NEIGHBORHOOD ACTION STEPS

Air Quality

- AQ 1 Diesel Emissions Reduction Program
- AQ 2 Advocacy to Regional Agencies
- AQ 3 Tree Canopy Coverage Ordinance
- AQ 4 Second-Hand Smoke Ordinance

Economic Development

- ED 1 Jobs and Training Program
- ED 2 Green Building Training Program
- ED 3 RichmondBUILD Green Careers Training Academy
- ED 4 Local Business Assistance
- ED 5 Paid Internship Program for Youth
- ED 6 Broadband Initiative

Food and Nutrition

- FN 1 Community Garden Project
- FN 2 Urban Agriculture Assessment
- FN 3 Tobacco Retail License Fee
- FN 4 Tobacco Advertisement Ordinance
- FN 5 WIC Store Conversion Program
- FN 6 Food Stamp Program
- FN 7 Staple Foods Ordinance
- FN 8 Foodware Ordinance

Health Services

- HS 1 Annual Senior Health and Information Fair
- HS 2 Clean Water Program Outreach
- HS 3 Citizen's Resource Guide

Parks and Recreation

- PR 1 Belding-Garcia Park Renovation Project
- PR 2 Joint Use Agreement with School District
- PR 3 Tree Planting and Greening Project
- PR 4 City of Richmond Parks Master Plan

Public Safety

- PS 1 Neighborhood Clean-up Event
- PS 2 Gang Resistance Program
- PS 3 Neighborhood Watch Program
- PS 4 Code Enforcement Information and Training
- PS 5 Installation of CCTV and Shot Spotter
- PS 6 Street Lighting Fixture Replacement and Upgrade Program
- PS 7 City Prison Inmate Re-Entry Project
- PS 8 Countywide Prison Re-Entry Planning Initiative
- PS 9 LifeSkills Training Program
- PS 10 Mentorship Program
- PS 11 Public Safety Design Guidelines and Ordinance
- PS 12 Bicycle Use Safety Training

Quality Housing

- QH 1 Neighborhood Stabilization Program
- QH 2 Section 8 Homeownership Program
- QH 3 Housing Choice Voucher Program
- QH 4 Energy Efficient Home Retrofit Program
- QH 5 Targeted Code Enforcement
- QH 6 Vacant Lot and Property Ordinance
- QH 7 Lead Abatement Program
- QH 8 Senior Housing Guidelines

Streets and Sidewalks

- SS 1 Lincoln Avenue Streetscape Improvement Project
- SS 2 Coalinga Avenue Streetscape Improvement Project
- SS 3 Rheem Avenue Streetscape Improvement Project
- SS 4 Safe Routes to School Project
- SS 5 23rd Street Improvement
- SS 6 Parking and Crosswalk Enforcement Pilot Program
- SS 7 City of Richmond Pedestrian Master Plan
- SS 8 City of Richmond Bicycle Master Plan
- SS 9 City of Richmond Bicycle Parking Ordinance
- SS 10 City of Richmond ADA Study
- SS 11 Traffic Safety Study

IMPLEMENTATION AND FUNDING

Identifying and obtaining funding for each action step will be a key element of success for the Belding Woods Neighborhood Action Plan. A number of resources are available at the city, county, state, and federal levels, and many grant-making organizations in the Bay Area also fund the types of projects proposed in this plan. Still other projects can be pursued with the time and resources of volunteers and organizations offering in-kind donations. However, finding initial and ongoing funding for each project is nonetheless a significant obstacle to implementing the action plan.

2 PLANNING PROCESS

This section summarizes the community planning process that created the Belding Woods Neighborhood Action Plan, and the key players who were involved in the project.

PROJECT BACKGROUND

The City of Richmond General Plan Community Health and Wellness Element (HWE) targets the social, economic, physical, and environmental causes of health inequities. The updated general plan envisions the City as a healthy, vibrant, and sustainable community that promotes infill development, transit-oriented development, open space protection, and long-term environmental protection and economic vitality.

Through funding by The California Endowment, the next phase of this effort involves implementation, focusing on continued collaboration to support health planning over the long term. The Belding Woods Neighborhood Implementation Plan includes effective and sustainable practices and policy tools to begin implementation of the HWE and to continue the comprehensive development of healthy communities well into the future.

PROJECT TEAM

The City of Richmond is working in partnership with Contra Costa County Health Services, PolicyLink, and MIG, Inc. to develop this neighborhood action plan and to implement the HWE.

OUTREACH

City staff conducted two community workshops in Belding Woods to solicit input from community members to enhance the neighborhood's health. City staff conducted extensive outreach in the community leading up to the two community workshops. A postcard was mailed to every household in the project area and flyers were distributed at the Chavez Elementary School and in the neighborhood to residents and local businesses. A press release was distributed to news media, elected officials and community- and faith-based organizations. Workshop details were posted on the City's community calendar. Leading up to Community Workshop #1, City staff met with the Belding Woods Neighborhood Council and promoted the workshop at the Cinco de Mayo Festival. Leading up to Community Workshop #2, City staff met with public agencies, community organizations and individuals in the neighborhood.



Belding Woods residents identify their neighborhood's assets at a community meeting.

COMMUNITY WORKSHOPS

On Wednesday, October 14, 2009 and Tuesday, May 11, 2010, the City of Richmond and Contra Costa Health Services hosted a community workshop at Cesar E. Chávez Elementary School in Richmond's Belding Woods neighborhood. The purpose of the workshops was to provide information to the community about the Healthy Neighborhoods project and to get input on potential improvement projects, programs and services that would address health outcomes in the neighborhood.

Approximately 35 people from the community attended the workshop in October 2009 and 30

attended the workshop in May 2010. Participants included residents, neighborhood council members, parent organization members, public health representatives, afterschool program staff and community-based organization representatives. The Contra Costa-Solano County Food Bank, the City of Richmond Police Department, Recreation Department, and the Contra Costa Nutrition Program set up information tables at the meeting in May 2010.

In October 2009, workshop participants were asked to provide input on key community assets, major issue areas that must be addressed to improve health outcomes, and potential improvement projects to achieve those objectives. In May 2010, workshop participants were asked to provide input on potential improvement projects to improve health outcomes.

Workshop participants identified the following key assets in the community: peace and quiet; and proximity of school to homes. Based on input received from comments cards, the following four issue areas emerged as the highest priority for the Belding Woods Neighborhood, in order of importance: public safety; streets and sidewalks; parks and recreation; and quality housing.

WORKSHOP OUTCOMES

The two community workshops resulted in this neighborhood action plan for the Belding Woods neighborhood. Staff also developed an analysis of existing conditions in the neighborhood to inform and expand solutions identified. The plan outlines responsible entities and resources needed to address each concern and provides strategies and recommendations to help the City identify available funding and best practices for implementation.



*Belding Woods participants
prioritize projects to improve air
quality for residents.*

3 NEIGHBORHOOD CONTEXT

The following section presents a demographic profile of the Belding Woods neighborhood and outlines the existing conditions within the neighborhood.

LOCATION

The Belding Woods neighborhood is located within the city of Richmond, California. The neighborhood is bounded by Costa Avenue to the north, Gaynor Avenue to the south, the BART tracks to the west, and 26th Street to the east.

NEIGHBORHOOD DEMOGRAPHICS

Today, approximately 4,000 people live in the Belding Woods neighborhood. Well over half of residents are Latino, with Black or African American residents making up approximately 18 percent of the neighborhood, white residents 11 percent, and Asian residents 8 percent. Children and youth under age 20 represent just over a third of the population. Few residents have completed associate's, bachelor's, or more advanced degrees, although many have completed high school and some college.

Household Income

The majority of households in the Belding Woods neighborhood have incomes below area median income (AMI), which was \$90,300 for a family of four in Contra Costa County in 2010. Significant numbers of households were below the low (\$64,400) and very low (\$45,150) and extremely low (\$27,100) income levels as well.

SCHOOLS AND EDUCATION

Schools

Belding Woods is served by the West Contra Costa Unified School District. Children and youth in Belding Woods are zoned to Chavez Elementary School; Helms Middle School; and Richmond High School. In addition, there are several private or charter elementary and secondary schools located in neighborhoods adjacent to Belding Woods, including the Iron Triangle. There are several private or family-run preschools and day cares located near or within Belding Woods, as well.

Households by Income	
Less than \$10,000	155
\$10,000 to \$14,999	62
\$15,000 to \$24,999	165
\$25,000 to \$34,999	149
\$35,000 to \$49,999	250
\$50,000 to \$74,999	201
\$75,000 to \$99,999	77
\$100,000 to \$149,999	61
\$150,000 to \$199,999	16
\$200,000 or more	15
Total:	1,151

Source: American Community Survey 2005-2009

Graduation Rate

At Richmond High School, the four-year dropout rate was 17.7 percent in 2007-2008. The overall four-year dropout rate for West Contra Costa Unified School District was 21.3 percent during that period. At the County level, the four-year dropout rate was 16.0 percent, while the State dropout rate was 18.9 percent for that period.

Racial Composition	
White	442
Black or African American	728
American Indian and Alaskan	27
Asian	315
Native Hawaiian and other	3
Some other race	13
Two or more races	82
Hispanic or Latino	2,403
Total	4,013

Source: American Community Survey 2005-2009

Age Distribution			
Under 5	341	45 to 54	452
5 to 9	408	55 to 59	146
10 to 14	343	60 to 64	116
15 to 19	308	65 to 74	174
20 to 24	333	75 to 84	107
25 to 34	673	85 and over	41
35 to 44	571	Total	4,013

Source: American Community Survey 2005-2009



Art in the Belding Woods neighborhood.

PARKS AND RECREATION

The following parks and community centers are located inside the neighborhood or within a quarter mile (walking distance) of Belding Woods.

Belding-Garcia Park

- 2.0 acre neighborhood park at 18th & Coalinga
- Play structure, sand box, open field, concrete play area, baseball field, basketball courts, tennis courts

Elm Playlot

- 0.5 acre neighborhood park at 8th and Elm
- Lawn, play structure, sand box, concrete play area

Lucas Park

- 7.2 acre community park at 10th and Pennsylvania
- Lawn, play structure, sand box, open field, concrete play area, softball field, football goal posts, basketball courts, tennis courts, walking and bicycling path

Nevin Park

- 4.4 acre community park at Nevin and 6th
- Lawn, parking, restrooms, community center, public art, play lot, basketball courts

Stewart Playground

- 0.8 neighborhood park at 5th and Barrett
- Lawn, lay structure, open field, baseball field, basketball courts, seesaw

Wendell Park

- 2.2 acre neighborhood park at Wendell & 24th
- Lawn, sand box, open field, concrete play area, softball field, soccer goals, basketball courts

Recreation Facilities in the Neighborhood

Nevin Community Center is the nearest recreation facility to the Belding Woods neighborhood.

The Richmond Senior Center, which is located on Macdonald Avenue, also serves the neighborhood.

Nevin Community Center offers computer classes, afterschool and summer programs for children and youth, teen activities, and other programming for both youth and adults. The Senior Center offers a range of programs and services for older residents including a lunch program, activities and classes, counseling, and community meeting resources.

Nevin Community Center and Richmond Senior Center are compliant with the American Disabilities Act (ADA), providing services and resources for people of all abilities. Both centers are well-maintained and safe for residents.

Tree Canopy Coverage

The Belding Woods neighborhood has moderate to partial tree canopy coverage. Approximately one third of the neighborhood has moderate tree canopy coverage (25 percent to 50 percent). The neighborhood has better tree canopy coverage than some other areas within the city, but is still behind the averages in many other cities its size.

Only about 10 percent of Richmond has tree canopy (more than 25 percent tree coverage), compared to. In comparison, San Francisco has 12 percent tree coverage, which includes natural and urban areas. The



city of Portland has 42 percent, while nationally the average is 21 percent.

The Nevin Community Center hosts neighborhood events.

WALKING, BICYCLING AND PUBLIC TRANSIT

Bicycle Lanes and Bus Routes

Major pedestrian and bicycle routes extend east-west and north-south through the Belding Woods neighborhood. The Major Pedestrians and Bicycle Routes map illustrates the location of routes in the neighborhood.

Portions of these neighborhoods have access to bus routes. Belding Woods residents are served by



A sidewalk in Belding Woods.

bus routes that extend north-to-south along 13th, 18th/19th, and 23rd Streets.

Condition of Streets, Sidewalks and Other Pedestrian Amenities

Most of Richmond does not have pedestrian scale lighting in streets, parks and public places. Pedestrian-scale lighting made a significant contribution towards improved safety in the nearby Filbert Street/3rd Street area of North Richmond.

Pedestrian and Bicycle Collisions

Between January 2002 and July 2005, nine pedestrian collisions in the Belding Woods neighborhood. Over half of these collisions occurred along 16th Street. The

Pedestrian Collisions map indicates pedestrian collision locations during this time period.

Eight bicycle collisions happened in the Belding Woods neighborhood January 2002 and July 2005. Most collisions occur along 16th Street and 23rd Streets; these corridors are considered street segments that are unsafe for bicyclists. The Bicycle Collisions map indicates where bicycle collisions occurred in the neighborhood.

CRIME AND SAFETY

Liquor Stores

Stand-alone liquor stores are distributed in the Belding Woods neighborhood. In Belding Woods, most of the liquor stores are found along 16th and 23rd Streets.

Incidents of Crime and Violence

In 2010, there were three homicide and nearly 20 reported assaults with a deadly weapon in the Belding Woods neighborhood. The Violent Crimes map indicates the location of crime and violence in 2006.

Illegal Dumping

In 2006, there were three illegal dumping locations in the neighborhood. All three are located in the western portion of the neighborhood. The Illegal Dumping map indicates reported illegal dumping sites.

Blight and Graffiti

Between January and November 2010, there were 104 calls for service reporting incidents of damage to property and vandalism. The Location of Blight and Graffiti Map indicates where these incidents occurred.

Police Call Response Times

In December 2010, the Richmond Police Department responded to calls reporting life-threatening circumstances (Priority) within five minutes and nine seconds, on average. During the same period, the Department responded to calls reporting a felony (Priority 2) within nine minutes and thirty seconds, on average.

HOUSING

Foreclosed Homes and Property

The Belding Woods neighborhood includes a number of Richmond's foreclosed homes and properties. There were over 50 Stage 2 and 3 foreclosures in the neighborhood in 2006. Stage 2 foreclosed homes are up for auction and Stage 3 foreclosures are real estate owned. The Foreclosures map illustrates the location of Stage 2 and 3 foreclosures in the neighborhood.

PHYSICAL HEALTH AND HEALTH CARE

Obesity Rates

The adult obesity rate in Richmond (22.2 percent)



is higher than it is in California (21.3 percent). The low-income preschool obesity rate is 16.8 percent in Contra Costa County, compared to 17.9 percent in the State.

Health Services

A primary medical care facility, the Kaiser Permanente Richmond Medical Center, is located at 901 Nevin Avenue, while the Richmond Dental Building is located across the street from the Richmond BART station at 265 16th Street. Residents in the southeastern portion of the neighborhood have access to these medical facilities, and most households in the Belding Woods neighborhood live within one mile of these facilities.

*A Richmond
Police Department
member and
Belding Woods
community
members.*



23rd Street offers a number of local-serving retail establishments.

The Richmond Medical Center is open weekdays between 8:30 AM and 5:00 PM. The Urgent Care Center is open weekdays between 8:30 AM to 7:30 PM and weekends 10:00 AM to 7:30 PM. The Center also has a 24-hour Emergency Room. The Contra Costa County Health Clinic is located north of the neighborhood on 3rd Street and Chelsea Avenue. The Richmond Dental Building is located across the street from the Richmond BART station at 265 16th Street.

Additional dental offices and other medical facilities are located along Macdonald Avenue and are more than half a mile from the neighborhood.

LOCAL-SERVING RETAIL

Food Markets and Grocery Stores

The Belding Woods neighborhood has access to a number of markets including Cazadores Market, Supermercado La Raza, Cisco Market, Mi Raza Market, and Rancho Market. The Markets, Supermarkets and Liquor Stores Map illustrates the location of these five markets.

Community Gardens, Food Stalls and Farmer's Markets

The Belding Woods neighborhood does not have adequate access to a community garden, food stall or farmer's market within the neighborhood. Belding Woods households, as a result, lack access to gardens, food stall and markets with fresh, locally produced fruits, vegetables and other food products. Gardens that do exist in the neighborhood include a school garden at Chavez Elementary School,

Retail Areas near Belding Woods

There are a few retail areas within half mile for Belding Woods residents. Sixteenth Street and 23rd Street extends through Belding Woods and supports a few retail stores including a donut shop, an auto body

shop, and a deli. This retail area includes restaurants, a post office, and auto services.

Quality of Retail Amenities

Retail amenities in proximity to and in Belding Woods and the adjacent Iron Triangle neighborhood do not include a full spectrum of daily goods and services. Every day public services could include, but are not limited to public school, community park or playground, library, community center, medical facilities and transit stops. Retail goods and services could include: bank, produce market, convenience store, pharmacies, full-service grocery stores, hardware store, cleaner, restaurant, farmer's market, and transit stops.

Most residents in Richmond do not have adequate access to essential retail amenities; more than 95 percent of residents in Richmond have poor physical proximity to daily goods and services. Two intersections in the city that provide good physical proximity to daily goods and services include Macdonald Avenue at 23rd Street and Cutting Boulevard at Garrard Street. Portions of the Belding Woods neighborhoods are located in proximity to these areas.



*A community garden in
Richmond.*

4 COMMUNITY HEALTH VISION AND GOALS

COMMUNITY VISION

The following vision was developed for the City of Richmond as part of the Richmond General Plan Update Health and Wellness Element, and was referenced throughout the neighborhood health planning process to provide overall direction to efforts to improve health in Belding Woods.

The Richmond community has earned recognition as a healthy, environmentally sustainable and livable place. The City actively pursues strategies to improve and sustain air and water quality, control environmental contaminants and reduce energy demand and consumption.

Residents are equal partners and stewards in caring for their local community and the greater environment. The City's commitment to preventative health measures is evident in the overall decrease in the occurrence of diabetes, asthma, heart disease, cancer and other physical and emotional ailments.

Pedestrian-friendly neighborhoods encourage safe access to an array of nearby neighborhood services, schools, medical facilities and recreational destinations that can be comfortably reached by walking, bicycling or public transit. The community enjoys a broad

spectrum of healthy food choices provided by nearby produce markets, full-service grocery stores, urban produce stands and farmers' markets. High-quality, clean and well-utilized parks and community facilities support residents' active lifestyles and provide safe places for social interaction.

The number of residents pursuing higher education is growing and expanded local employment opportunities increasingly exceed living wage rates. Richmond offers a wide range of affordable housing options, both in rental units and for-sale markets, raising the quality of life for community members. Overall, residents enjoy healthy and fulfilling lifestyles and are committed to teaching their children how to make healthy choices in order to sustain happiness and longevity in future generations.

COMMUNITY GOALS

The HWE includes the community's health and wellness goals for the future, which include:

- Improve Access to Parks, Recreation, and Open Space (Goal HW1)
- Expand Healthy Food and Nutrition Choices (Goal HW2)
- Improve Access to Medical Services (Goal HW3)
- Provide Safe and Convenient Public Transit and Active Circulation Options (Goal HW4)
- Provide a Range of Quality and Affordable Housing (Goal HW5)
- Expand Economic Opportunity (Goal HW6)
- Develop Complete Neighborhoods (Goal HW7)
- Create Safe Neighborhoods and Public Spaces (Goal HW8)
- Improve Environmental Quality (Goal HW9)
- Promote Green and Sustainable Development and Practices (Goal HW10)
- Become a Leader in Building Healthy Communities (Goal HW11)

5 NEIGHBORHOOD HEALTH ISSUES AND CONCERNS

At the community workshops held in October 2009 and May 2010, Belding Woods residents gathered to identify key community concerns. Based on input received from comment cards as well as discussions at the workshop, the following key themes emerged regarding community issues and potential improvement projects.

Based on input received from comment cards as well as discussions at the workshop, the following key themes emerged regarding potential improvement projects:

AIR QUALITY

Top Issue

- Diesel locomotives degrade the neighborhood's air quality.

Potential Solutions

- Reduce impacts from diesel locomotives by developing and implementing a Diesel Emissions Reduction Program.
- Develop and implement a Second-Hand Smoke Ordinance.
- Advocate for improved air quality to regional agencies.
- Develop and implement a Tree Canopy Coverage Ordinance.

ECONOMIC DEVELOPMENT

Top Issues

- Many residents are not adequately trained to compete for high-skill jobs in the region.
- A range of daily goods and services are not located within walking distance of most residents' homes.
- Youth community members lack career counseling services, job and internship opportunities in the City.

Potential Solutions

- Provide career counseling services and job opportunities for youth through the Jobs and Training Program.
- Expand the Green Building Training Program.
- Develop the RichmondBUILD Green Careers Training Academy.
- Provide paid internships for youth.
- Assist local businesses in economic development.
- Develop and implement the Broadband initiative.

FOOD AND NUTRITION

Top Issues

- Healthy, organic food is scarce; stores do not carry fresh fruits and vegetables.
- Stores are not WIC-certified.
- Unhealthy food, including fast food options and unhealthy food at school, is readily available.
- Lacks adequate healthy food outlets and full-service grocery stores to provide food security.
- Need for healthy cooking education and resources.
- Community gardens and local food production is limited by the lack of clean soil.

Potential Solutions

- Build the Community Garden Project within the neighborhood.
- Develop and implement a Foodware Ordinance.
- Assess the City's Urban Agriculture potential.
- Charge a Tobacco Retail License Fee.
- Work with local businesses to undertake a WIC Store Conversion Program.
- Enhance and expand the Food Stamp Program.
- Develop and implement a Tobacco Advertisement Ordinance and a Staple Foods Ordinance.

HEALTH SERVICES

Top Issues

- Seniors and youth do not have access to essential medical services.
- Mobility and transportation options to access health services are lacking.
- Need for outreach and education regarding available health services.

Potential Solutions

- Provide mental health services at Hacienda Housing Complex.
- Undertake a clean water program outreach campaign.
- Host an annual Senior Health and Information Fair.
- Create a Citizen's Resource Guide for health services.

PARKS AND RECREATION

Top Issues

- Park and tree canopy quality and maintenance should be improved.
- Need for additional park and recreation space.

Potential Solutions

- Improve the quality and maintenance of park facilities and tree canopy.
- Renovate Belding-Garcia Park.

-
- Develop joint use agreements with the School District.
 - Plant trees and increase greenery throughout the neighborhood.

PUBLIC SAFETY

Top Issues

- Pedestrians, bicyclists and transit riders require improved safety and amenities.
- High incidence of violent crimes, prostitution, and drug trafficking in Belding Woods.
- Lack of safe places and activities for youth.
- Need for Neighborhood Watch Programs and security cameras.

Potential Solutions

- Develop and implement a Neighborhood Watch Program.
- Develop and implement a Gang Resistance Program.
- Provide a LifeSkills Training Program.
- Train community members in bicycle use and safety.
- Provide and promote code enforcement information and training.
- Initiate regular Neighborhood Clean-up Events.
- Install CCTV and Shot Spotter Installation.
- Initiate a City Prison Inmate Re-Entry Project

and Countywide Prison Re-entry Planning Initiative.

- Develop and implement Public Safety Design Guidelines and Ordinance.
- Develop and provide a Mentorship Program.

QUALITY HOUSING

Top Issues

- Some neighborhood housing is blighted and abandoned.
- Building codes are not adhered to.
- Existing housing stock needs maintenance and safety upgrades.
- Housing is unaffordable for some residents.

Potential Solutions

- Enhance and expand the Lead Abatement Program.
- Develop and implement a Neighborhood Stabilization Program.

- Develop and implement senior housing guidelines.
- Target code violation incidents and enforce City ordinances.
- Develop and monitor a Vacant Lot and Property Ordinance.
- Develop and implement an Energy Efficient Home Retrofit Program.
- Develop and implement a Section 8 Homeownership Program and a Housing Choice Voucher Program.

STREETS AND SIDEWALKS

Top Issues

- Streets are unsafe for pedestrians and cyclists due to traffic and speeding in the neighborhood.
- Streets and sidewalks are poorly lit and need maintenance and regular cleaning.
- Cars park illegally on sidewalks and in school pick-up areas.

6 NEIGHBORHOOD ACTION STEPS

The following table identifies a series of strategies to achieve the neighborhood vision and address each of the key issues and concerns. Lead agencies are identified for each strategy, as are major obstacles to implementation. Where appropriate, two agencies may be identified as joint leads for a given strategy; in these cases, the partner agencies may determine who will take the lead on implementing that strategy.

Each agency will develop an action plan that outlines immediate steps to implement the strategies for which they are responsible. These action plans will be updated annually, and will be used as rubrics to measure progress year by year.

Belding Woods Health Action Steps					
Improvement Project	Responsible Agency	Partner Agency	Timeframe	Potential Funding Source	Opportunities for Community Involvement
<i>Air Quality</i>					
AQ 1	Diesel Emissions Reduction Program. Enforce diesel truck engine idling limits and truck route restrictions. Encourage the Port of Richmond to establish a rigorous emissions reduction plan.	County Health Services	BAAQMD	Years 1 & 2: Develop and implement the program	Receive updates on outcomes
AQ 2	Advocacy to Regional Agencies. Advocate to the Bay Area Air Quality Management District (BAAQMD) to update regional air quality standards to protect health of residents in the City of Richmond.	City Manager's Office		Years 1 & 2: Develop and adopt the ordinance	Prop 84 Receive updates on outcomes
AQ 3	Tree Canopy Coverage Ordinance. Develop an ordinance to increase tree canopy at public facilities and private development in the City.	Planning and Building Services	Parks and Landscaping, Recreation	Years 1 & 2: Develop and adopt the ordinance	Provide input on the ordinance
AQ 4	Second-Hand Smoke Ordinance. Enforce and implement the second-hand smoke ordinance in public places and multi-unit housing.	City Manager's Office	Housing Authority, American Lung Association (ALA)	Ongoing	County tobacco, ALA has grant to work on housing issues in Richmond Receive information about the ordinance

Belding Woods Health Action Steps					
Improvement Project	Responsible Agency	Partner Agency	Timeframe	Potential Funding Source	Opportunities for Community Involvement
<i>Economic Development</i>					
ED 1 Jobs and Training Program. Connect City residents to employment programs and provide information on education opportunities at community colleges and adult schools in the region.	Employment and Training	CC College, Adult School, LEAP	Ongoing		Receive information about the program
ED 2 Green Building Training Program. Collaborate with Contra Costa Community College to offer classes to train local residents for green building jobs.	Employment and Training	CC College, LEAP	Ongoing		Receive updates on outcomes
ED 3 RichmondBUILD Green Careers Training Academy. Provide training to youth to be docents at RichmondBUILD Green Visitor Center.	Employment and Training	LEAP	Years 1 & 2: Train youth for docent jobs		Receive information about the Academy program
ED 4 Local Business Assistance. Expand the façade improvement program. Expand the small business support program.	Redevelopment Agency		Years 3 to 5: Expand assistance programs for local businesses		Receive updates on the program

Belding Woods Health Action Steps					
Improvement Project	Responsible Agency	Partner Agency	Timeframe	Potential Funding Source	Opportunities for Community Involvement
ED 5 Paid Internship Program for Youth. Establish a paid ten-week internship program for high school youth in the City to gain work experience while working at a City office.	Mayor's Office		Ongoing		Receive updates on the program
ED 6 Broadband Initiative. Implement an initiative to provide high-speed internet access to residents at key community facilities.	Literacy Program	RHA	Years 1 & 2: Provide internet access to residents	Dept. of Commerce grant	Receive updates on status of the initiative
Food and Nutrition					
FN 1 Community Garden Project. Build one community garden in the neighborhood to grow healthy food locally.	Parks and Landscaping	Parks; Groundwork Richmond (NGO); CCISCO (NGO)	Years 1 & 2: Build the community garden		Volunteer to build the garden
FN 2 Urban Agriculture Assessment. Conduct an assessment to identify opportunities for growing healthy food locally by the community for the community on vacant lots or on unused public land. Assess the feasibility of allowing healthy food carts at City parks and schools.	Planning and Building Services	Parks; Groundwork Richmond (NGO); CCISCO (NGO)	Years 1 & 2: Conduct assessment		Provide input on sites that are appropriate for growing food locally

Belding Woods Health Action Steps					
Improvement Project	Responsible Agency	Partner Agency	Timeframe	Potential Funding Source	Opportunities for Community Involvement
FN 3 Tobacco Retail License Fee. Increase the tobacco retail license fee to fund enforcement of existing laws that prevent tobacco sales to minors.	Police Department	County	Ongoing	County tobacco, License fees	Provide information on stores that sell tobacco to minors
FN 4 Tobacco Advertisement Ordinance. Develop guidelines to restrict the amount of tobacco advertisement in neighborhood store windows.	Planning and Building Services		Years 1 & 2: Develop and adopt the ordinance		Provide input on guidelines
FN 5 WIC Store Conversion Program. Encourage stores in the area to carry a wider range of healthy food options to get WIC certification. Support stores in the application process.	County Health Services		Ongoing		Provide input on what stores may qualify for the program
FN 6 Food Stamp Program. Expand enrollment in the food stamp program for families who are eligible but not enrolled in the program to receive food stamps.	Food Bank of Contra Costa and Solano	County Food and Nutrition Program	Ongoing		Receive information on how to sign up
FN 7 Staple Foods Ordinance. Develop minimum standards for what foods need to be available at a store to qualify as a grocery store.	Planning and Building Services		Years 1 & 2: Develop and adopt the ordinance		Provide input on what foods a grocery store should carry

Belding Woods Health Action Steps					
Improvement Project	Responsible Agency	Partner Agency	Timeframe	Potential Funding Source	Opportunities for Community Involvement
FN 8 Foodware Ordinance. Restrict the use of plastic for to-go boxes, cups, plates, bowls, trays and cutlery at restaurants and food providers.	City Manager's Office		Completed		Receive information on the ordinance
<i>Health Services</i>					
HS 1 Annual Senior Health and Information Fair. Continue to organize Annual Senior Health and Information Day, which includes resource tables featuring health screenings, entertainment and a low-cost healthy lunch to promote the health and wellness of seniors.	Recreation		Ongoing		Seniors can participate in the fair
HS 2 Nutrition and Wellness Program. Offer a nutrition and wellness program at Chavez School.	County Health Services	UC Cooperative Extension	Years 1 & 2: Deliver the program		Encourage youth in Chavez School to participate in the program
HS 3 Clean Water Program Outreach. Provide information to local area residents about flushing prescription medication, oils and grease. Install signs regarding dumping of pollutants in storm drains.	Engineering	Stormwater, Parks Department	Years 1 & 2: Conduct outreach and install signage		Participate in the program

Belding Woods Health Action Steps						
Improvement Project	Responsible Agency	Partner Agency	Timeframe	Potential Funding Source	Opportunities for Community Involvement	
HS 4	Citizen's Resource Guide. Create and distribute a resource guide with contact information for key departments, programs and services.	Planning and Building Services	City	Years 1 & 2: Develop the resource guide		Provide input on what information is key for the neighborhood
<i>Parks and Recreation</i>						
PR 1	Belding-Garcia Park Renovation Project. Redesign and reprogram the park to serve community need. Rehabilitate or replace existing play equipment. Install lighting, welcome signs, trash cans and recycling bins, benches and other amenities. Upgrade landscaping.	Parks and Public Facilities	Public Works	Years 1 & 2: Install signs and trash cans Years 3 to 5: Rehabilitate or replace play equipment Beyond Year 5: Redesign and reprogram; install lighting; upgrade landscaping	Prop 84, Measure WW, KaBoom	Participate in the redesign and reprogramming process
PR 2	Joint Use Agreement with School District. Establish an agreement to jointly use and maintain play fields and facilities at Cesar Chavez Elementary School to expand recreational opportunities for residents and students.	City Manager's Office	Recreation, Parks, City Attorney's Office	Years 1 & 2: Establish joint use agreement		Provide input on joint-use activities

Belding Woods Health Action Steps					
Improvement Project	Responsible Agency	Partner Agency	Timeframe	Potential Funding Source	Opportunities for Community Involvement
PR 3 Tree Planting and Greening Project. Plant trees and install landscaping along major streets such as Rheem, Coalinga, Lincoln, 18th St, Esmond and 24th St.	Parks and Landscaping		Years 3 to 5: Plant trees; install landscaping	Existing Budget, GroundWork Richmond	Volunteer to plant and water trees
PR 4 City of Richmond Parks Master Plan. Develop a master plan for all park facilities and programs in the City. Conduct an assessment of existing facilities and programs. Update standards and identify improvements. Develop cost estimates.	Recreation	Recreation, Parks, City Attorney's Office	Years 3 to 5: Adopt Master Plan		Participate in the plan development process
Public Safety					
PS 1 Neighborhood Clean-Up Event. Schedule a clean-up event in the Belding Woods neighborhood to remove trash and garbage from parks, streets and sidewalks (date to be determined).	City Manager's Office		Years 1 & 2: Conduct clean-up event		Participate in the volunteer event

Belding Woods Health Action Steps					
Improvement Project	Responsible Agency	Partner Agency	Timeframe	Potential Funding Source	Opportunities for Community Involvement
PS 2 Gang Resistance Program. Implement an education and awareness campaign through gang resistance program (GREAT) to discourage youth from joining gangs.	Police Department		Years 1 & 2: Implement program		Participate in the program
PS 3 Neighborhood Watch Program. Expand the neighborhood watch program. Add neighborhood watch patrols. Provide training to residents. Conduct safety assessments in residential areas.	Police Department	County (violence as a health issue)	Ongoing		Participate in trainings
PS 4 Code Enforcement Information and Training. Conduct training for students at Chavez School on code enforcement issues in the neighborhood, and provide information on available resources.	Code Enforcement		Years 1 & 2: Conduct training		Encourage students to participate in the training program
PS 5 Installation of CCTV and Shot Spotter Installation. Install new technology in high-crime areas to deter and track serious crimes.	Police Department	IT	Ongoing		Provide input on high-crime areas

Belding Woods Health Action Steps					
Improvement Project	Responsible Agency	Partner Agency	Timeframe	Potential Funding Source	Opportunities for Community Involvement
PS 6 Street Lighting Fixture Replacement and Upgrade Program. Conduct an assessment of existing street lighting fixtures in the City. Identify a phased program to replace or upgrade the lighting fixtures so they consume less energy and are easier to maintain.	Engineering	Public Works	Years 1 & 2: Develop the program		Receive updates on the project for improvements in your neighborhood
PS 7 City Prison Inmate Re-Entry Project. Develop a program to support prison inmate re-entry in the City of Richmond.	Office of Neighborhood Safety		Years 1 & 2: Develop the program		Receive updates on the program
PS 8 Countywide Prison Re-Entry Planning Initiative. Participate in a countywide planning initiative on prison re-entry.	Office of Neighborhood Safety	TCE	Years 1 & 2: Participate in the initiative	The California Endowment	Receive updates on the initiative
PS 9 LifeSkills Training Program. Conduct life skills training program at Chavez Elementary School for fifth and sixth graders. Training prepares boys to be leaders in their school and community.	Office of Neighborhood Safety	Chavez School	Years 1 & 2: Conduct training		Encourage at-risk students to participate in the training program

Belding Woods Health Action Steps						
Improvement Project	Responsible Agency	Partner Agency	Timeframe	Potential Funding Source	Opportunities for Community Involvement	
PS 10	Mentorship Program. Implement mentorship programs for at-risk students at Kennedy and Richmond High Schools.	Office of Neighborhood Safety	CCISCO	Ongoing		Encourage at-risk students to participate in the training program
PS 11	Public Safety Design Guidelines and Ordinance. Develop safety design guidelines based on "Crime Prevention Through Environmental Design" principles. Adopt an ordinance that requires all major projects in the City to incorporate these guidelines.	Planning and Building Services	Planning	Years 1 & 2: Develop and adopt guidelines and ordinance		Provide input on guidelines
PS 12	Bicycle Use Safety Training. Conduct training for students at Chavez School. Distribute free helmets.	Police Department	County	Ongoing		Encourage students to participate in the training program
Quality Housing						
QH 1	Neighborhood Stabilization Program. Purchase and upgrade foreclosed homes in affected neighborhoods. Rent or sell upgraded homes as affordable housing.	Re-development Agency	Environmental	Years 1 & 2: Implement program		Receive information about the program

Belding Woods Health Action Steps					
Improvement Project	Responsible Agency	Partner Agency	Timeframe	Potential Funding Source	Opportunities for Community Involvement
QH 2 Section 8 Homeownership Program. Support Section 8 households in becoming home owners. Pay mortgage for qualifying households.	Housing Authority		Ongoing		Receive information about the program
QH 3 Housing Choice Voucher Program. Implement the voucher program for low-income families in need to access Section 8 units. Complete annual quality standard assessment on all Section 8 units.	Housing Authority		Ongoing		Receive information about the program
QH 4 Energy Efficient Home Retrofit Program. Implement the program to improve energy efficiency in residential units. Conduct 600 home energy audits. Perform 26 income-restricted home retrofits. Provide income-restricted rebates for solar installation.	City Manager's Office		Years 1 & 2: Conduct code enforcement in targeted areas		Receive information about the program
QH 5 Targeted Code Enforcement. Conduct targeted enforcement to identify code violations and blighted conditions. Require absentee landlords to maintain property.	Code Enforcement	County Lead Prevention	Years 1 & 2: Update and adopt ordinance		Provide input on target areas

Belding Woods Health Action Steps					
Improvement Project	Responsible Agency	Partner Agency	Timeframe	Potential Funding Source	Opportunities for Community Involvement
QH 6 Vacant Lot and Property Ordinance. Strengthen the existing ordinance to address blighted and boarded-up properties in the neighborhood. Strengthen enforcement.	Code Enforcement		Years 1 & 2: Update and adopt ordinance		Provide input on modifying the ordinance
QH 7 Lead Abatement Program. Implement Project REAL (Richmond's Effort to Abate Lead). Rebuild porches and roofs in affected homes that qualify (income restrictions). Test residents in affected homes.	Housing Authority		Years 1 & 2: Implement program		Receive information about the program
QH 8 Senior Housing Guidelines. Develop standards for senior housing in the City.	Housing Authority		Years 1 & 2: Develop and adopt ordinance		Provide input on developing the ordinance

Belding Woods Health Action Steps						
Improvement Project	Responsible Agency	Partner Agency	Timeframe	Potential Funding Source	Opportunities for Community Involvement	
<i>Streets and Sidewalks</i>						
SS 1	Lincoln Avenue Streetscape Improvement Project. Redesign the street to improve pedestrian and bicycle safety and access that may include wider sidewalks, mid-block crossings, bicycle lanes, improved lighting, landscaping and greenery, signage, ADA ramps, walk signals, narrower road widths, and other improvements.	Engineering	Public Works, CCHS	Years 1 & 2: Implement program	CIP; Local Government Commission Caltrans Ped Plan, Safe Routes to School (construction grants)	Participate in the redesign process
SS 2	Coalinga Avenue Streetscape Improvement Project. Redesign the street to improve pedestrian and bicycle safety and access that may include wider sidewalks, mid-block crossings, bicycle lanes, improved lighting, landscaping and greenery, signage, ADA ramps, walk signals, narrower road widths, and other improvements.	Engineering	Public Works, CCHS	Ongoing	CIP; Local Government Commission Caltrans Ped Plan, Safe Routes to School (construction grants)	Participate in the redesign process

Belding Woods Health Action Steps					
Improvement Project	Responsible Agency	Partner Agency	Timeframe	Potential Funding Source	Opportunities for Community Involvement
SS 3 Rheem Avenue Streetscape Improvement Project. Redesign the street to improve pedestrian and bicycle safety and access that may include wider sidewalks, mid-block crossings, bicycle lanes, improved lighting, landscaping and greenery, signage, ADA ramps, walk signals, narrower road widths, and other improvements.	Engineering	Public Works, CCHS	Ongoing	CIP; Local Government Commission Caltrans Ped Plan, Safe Routes to School (construction grants)	Participate in the redesign process
SS 4 Safe Routes to School Project. Develop a safe routes to school project. Provide infrastructure improvements such as new bicycle parking and lockers at parks and schools, and bicycle facilities along Rheem, Coalinga, Lincoln and 18th. Provide programs such as bicycle safety training and "walking school bus."	Engineering	County	Years 1 & 2: Implement program	Safe Routes to School (non-construction grants)	Provide input on infrastructure improvements
SS 5 23rd Street Streetscape Improvement. Implement improvements to 23rd Street to improve pedestrian and bicycle access and safety.	Planning and Building Services		Years 1 & 2: Conduct code enforcement in targeted areas		Receive updates on the project

Belding Woods Health Action Steps					
Improvement Project	Responsible Agency	Partner Agency	Timeframe	Potential Funding Source	Opportunities for Community Involvement
SS 6 Parking and Crosswalk Enforcement Pilot Program. Implement a pilot program to enforce parking and crosswalk regulations and improve pedestrian and bicycle safety. Provide information to residents on existing regulations. Cite violations, issuing courtesy notice at first.	Police Department	Code Enforcement	Years 1 & 2: Implement pilot program		Receive information on the program
SS 7 City of Richmond Pedestrian Master Plan. Develop a citywide plan for improving pedestrian safety and facilities. Identify needed improvements. Develop standards for pedestrian facilities and amenities.	Engineering		Years 1 & 2: Complete the master plan		Provide input on the master plan
SS 8 City of Richmond Bicycle Master Plan. Develop a citywide plan for improving the bicycle network and safety. Identify needed improvements. Develop standards for bicycle facilities and amenities.	Planning and Building Services		Years 1 & 2: Complete the master plan		Provide input on the master plan

Belding Woods Health Action Steps					
Improvement Project	Responsible Agency	Partner Agency	Timeframe	Potential Funding Source	Opportunities for Community Involvement
SS 9 City of Richmond Bicycle Parking Ordinance. Develop an ordinance to set minimum requirements for providing bicycle parking throughout the City.	Planning and Building Services		Years 1 & 2: Develop and adopt the ordinance		Receive updates on the ordinance
SS 10 City of Richmond ADA Study. Conduct an assessment of City streets and facilities to evaluate compliance with Americans for Disabilities Act. Identify needed improvements.	City Manager's Office		Years 1 & 2: Complete the assessment		Provide input on the assessment
SS 11 Traffic Safety Study. Conduct an assessment of traffic safety throughout the City. Identify streets and intersections that are unsafe and need improvements.	Engineering		Years 1 & 2: Complete the assessment		Receive information on the findings of the study

7 IMPLEMENTATION AND FUNDING

Identifying and obtaining funding for each action step will be a key element of success for the Belding Woods Neighborhood Action Plan. A number of resources are available at the city, county, state, and federal levels, and many grant-making organizations in the Bay Area also fund the types of projects proposed in this plan. Still other projects can be pursued with the time and resources of volunteers and organizations offering in-kind donations. However, finding initial and ongoing funding for each project is nonetheless a significant obstacle to implementing the action plan.

SECURING GRANTS & PUBLIC FUNDING

Ideally, the City of Richmond will retain a lead grant writer with experience researching and successfully obtaining public and private grants for similar projects. While City staff might also serve in this capacity, the grant process is likely to be extensive and time-consuming, and a staff member or consultant dedicated to the project would likely be most successful. It will also be essential that fundraising efforts be coordinated to ensure that projects under different department nonetheless run in tandem and make use of common resources.

FUNDING STRATEGIES

Development Fees

An alternative strategy for funding capital and ongoing costs for many of the proposed projects is to create an in-lieu fee program that would assess fees as a cost of development of commercial or residential property in Belding Woods. These funds could then be earmarked for specific programs within the community.

Parking Fees

In addition to development fees, the City could choose to assess parking fees or fines in the Belding Woods neighborhood to fund road-related or other needed improvements.

Foundation Support

Several Bay Area foundations, including The California Endowment, San Francisco Foundation, the William and Flora Hewlett Foundation, and the Richard and Rhoda Goldman Fund, have missions that involve addressing challenges such as those faced by the Belding Woods neighborhood, and a comprehensive application to one or more of these foundations might garner support for creating programs in this area, particularly as some of

these foundations have histories of supporting work in Richmond. Given that many of the solutions identified by Belding Woods residents are similar to solutions identified by Iron Triangle residents in their parallel Healthy Neighborhoods planning process, a joint application on behalf of both neighborhoods might also be appropriate.

Creation of a Special District

The City of Richmond may wish to explore establishing a Belding Woods special district. A special district would have the power to provide services in Belding Woods beyond what the City currently provides, and could be tailored to the neighborhood's specific needs. A Belding Woods special district could be fee-based or could rely on tax revenues, depending on its purpose.

The City might also explore the possibility of creating a Mello-Roos district to increase tax revenue and fund a special district. Possible functions for a special district could include enhanced police service, additional road and sewer improvements, parks maintenance, and other needed services. Creation of a special district requires a majority vote among registered voters within the district's boundary.

Expansion of Central Richmond Redevelopment Area and/or Enterprise Zone

Belding Woods is currently adjacent to, but not

included within, the City of Richmond's Central Richmond redevelopment project area and Enterprise Zone. The City and the Richmond Community Redevelopment Agency may wish to include this neighborhood in these zones in order to stimulate economic growth in the small commercial areas within the residential neighborhood.

An Enterprise Zone allows businesses within the zone to reduce their total State income tax liability by the total equivalent of any or all of five significant California Enterprise Zone tax incentives:

- **Business Expense Deduction** for the costs of certain tangible, depreciable property up to a range between \$20,000 and \$40,000 in the first year placed in service;
- **Hiring Credit** for 50 percent of first-year wages paid to qualified new employees; over a five-year period, this credit can exceed \$26,000 per new hire;
- **Net Interest Deduction for Lenders** making loans in the zone; lenders can deduct net interest income made on loans to trade or business located in the enterprise zone including business loans, mortgages and loans from non commercial sources;
- **Net Operating Loss Carryover** to future tax years to reduce the amount of taxable zone income; and

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- **Sales and Use Tax Credit** for sales and use tax paid on qualified equipment purchased for use within the zone of up to a \$1 million of machinery cost on individual claims; up to \$20 million a year on corporate claims.

The City may wish to leverage these benefits to attract businesses that will advance the goals identified in this Action Plan for the Belding Woods neighborhood.

The addition of Belding Woods to the Central Richmond redevelopment area may offer similar opportunities to use this designation as a tool to prioritize redevelopment in the neighborhood. This designation allows the Redevelopment Agency to receive tax increment revenue based on any increase on the assessed value of properties within the agency's boundaries, and provides a means of raising funds without using general fund resources or raising taxes.

Volunteers & In-Kind Donations

A key part of bringing the activities in this plan to fruition will be the active and continued involvement of the community. While the City can strive to provide additional monetary and staff resources, support from residents and business owners will nonetheless be crucial in ensuring the success of these efforts. The City of Richmond will need to take the lead on many of the projects, and should strive to fill all seats and increase attendance at meetings to support this. The

City should consider asking for volunteer labor or in-kind donations of goods or services wherever possible to keep costs low.