The City of Richmond Five-Year Strategic Business Plan (Strategic Business Plan) has been developed to help the Richmond City Council assess the effects of today’s policy decisions on the City’s future and quality of life of its residents. As a blueprint for prospective opportunities and endeavors, the Strategic Business Plan outlines the City’s strategic goals, sets priorities for City operations and the annual budget, and helps guide the City’s Capital Improvement Plan.

**Relationship of the Strategic Business Plan to the City’s New General Plan**

The Strategic Business Plan is one of the key tools for implementing the City’s new General Plan. As illustrated in Figure 1 on page 2, the general plan provides an overarching vision and sets policies for guiding the physical, economic, social and cultural development of the City over the next twenty years. In contrast, the Strategic Business Plan looks at the next five years and outlines the strategies, projects and programs that will support a phased implementation of the General Plan. The City’s Capital Improvement Plan (CIP) and Operating Budget then prioritize these projects and programs on an annual basis.
The Strategic Business Plan will support the City Council in ensuring that investment of financial, physical and staff resources made today enhance and preserve the community’s quality of life into the future. The Council’s priorities are to make sure that the City is clean, well-maintained and safe, with a prosperous business climate. Additionally, the Council is committed to cost-effective and responsive services to Richmond residents and businesses.
Strategic Business Plan Context: Managed Growth

Slow but steady increases in population generates growth in the City’s infrastructure inventory, which must be maintained on an annual basis and rehabilitated according to life-cycle schedules. During the next five years, the City’s population is projected to increase by 1% to approximately 105,558. Park and open space acres along with landscape and street lanes are also projected to grow by approximately 1% each.

In addition to meeting the growing demand for new services Richmond must also address the need to upgrade its existing infrastructure including street surfaces, wastewater system and drainage system. Over the last 100 years (Richmond was incorporated in 1905) much of this infrastructure has worn out and is in need of rehabilitation or reconstruction.

Five-year Forecast: Population and Development

The following figures illustrate the anticipated increases in population, housing units, commercial development and infrastructure inventory such as open space, street lane miles and street landscape acres over the next five years.

FIGURE 2: FIVE-YEAR POPULATION FORECAST

5-year increase: 1,045 people or 1%; Average Yearly Increase: 0.2%
FIGURE 3: FIVE-YEAR HOUSING UNITS FORECAST

5-year increase: 406 housing units or 0.8%; Average Yearly Increase: 0.1%

FIGURE 4: FIVE-YEAR COMMERCIAL DEVELOPMENT FORECAST

5-year increase: 100,173 square feet or 4%; Average Yearly Increase: 0.9%
FIGURE 5: FIVE-YEAR PARK ACRES AND SPECIAL FACILITIES FORECAST (PER 1,000 RESIDENTS)

5-year increase: 4.15 acres or 1%; Average Yearly Increase: 0.2%

FIGURE 6: FIVE-YEAR OPEN SPACE ACRE FORECAST (PER 1,000 RESIDENTS)

5-year increase: 4.15 acres or 1%; Average Yearly Increase: 0.2%
FIGURE 7: FIVE-YEAR CITY-MAINTAINED STREET LANDSCAPE FORECAST (IN SQ. FT.)

5-year increase: 87,210 square feet or 1%; Average Yearly Increase: 0.2%

FIGURE 8: FIVE-YEAR STREET LANE MILES FORECAST

5-year increase: 10 miles or 1%; Average Yearly Increase: 0.2%
Figure 9 (above) shows the key planning areas in the City and also where the residential and nonresidential development may occur over the next five years. Development is anticipated to occur primarily in the Iron Triangle, Cortez/Stege/Coronado (N) and Marina Bay planning areas.

There are various redevelopment projects in the Iron Triangle planning area including the Transit Village-Metro Walk project which is located on approximately 16.7 acres centered around the Richmond BART and Amtrak Stations.
The project is being constructed in two phases and will include 231 ownership housing units including townhouses and live work units, 27,250 square feet of retail space, a 3,700 square foot intermodal transit station which will house facilities for transit operators and an 800-space garage facility that will include 9,000 square feet of ground-floor retail.

**Strategic Goals**

During the past 100 years Richmond has developed a rich heritage and significant cultural diversity. The City organization seeks to deliver high-quality services to the community in a way that upholds the vision and values that make Richmond the strong community it is today.

The Five-Year Strategic Business Plan is a blueprint to help guide the City’s day-to-day operations and its capital improvement and revitalization programs. This Strategic Business Plan is formulated by five distinct goals. These goals are based on the understanding that investment of financial, physical and staff resources made today ensure that the City’s quality of life is enhanced and preserved for its future residents.

The City Council, Commissions and staff embrace the following five distinct Strategic Goals:

- Maintain and Enhance the Physical Environment
- Promote a Safe and Secure Community
- Promote Economic Vitality
- Promote Sustainable Communities
- Promote Effective Government

The following is a summary of Richmond’s Strategic Goals and the objectives used to fulfill the City’s mission.

**Maintain and Enhance the Physical Environment**

A strategic goal of the City of Richmond is to provide a clean and well-maintained environment for individuals who live, work and play within its boundaries. Richmond’s public facilities and infrastructure play an essential role in the fabric of the community, and the City seeks to develop and maintain an infrastructure that is community-serving, resilient, high-performing, cost-effective, resource-efficient and environmentally friendly.
Public infrastructure consists of a range of facilities including streets and transportation systems, sewer, storm drainage, flood control and solid and liquid waste disposal facilities; water, gas and electrical utilities; telecommunications facilities; recreation and landscape facilities; and other local government facilities. Many Richmond public facilities play a critical role in providing social services to residents, which enhance neighborhood stability, supplement housing and economic opportunities for community members and otherwise affect day-to-day life in the City.

The City of Richmond seeks to integrate both traditional and emerging best practices in urban planning, public policy and participatory community efforts. The extensive building and construction activity over the years have had a significant impact on the environment and the use of resources (materials, energy, water and land). Understanding the relationship between the physical infrastructure and the environment will help Richmond plan effectively for future land uses, transportation, housing and civic facilities that shape the quality of life for residents.

Objectives to meet this goal include:

1.1 Increase the existing Paving Condition Index (PCI)
1.2 Improve the street lighting system
1.3 Make Richmond more pedestrian- and bicycle-friendly
1.4 Improve the appearance of parks and landscape areas
1.5 Improve the interior and exterior appearance and functionality of public facilities
1.6 Upgrade the waste water treatment plant and the aging collection infrastructure system
1.7 Expand the tree canopy
1.8 Improve accessibility to City facilities and modes of transportation
1.9 Reduce City facility energy consumption by 20%
1.10 Increase renewable energy use at City facilities use to 20% of peak consumption
1.11 Prepare for the temporary Hall of Justice’s lease expiration

**Promote a Safe and Secure Community**

The strategic goal to maintain a safe and secure community is fundamental to the health, quality of life and economic vitality of the City of Richmond. There are three departments with primary responsibility for maintaining the safety and security of the Richmond community: Police Department, Fire Department and Office of Neighborhood Safety within the City Manager’s Office. In addition to those three departments, Library and Cultural Services and the Recreation Department have teamed up to address violence by keeping kids
off the streets and placing them in life enrichment programs that focus on education, physical activity and community involvement.

Objectives to meet this goal include:

2.1 Reduce crime
2.2 Reduce blight
2.3 Connect with youth
2.4 Improve fire service
2.5 Improve community disaster preparedness and awareness
2.6 Increase human service activity for vulnerable/high risk populations
2.7 Enhance recreational facilities, programs and activities
2.8 Increase quality educational and cultural activities
2.9 Improve traffic and pedestrian safety

Promote Economic Vitality

Chartered in 1905, Richmond started out as an industrial city and a major transportation hub. Manufacturing, warehousing, distribution, railroads and oil were the major economic drivers at that time. During World War II, the construction of the Kaiser shipyards, conversion of the Ford Assembly Plant to military uses, and establishment of the Point Molate naval fuel depot further defined the role of Richmond as a working class city.

This heritage is still an important part of Richmond today, with the Rosie the Riveter National Historic Park memorializing the 747 ships built in Richmond during the war, the advent of the Kaiser Permanente health care system, and the societal impact of thousands of women entering the workforce.

Many things have changed since World War II, but Richmond’s location is still its biggest economic asset. Richmond is easily accessible by highways, rail and sea. Two interstate freeways, I-80 and I-580 and Richmond Parkway; Amtrak, BART and AC Transit; Richmond Pacific, BNSF and Union Pacific railroads; and a deep-water port all work to connect the City to regional, national and international markets. Richmond is minutes away from Marin County (over the Richmond-San Rafael Bridge), the cities of Oakland and San Francisco and the University of California at Berkeley. Prominent business sectors in Richmond today include retail, biotech, health science, green-tech, light manufacturing, petrochemical, distribution, food production and port-related businesses.
Richmond’s General Plan emphasizes the continued development of a diverse economic base by pursuing business sectors with the best potential to grow and prosper. Richmond’s diverse economic base has been a stabilizing force through recent economic cycles including the downturns in 2001 and 2008. Through both times of national economic decline, Richmond has fared better than many San Francisco Bay Area cities because of this economic diversity and because Richmond has continued to attract new businesses.

Objectives to meet this goal include:

3.1 Build-out the General Plan
3.2 Revitalize and enhance key commercial areas
3.3 Attract and retain business
3.4 Attract tourism, meetings and events
3.5 Grow the City’s tax base
3.6 Increase grant revenues
3.7 Increase job training for Richmond residents
3.8 Increase the number of jobs
3.9 Expand Port operations
3.10 Support legislation that protects City revenues

Promote Sustainable Communities

Richmond’s distinct identity and quality of life is attributable to its heritage as a uniquely situated waterfront community with a variety of residential neighborhoods. Richmond remains attractive for business and private investment with ample space for new development and redevelopment.

Richmond’s future prosperity will rely on maintaining a sustainable quality of life through a mix of land uses, a safe community with no visible signs of deterioration, an efficient circulation system that promotes alternative modes of transportation and abundant open space and recreational amenities. These attributes along with a strong economic base will preserve and build upon Richmond’s sense of uniqueness, cultural and social diversity and a strong sense of community.

The new General Plan emphasizes a balance between residential, commercial and industrial development along with parks and open space.
Objectives to promote a sustainable city and a livable community include:

4.1 Increase the diversity of affordable housing opportunities that recognize and promote smart growth principles
4.2 Promote and support the creation of healthy town centers and neighborhoods
4.3 Implement environmentally sensitive resource management
4.4 Improve and promote the image of Richmond
4.5 Increase the capacity and productivity of local non-profit and community-based organizations
4.6 Promote green and sustainable buildings
4.7 Preserve open space and sensitive habitat areas
4.8 Implement the Urban Environmental Accords’ actions
4.9 Promote community health and wellness

**Promote Effective Government**

Another key strategic goal of the City is to promote effective government to efficiently serve the needs of the Richmond community. Effective government is central to the mission of the City. It impacts the Richmond community both through the provision of services and the quality of those services. The functions of the City that are critical to providing effective government include:

- Quality community services
- Streamlined financial and enterprise systems
- Staff training
- Public accessibility to government documents
- Communication and technology infrastructure

Implementation of performance-based government policies means establishing measurable service standards, efficiently allocating resources, and establishing funding requirements. Continuous benchmarking, training, accessibility to government and strategic technology provide public accountability and transparency in government.

Objectives to promote a more effective government include:

5.1 Measure citizen satisfaction
5.2 Streamline internal processes by utilizing the Enterprise Resource Planning System
5.3 Create comprehensive training programs to improve customer service
5.4 Increase ease of public and private access to government documents
5.5 Implement a strategic technology plan