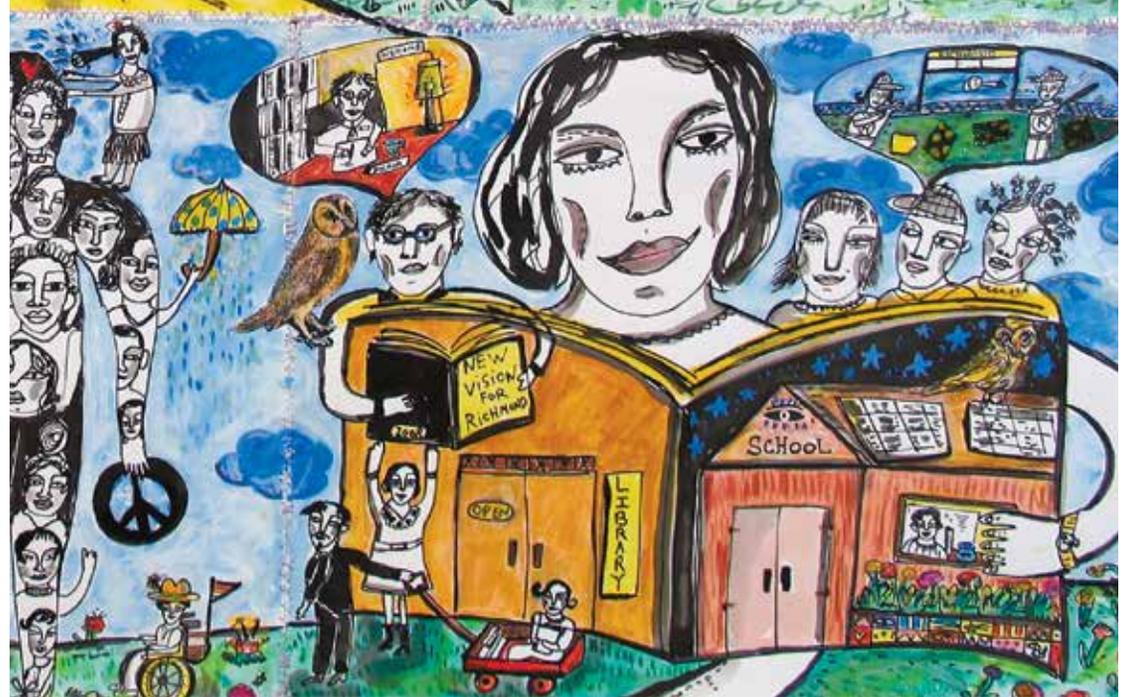




Economic Development
Richmond General Plan 2030



Community Vision

Richmond, California in 2030

Richmond is home to a variety of employers in key industries including green businesses, high-technology, manufacturing, distribution, petroleum refining, retail/entertainment and shipping. Richmond's skilled workforce enjoys a variety of jobs that offer opportunities for building equity – contributing to overall community health and individual achievement.

Transformed waterfront areas including the Southern Shoreline and San Pablo Peninsula provide recreational opportunities for residents and visitors and attract new residential and commercial development. A range of housing options are available to meet the needs of all segments of the population, and well-maintained streets and properties contribute to a sense of neighborhood pride.

The City has unique mixed-use corridors that offer a range of local-serving commercial establishments, attractive streetscapes, higher-density housing and convenient and efficient circulation. Macdonald Avenue, Hilltop Mall and the Ferry Terminal in Marina Bay are major activity centers, offering attractive retail and office space and a rich offering of arts, music and dining.



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Economic Development

Opportunities exist to add housing and jobs in Richmond due to its proximity to employment centers, transportation infrastructure and central location. By leveraging its existing strengths, taking advantage of key opportunities and directing resources to critical areas, Richmond has the ability to cultivate a vital, diverse and dynamic economy.

The Economic Development Element:

- Provides an overview of existing economic conditions in Richmond including demographics, socioeconomics and employment;
- Highlights key findings and recommendations based on an analysis of existing conditions;
- Defines both citywide goals and area-specific goals for economic development;
- Identifies both citywide policies and implementing actions and area-specific policies and implementing actions to improve economic conditions and capitalize on Richmond's strengths;
- Provides a summary table identifying lead responsibilities for each implementing action; and
- Reviews the existing regulatory framework that guides economic planning efforts.

Purpose of the Element

The purpose of the Economic Development Element is to provide guidance for long-term economic growth in the City. Richmond seeks to promote a thriving, diverse and dynamic economy that capitalizes on the City's strengths and supports local job growth and economic expansion.

Legal Requirement

Although the Economic Development Element is not required by California state law, the City has included this element to ensure that the economy's health remains a priority. In addition, the Economic Development Element is consistent with Section 65303 of the State of California Government Code which authorizes local jurisdictions to adopt additional elements to those required by State law when they relate to the physical development of the jurisdiction.¹



In Downtown Richmond there are opportunities for urban living, retail, office and civic uses close to the BART and Capital Corridor stations.



Hilltop Mall

Richmond Today

As Richmond prepares for population growth and economic expansion, the City seeks to improve the quality of life for residents and workers and attract new residents and businesses. Key opportunities for local economic development include: developing the City's workforce; retaining and expanding local employment including blue-collar and green-collar jobs; maximizing sensitive redevelopment of underutilized developable land; expanding the local tax base; and cultivating a distinct character for various commercial areas. By capitalizing on these and other strengths, Richmond can become a more desirable place to live, work and visit. The following sections discuss key economic challenges and opportunities.

Demographic and Socioeconomic Profile

Population forecasts suggest that Richmond is growing at a consistent rate. In 2005 the City had



Hilltop Plaza

102,700 residents, a four percent increase since 2000.² In contrast, Contra Costa County grew by seven percent during this period while the Bay Area region expanded by two percent. Growth in the number of households in these geographic areas followed a similar pattern. Between 2000 and 2005, Richmond households grew by three percent to 35,500 households while County and Bay Area households grew by six percent and one percent.

Richmond's estimated 2005 median household income was just under \$49,700, substantially lower than the County's \$73,900. Nevertheless, the City does boast a strong middle-income population. Almost one third of Richmond's households earned between \$50,000 and \$100,000 in 2005, similar to the County. As the City continues to expand, this group represents a valuable market segment supporting retail space in Richmond.

Richmond residents have lower educational attainment levels compared to the County. In 2000,



Costco

75% of Richmond's adult population had attained a high school diploma as compared to 87% in the County. That same year, 29% of Richmond's adult population had attained an associate's degree or higher as compared to 43% in the County. This data points to the need for comprehensive workforce training efforts to prepare Richmond residents for the ongoing shift towards a more knowledge-based economy. Efforts to maintain blue-collar industries that offer a living wage are also an important part of local economic development.

Richmond is one of the region's most diverse communities. The 2000 Census reports that African Americans (36%) and Latinos (27%) represent the largest ethnic groups, followed by Caucasian (21%) and Asians (12%). The City also contains many foreign-born residents who account for 26% of the population. The City intends to leverage its cultural diversity into local economic development.



Pacific East Mall

Future population and household growth in Richmond will form a key component of local economic development by bolstering the local tax base and increasing resident buying power. The Association of Bay Area Governments (ABAG) projects that the City's population will expand by 36% from 2005 to 2035, adding 36,900 residents.³ This increase represents 12% of the County's total forecasted growth through 2035.

Employment and Job Base

According to data published by the California Employment Development Department (EDD), Richmond's labor force has increased in recent years commensurate with growth in population and households.⁴ On an annual average basis (seasonally unadjusted) Richmond's labor force grew from 50,200 to 53,600 between 2005 and 2009, an increase of just about seven percent. However, this growth coincided with a corresponding rise in unemployment. Unemployment in Richmond



Macdonald I-80 Shopping Center

increased from an annual average of eight percent in 2005 to 17% in 2009. These unemployment rates exceed countywide and regional levels, further reinforcing a need for local workforce training and job growth.

Richmond's job base has proved relatively stable in recent years. According to the EDD, the City experienced a decline from 46,100 to 44,800 jobs between 2005 and 2009, a loss of just three percent.

As another positive indicator for the City's economy, ABAG anticipates the number of jobs in Richmond to grow by 70% from 2005 to 2035. In percentage terms this increase exceeds the countywide projected job growth of 47%. No other City in Contra Costa County is expected to capture more jobs than Richmond over the next 30 years.

Table 1.1 shows that as of 2004, Richmond's job base was diversified across a number of industry sec-



Port of Richmond

Table 1.1: Richmond's Diversified Industry

Industry Sector	Percent of Total
Technology and Business Services	18%
Manufacturing	18%
Logistics and Utilities	18%
Dining, Entertainment and Retail	16%
Health Care and Social Assistance	9%
Public Administration	8%
Education	7%
Construction and Real Estate	6%
Total	100%

Source: California Employment and Development Department, Employment and Wages, Quarterly Census, 2004



Green industries provide opportunities for clean and well-paying jobs for Richmond residents.

tors. These key sectors are described in further detail in the following sections.

Technology and Business Services

This sector contained approximately 18% of Richmond's economic base in 2004 as compared with 29% in Contra Costa County. In Richmond, this sector declined from 5,600 to 4,700 jobs between 2001 and 2004, a 16% loss that parallels regional declines in Technology and Business Services.

Manufacturing

This sector has historically been a mainstay of Richmond's economy. As of 2004, its 4,500 jobs constituted almost 18% of local employment compared to just over five percent in the County. However, Richmond did experience substantial manufacturing losses between 2001 and 2004, echoing both state and national trends. Over these years

the City lost 1,500 jobs, a 24% drop. This loss is especially significant for Richmond as average wages for this sector are relatively high (\$64,000 in 2004) and attractive to workers without higher levels of education.

Logistics and Utilities

This sector showed strength in Richmond from 2001 to 2004 with a 16% gain from 4,100 to 4,700 jobs. Logistics and utilities represented almost 18% of Richmond's economy in 2004 compared to just five percent of the County's economic base.

Dining, Entertainment and Retail

This sector gained 300 jobs in Richmond from 2001 to 2004, mostly with accommodations and food services firms. As of 2004, this sector contained 4,200 jobs in Richmond, representing almost 16% of the City's economic base. In comparison, this sector comprised 22% of the County's total employment in 2004.

Healthcare and Social Assistance

This sector also plays a significant role in the City's economy with 2,300 jobs in 2004 or nine percent of local employment. This sector remained relatively stable in Richmond between 2001 and 2004. Countywide, this sector made up almost 11% of the total economy in 2004.

Taxable Retail Sales

Richmond has a number of regional shopping destinations including Hilltop Mall, Hilltop Plaza, Home Depot, Costco, Wal-Mart, Pacific East Mall and

the Macdonald Avenue I-80 Shopping Center with approximately 200,000 square feet of retail space anchored by a Target store.

Taxable sales data suggest that Richmond has the potential for more retail sales and that dollars are likely leaking from the City. Richmond had \$9,100 of taxable retail sales per capita in 2005 and relatively flat sales from 1999 to 2005. As a benchmark, California as a whole had sales of \$10,200 per capita in 2005, a 13% increase since 1999. The addition of the Wal-Mart and Target stores to Richmond's retail base will likely propel the City to stronger retail sales in the short term. Longer-term population and employment growth will also contribute to new sales.

Real Estate Market Conditions

Housing

Richmond contains a variety of housing in waterfront, urban and suburban settings. The housing stock's relative affordability represents a long-term advantage in maintaining and attracting businesses.

Richmond's for-sale market is currently undergoing a decline in value following a steady increase during the first half of this decade. This pattern parallels national and regional trends. The early part of this decade saw a sharp drop in Richmond rents as part of a regional trend following the "dot-com" bust.

In the long term, the City's access to transit, proximity to employment centers and supply of developable land will support ongoing demand for housing, particularly as neighboring communities are built out.



ABAG expects Richmond to add 14,490 households through 2035, a 40.6% gain from 2005, and 10% of the County's total household growth in the next 30 years.

Office

Rates and vacancies in Richmond fall below averages for the I-80/880 corridor as a whole. Richmond has approximately 2.6 million square feet of office space.⁵ ABAG expects Richmond to add approximately 5,300 Financial and Professional Service jobs through 2035. Using industry-standard employee densities, these projections suggest demand for as much as 1.0 million to 1.3 million square feet of office space in Richmond through 2035. Even if current vacancies absorb some of this demand, these estimates still represent a significant addition of new space.

Industrial

The City currently has approximately 11.3 million square feet of warehouse and manufacturing space. ABAG expects the City to add approximately 5,300 manufacturing, wholesale and transportation jobs through 2035. Based on industry-standard employee densities, these projections suggest demand for as much as 3.8 million to 5.0 million square feet of industrial space in Richmond through 2035. Recent studies conducted on behalf of the Contra Costa County Redevelopment Agency suggest that adequate manufacturing space exists to meet future needs.

Port of Richmond

The Port of Richmond represents a significant economic asset for the City. The Port contains seven City-owned terminals, 11 privately-owned terminals and five dry docks. Approximately 80% of Port activity occurs at the privately-owned terminals.

Richmond's public and private ports and port-dependent industries provide direct economic benefits to the City and indirect benefits to the region. Maritime operators contribute property and employment taxes, sales and utility user taxes and franchise lease agreements. Privately-operated terminals will continue to specialize in bulk cargo.

City-owned terminals generate revenue from rent, dockage and wharfage fees. Bulk materials and autos, known as "neo-bulk" cargo, make up most of the freight passing through the City-owned terminals. In 2005, the City-owned terminals processed 361,500 metric tons of freight traffic, a nearly threefold increase over the previous year's tonnage (122,300 metric tons). City staff anticipates an increase in activity in upcoming years largely in the form of auto cargo. Following a successful campaign in 2008 to attract Honda Ltd. to the Port of Richmond, the City is on track to import 145,000 automobiles per year. This project is expected to generate \$90 million over the life of the 15-year agreement.



The Port of Richmond is a unique asset that contributes to the City's industrial character.



Point Potrero Gateway into Historic Kaiser Shipyard #3



Ford Assembly Building Rehabilitation



The Ford Building Rehabilitation and Redevelopment Project has transformed the historic Ford Assembly Building into a significant destination along the Richmond shoreline. The building became vacant after suffering significant damage from the 1989 Loma Prieta Earthquake. The building has been renovated by a private development corporation, utilizing funds from the Federal Emergency Management Agency (FEMA) as well as funding from the former Richmond Community Redevelopment Agency.

The Ford Assembly Building is home to a growing number of green businesses that manufacture solar panels and countertops from recycled glass. Other uses of the structure include research and development, retail, a restaurant and the Visitor Center for the Rosie the Riveter WWII/Home Front National Historical Park.



Given the Ford Assembly Building's renovation and corresponding influx of green businesses, the Southern Shoreline is poised to become a cluster and incubator of green industry and will provide an economic supplement to the current industrial businesses located in the area. In addition, the Ford Peninsula in Marina Bay is within the Enterprise Zone providing tax benefits to employers who hire locally.

Rehabilitation and reuse of older industrial properties can transform the shoreline into an active and productive resource.



Affordable and high-quality housing options can attract new workers and employers.

Key Findings and Recommendations

Richmond will achieve its local economic development goals by leveraging its key assets, which include: excellent location with access to a range of transportation options; proximity to major educational institutions; and access to extensive parklands, trails, developable land and a City-owned and operated port.

Residents, businesses and policy makers will identify new and creative ways to support development of a diverse employment base and new sources of revenue that will benefit the community. Richmond will respond to both global climate change and the shift in global industrial activity by promoting the next generation of green industry, research and development and information technology.

Another promising opportunity involves the redevelopment of underutilized land. Developable land is scarce in the Bay Area; however, Richmond has a significant number of developable acres with good transit connections near its employment centers.

The following key findings and recommendations are derived from the existing conditions and the community's future vision.

Finding 1: Richmond has many assets and opportunities that can be leveraged to support local economic development.

The City enjoys an excellent location and access to transportation. In addition to being located near the center of the Bay Area, Richmond benefits from a transportation network that includes Amtrak, BART, AC Transit, Interstate 80 and 580, Highway 101, municipal and privately-owned port facilities and a proposed ferry service in Marina Bay.

The University of California, Berkeley operates a 300-employee, 150-acre field station in Richmond that is connected to the main campus by shuttle. Other amenities include unobstructed bay views, beautiful parks, an extended waterfront, relatively affordable housing, a rich history and a thriving arts community.

Inadequate or deteriorated infrastructure is an obstacle to economic development in key parts of the City. For example, the City needs to upgrade its sewage and stormwater management capacity. Improvements that will support local economic development include:

- Addressing public safety and supporting neighborhood revitalization;
- Cleaning up brownfield sites;
- Maximizing opportunities to add affordable and market-rate housing;



- Developing Richmond’s waterfront as an economic asset and community amenity; and
- Addressing infrastructure needs.

Finding 2: Existing industries and businesses provide jobs, revenue and services that add value to the local and regional economy.

Richmond can expand and diversify its local employment base through the attraction and retention of major employers and a variety of large and small, nationally and locally-owned firms. The City benefits from its proximity to a range of transportation options, central Bay Area location, relatively affordable rents and the availability of underutilized developable land. Richmond’s existing concentration of heavy industries has led to public concerns regarding environmental health factors. The City will continue to support the ongoing efforts of its largest industries to modernize their facilities and reduce impacts on the environment.

Richmond will build on its core strengths and pursue other particularly promising opportunities by supporting expansion of businesses whose products and services directly improve environmental quality including firms spanning multiple industry sectors such as manufacturing, technology and professional services. Richmond will support business retention, expansion and attraction efforts by:

- Pursuing a comprehensive approach to economic development;
- Building on its strengths in logistics, manufacturing and health care, while fortifying sectors such as retail and technology;

- Capturing regional expansion of green technology;
- Promoting underutilized land for potential redevelopment;
- Expanding retail facilities through regional retail anchors;
- Cultivating a distinct character for Richmond’s commercial areas;
- Working with large industrial owners to develop additional industrial facilities on their larger parcels;
- Supporting the creation and development of training programs for identified key growth job sectors; and
- Marketing the City’s designation as an “enterprise zone.”

Finding 3: Richmond’s workforce is operating in an increasingly competitive regional and global economy and must expand its skills to meet the needs of 21st century businesses.

Maintaining a strong pool of local labor is essential to the City’s long-term economic development. The City can play a stronger role in linking employers with educational institutions and service providers to train Richmond residents for well-paying jobs in their community. Richmond’s partnerships with local workforce development programs, provide a valuable service to Richmond residents and businesses. Further expanding vocational training, mentorship and apprenticeship programs can provide long-term benefits to Richmond’s economy.



Comprehensive workforce training is needed to prepare residents for the ongoing shift towards a more knowledge-based economy.

The following recommendations will help better prepare Richmond’s workforce to participate in established and emerging industries:

- Prioritizing comprehensive workforce training efforts to prepare Richmond residents for the ongoing shift towards a more knowledge-based economy;
- Collaborating with local educational institutions to improve vocational training;
- Retaining and expanding high-wage blue, white and green-collar jobs;
- Attracting and maintaining industries that offer a livable wage and continue to provide an important part of local economic development; and
- Encouraging local industries to invest in training and development within the public school system.



Citywide Goals

The Economic Development Element goals are organized into two topic areas: goals that pertain to the City as a whole and goals that relate to specific geographic areas. Citywide goals that Richmond seeks to achieve through the Economic Development Element are presented below and area specific goals are presented starting on page 1.24.

- Goal ED1: An Appealing Place to Live and Work**
Foster neighborhoods, commercial and industrial areas and public spaces that are safe and welcoming environments to live, work and visit. Effective public safety services, neighborhood revitalization efforts, opportunities for cultural and recreational activities, affordable housing, socially and environmentally responsible businesses and a diverse and expanded tax base will contribute to this environment.
- Goal ED2: Quality Jobs and Revenue**
Create an attractive business environment that will support business recruitment, expansion and retention. Attract a variety of small and large firms, national and local establishments, and up-and-coming industries and employers across a variety of economic sectors. Offer a broad range of quality employment opportunities for current and future residents with varying degrees of experience, education and training.
- Goal ED3: An Educated and Skilled Workforce**
Develop a skilled and educated workforce to support existing businesses and emerging industries. Equip residents with the skills and education necessary to participate in local and regional economies across a variety of sectors, and be fully engaged in the workforce. Encourage existing employers to expand and new employers to move their operations into they City by providing a strong local labor pool.



Citywide Policies and Implementing Actions

A range of policies and implementing actions are outlined below in relation to each of the goals. These policies mandate, encourage or allow certain actions to be pursued throughout the duration of the General Plan. Together they serve as strategic directions for City staff and partners, highlighting where time and resources should be focused.

Each policy may either be correlated with a number of actions, or simply a single key implementing action. Conversely, some actions may support a range of policies. The policies and implementing actions are organized in two parts. First, all goal-related policies are described and each policy description is followed by a list of its associated implementing actions. Then, implementing actions are described in greater detail in the following section.



GOAL ED1

An Appealing Place to Live and Work

Policy ED1.1***Safe, Well-Maintained Neighborhoods and Public Spaces***

Reduce crime and violence and maintain safe and clean neighborhoods and public spaces. Poorly maintained and underutilized streets and property can detract from Richmond's image as a viable place to live and do business. Assertive code enforcement by the City will help ensure that Richmond's neighborhoods are safe and retain their value.

Policy ED1.2***High Quality Infrastructure and Public Services***

Provide a range of high quality infrastructure and public services for residents and visitors. Adequate and well-maintained infrastructure such as streets, freeways and utilities are essential for improving the quality of life for residents and attracting businesses to locate in Richmond. Public amenities such as schools, libraries, parks, emergency and public safety services and public transit add to the attractiveness of a community.

Policy ED1.3***Toxic and Contaminated Sites***

Continue to work with the appropriate local, state, and federal agencies to promote the clean-up and reuse of contaminated sites to protect human and environmental health. Work with property owners and regional agencies to prevent, reduce or eliminate soil and water contamination from industrial operations, the Port and other activities that use, produce or dispose of hazardous or toxic substances. Implement appropriate mitigation measures and clean-up of sites that are known to contain toxic materials as a condition of reuse. Support the remediation and reuse of large, disturbed sites, such as the Winehaven complex at Point Molate and the Terminal 4 site at Point San Pablo, into mixed-use centers that provide the maximum benefit to the community without compromising the integrity of the surrounding natural areas.

See also: CN6.1; LU4.4; HW9.2.



GOAL ED1

An Appealing Place to Live and Work

Policy ED1.4

Air Quality

Support regional policies and efforts that improve air quality to protect human and environmental health and minimize disproportionate impacts on sensitive population groups. Work with businesses and industry, residents and regulatory agencies to reduce the impact of direct, indirect and cumulative impacts of stationary and non-stationary sources of pollution such as industry, the Port, railroads, diesel trucks and busy roadways. Fully utilize Richmond's police power to regulate industrial and commercial emissions. Ensure that sensitive uses such as schools, childcare centers, parks and playgrounds, housing and community gathering places are protected from adverse impacts of emissions.

Continue to work with stakeholders to reduce impacts associated with air quality on disadvantaged neighborhoods and continue to participate in regional planning efforts with nearby jurisdictions and the Bay Area Air Quality Management District to meet or exceed air quality standards. Support regional, state and federal efforts to enforce existing pollution control laws and strengthen regulations.

See also: CN4.1; HW9.1; EC5.3.

Policy ED1.5

A Range of Housing Types

Continue to require developers to provide a range of housing types and residential densities to meet the needs of all age groups, income levels, and household sizes. In the Bay Area's high-priced housing market, employers often look to relatively affordable housing as factors in location decisions. The local housing stock should continue to include condominiums, single-family homes, apartments, townhouses, lofts and other products to provide a range of options.

Policy ED1.6

Leveraging Richmond's Diversity

Leverage Richmond's diversity into local economic development by promoting cultural tourism and establishing a unique, marketable identity for Richmond. Support the expansion of arts, food, festivals, museums and music. Events associated with arts and culture can serve as major attractions for new businesses and residents that support the Bay Area's knowledge-based economy. The City can also attract culturally-based retail establishments and eateries that reflect Richmond's diversity.



GOAL ED1

An Appealing Place to Live and Work

Policy ED1.7

Richmond's Waterfront as a Community Amenity

Continue to redevelop Richmond's waterfront as a publicly accessible amenity to attract new residential and commercial development and provide expanded recreational activities and open space. Waterfront sites with quality views can be leveraged for residential, commercial and recreational uses. The City's parks should also be maintained and enhanced to maximize their benefit to the community and as an attraction for new businesses.



GOAL ED1

An Appealing Place to Live and Work

Action ED1.A

Public Safety Design Guidelines

Develop and adopt design guidelines that deter criminal activity in neighborhoods, streets and public areas. Include guidelines for the design of play areas, parks, sports facilities, streets and sidewalks, plazas and urban pocket parks, and housing and commercial sites, among others. Require the early integration of crime prevention strategies such as community policing in new development and redevelopment projects including the involvement of the Police Department in the review of major projects in high-crime areas of the City.

Include guidelines for parks and recreation facilities with particular focus on the following five areas: design and orientation of buildings, restrooms and parking areas; defensible space with no hidden areas or structures that block visibility and natural surveillance; ownership and control over public space; cameras and other technologies; lighting; and signage.

See also: PR2.C; SN2.A; LU2.C; HW1.H.

Action ED1.B

Neighborhood Revitalization Initiative

Consider developing an initiative to support the revitalization of neighborhood-level community facilities and infrastructure. Explore opportunities for partnerships to coordinate programs and activities among schools, community centers and non-profit organizations aiming to make neighborhoods safer and more positive for local youth and residents.

Action ED1.C

Façade Improvement Program

Continue to implement the City's Façade Improvement Program to support storefront rehabilitation along key commercial corridors. Well-maintained and upgraded commercial properties will create an attractive business environment in areas that need the most investment. Specifically, the program should:

- Include an outreach component, reaching out to business owners to convey program benefits and increase participation;
- Streamline the application process so that it is more user-friendly;
- Ensure design-friendly and flexible guidelines that do not stifle creativity; and
- Considered being modified to include financing for commercial energy retrofits and improvements.



GOAL ED1

An Appealing Place to Live and Work

Action ED1.D***Community Facilities Evaluation***

Continue to regularly track and evaluate community facilities including schools, libraries, community centers, human service facilities and associated programs and services. Recommend improvements and identify funding mechanisms and partners in implementation to restore the public library system to its full capacity.

Promote best practices in joint-use, universal access, sustainability, green design and safety. Standardize the use of design guidelines at all public facilities and incentivize their application at nonprofit and private facilities.

Create, maintain, and make available to the public a property and facilities database that identifies the size, location, physical quality and other attributes of all public facilities, as well as nonprofit and private facilities. Utilize the database, in conjunction with other studies, to prioritize facility maintenance and improvement projects.

See also: LU1.G; CF1.A

Action ED1.E***Joint-Use Agreements***

Pursue joint-use agreements with West Contra Costa Unified School District, East Bay Regional Parks District, neighboring cities, public agencies, private entities and nonprofit organizations that own and operate facilities within the City. In addition to providing more space for recreational and enrichment programming, strategic partnerships can provide the benefit of shared renovation, development, maintenance and operational costs.

See also: PR1.F; CF2.A; HW1.G; EH1.D; AC1.D

Action ED1.F***Site Remediation***

Require property owners to comply with and pay for state and federal requirements for site remediation as a condition for approving redevelopment on contaminated sites. In collaboration with other government agencies, utilize the Department of Toxic Substance Control (DTSC) Cortese List to prioritize the remediation of city and non-city-owned property to protect human and environmental health. Seek state and federal funds to implement the necessary level of clean-up.

See also: CN6.A; HW9.J; LU4.D



GOAL ED1

An Appealing Place to Live and Work

Action ED1.G

Air Quality Monitoring and Reporting Program

Work with the Bay Area Air Quality Management District and other government agencies to establish and identify funding for a citywide air quality monitoring and reporting program. The air quality monitoring and reporting program would assess the cumulative impact of air pollution and toxins on human and environmental health and monitor exposure of sensitive uses such as schools, childcare centers, parks and playgrounds, housing and community gathering places.

Collaborate with the County Health Services Department, the Bay Area Air Quality Management District and state agencies to establish baseline exposures and document health effects associated with monitored baseline exposures and develop provisions to hold businesses and operations financially accountable for their impacts on the environment or community due to air pollution exceeding legal thresholds.

See also: HW9.A; EC5.C; CN4.D

Action ED1.H

Festivals and Events Funding

Continue to support local festivals and events in support of the celebration of key activities within the City of Richmond. This may be done in collaboration with non-profits or other organizations.

See also: PR5.B

Action ED1.I

Local Arts

Support arts endeavors and institutions. Support targeted grant proposals, public-private partnerships or other mechanisms that could help provide financial assistance toward: core support for general operating costs; facility upgrades; maintenance; arts equipment and supplies; teaching stipends; supplements for reduced or waived student fees; and technological upgrades to expand opportunities to develop technology-based expertise.

See also: AC1.C

Action ED1.J

Development Permitting Process Improvements

Work with stakeholders to identify potential improvements to the development permitting process. Improvements should minimize permit processing time while still ensuring high-quality and well-designed development. Opportunities to approve projects at the administrative level and improve coordination between City agencies should be explored.



GOAL ED2

Quality Jobs and Revenue

Policy ED2.1***Local Employment Base***

Expand and diversify the local employment base to provide quality jobs for all Richmond residents, especially those that face barriers to employment such as youth, seniors, the formerly incarcerated, and residents with limited English proficiency. Richmond's economy should offer a broad range of quality employment opportunities for current and future residents with varying degrees of experience, education and training. By expanding and diversifying the local employment base, Richmond can establish itself as a major employment center in Contra Costa County and along the Interstate 80 and 580 corridors.

Encourage businesses and industries that provide a safe work environment, living wages and benefits, and opportunities for skill development and advancement. Allow a range of industries and business types including a variety of small and large firms, established and up-and-coming industries, national and local establishments and employers across a variety of economic sectors including publicly owned and private port facilities.

Support local businesses and entrepreneurs by providing a range of locations and flexible space opportunities including retail space along commercial corridors and office and light industrial space close to regional transportation infrastructure. Provide infrastructure improvements and incentives to support residents and businesses in establishing and expanding local enterprises in Richmond. Encourage local businesses to provide a range of quality jobs to residents, maximize and keep revenue in the City, and respond to community needs for key amenities and services.

See also: HW6.1; LU3.2

Policy ED2.2***Diverse and Expanded Tax Base***

Encourage a diverse and expanded tax base to protect the community from economic cycles. Draw from a broad set of revenues including sales and property taxes in order to remain fiscally healthy and provide the community with high-quality public services. Diverse land use policy, new and well-established employers who operate a variety of industries, and financially sound households will establish a solid tax base and help the City weather economic cycles.

Policy ED2.3***A Range of Retail Opportunities***

Promote a range of retail options including regional, neighborhood-serving and street-front retail and grocery stores in mixed-use settings. A broad mix of stores offers opportunities for residents to shop locally and for visitors to spend dollars in Richmond, solidifying the City's sales tax base.



GOAL ED2

Quality Jobs and Revenue

Policy ED2.4

Existing Employers

Encourage established employers to remain and expand in Richmond in order to retain employers in key industries including green businesses, high-technology firms, food-related companies, port-related industries, medical services, manufacturing and distribution and retail/entertainment. Continuing to attract additional employers in sectors that are already established in Richmond will strengthen the local employment base. The City's central location, transit and freeway access are strengths that will be leveraged. These strengths particularly benefit companies that require a mix of traditional office and industrial space for manufacturing, research and development, assembly, and distribution. The Port of Richmond with its bay access provides an advantage in attracting new firms.

Policy ED2.5

Local Small Businesses

Promote and support locally owned and cooperative enterprises and businesses, particularly along major corridors, to maximize economic and community benefits for Richmond residents. Local businesses build equity and stabilize the community.

See also: HW6.3

Policy ED2.6

Environmentally Progressive Businesses and Industries

Encourage existing businesses and industries to become increasingly environmentally progressive and continue making positive contributions to the community. Encourage businesses and industries to hire locally and to demonstrate reasons for not hiring local employees. Seek reciprocity in the hiring of Richmond residents in Contra Costa County and other nearby jurisdictions with local hiring ordinances. Encourage businesses and industries to participate in civic life and play a positive role in the community. Together with regulatory agencies, actively work with local industries to ensure compliance with all applicable environmental regulations to limit pollution, decrease harmful impacts from emissions and protect the community from environmental hazards.

Promote and encourage new clean and green industries that provide well-paying jobs, revenue and other community and environmental benefits; support efforts to require existing industries to decrease harmful emissions and impacts; and promote a mix of uses and a range of activities on industrial land to create jobs and revenue while avoiding conflict between industrial and non-industrial uses.

See also: HW6.4; LU3.1; EC5.2



GOAL ED2

Quality Jobs and Revenue

Policy ED2.7

High Job Density

Develop strategies to attract high-density employers and actively pursue employers that maximize the number of jobs located on a site. Consider using the number of “jobs added per acre” as an evaluative criterion for the review land use proposals.



GOAL ED2 Quality Jobs and Revenue

Action ED2.A

Small-Business Support Program

Develop a coordinated small business development program and continue to explore the expansion of the City's Façade Improvement Program to encourage local entrepreneurship. Explore strategies to regularly recapitalize the revolving loan fund for small businesses located along commercial corridors in Richmond's economically depressed neighborhoods.

See also: HW6.C; LU3.B

Action ED2.B

Marketing Campaign

Collaborate with community members, businesses and major employers to highlight Richmond's arts and cultural resources. Target markets should include new residents, recreational visitors, and potential new businesses. The campaign should also advertise development opportunities throughout the City to bring new housing and commercial development to Richmond.

See also: HR3.B

Action ED2.C

Business and Visitor Hotel Attraction

Develop strategies to attract hotel development to Richmond, identify suitable sites for hotel development and pursue possible developers and operators. Richmond can take advantage of its Bay views and central location in the region to attract a higher-quality full-service hotel to serve business and recreational travelers. Successful and attractive hotels would contribute to the City's General Fund through transient occupancy tax revenue and would operate synergistically with new and existing employers and regional and local attractions.

Action ED2.D

Green Business Strategic Plan

Work with local business support agencies and community stakeholders to develop a strategic plan to retain, attract, and support innovative "green" companies, consistent with City Council Resolution 45-07, which declared Richmond a "Green Economic Development Area." Support this effort by monitoring industry trends, assisting commercial brokers in matching companies with available sites and including a strategic marketing campaign that highlights Richmond's strengths and strategies to prepare the local workforce for emerging green industries. Work with State and local agencies to develop criteria for green business certification for new and existing businesses. Seek opportunities to create incentives for existing businesses to participate in the program.

See also: HW6.A; LU3.A; EC5.A



GOAL ED2

Quality Jobs and Revenue

Action ED2.E***Retail Attraction Program***

Develop a program to attract national and regional retailers to locate along the City's commercial corridors and nodes in a mixed-use setting. Include marketing efforts to highlight Richmond's strengths as a retail location, as well as assistance to retailers in identifying sites for new stores. Collaborate with brokers, retail consulting services, landowners and developers to create and implement the program.

See also: LU3.F

Action ED2.F***Coordination with Major Employers***

Regularly meet with Richmond's major employers to discuss opportunities for community development partnerships and joint planning efforts and facilitate ongoing communication among staff, elected officials and employers. Some of Richmond's largest employers occupy large parcels of land and play vital roles in the economic well-being of the community. Ongoing communication will ensure a positive working relationship among groups and signal commitment from the City to collaborate with its major employers on a variety of land use, programmatic or other economic development issues.

Action ED2.G***Business Incentives Programs***

Regularly review and evaluate the effectiveness of the City's business incentives programs, including the business opportunity ordinance that offers local businesses an advantage in securing City contracts and the local first hire ordinance that encourages new businesses to hire local residents for their workforce.

Action ED2.H***Local Hire and Living Wage Ordinances***

Continue to implement Richmond's local hire and living wage ordinances (Richmond Municipal Code Chapters 2.56 and 2.60).

See also: HW6.D

Action ED2.I***Culturally-Based Retail***

Encourage culturally-based retail establishments and eateries that reflect Richmond's diversity. Leveraging Richmond's diversity can establish a unique, marketable identity for the City and promote cultural tourism.

See also: AC2.A



GOAL ED3

An Educated and Skilled Workforce

Policy ED3.1

Public-Private Partnerships

Encourage and support existing and potential employers to participate in local workforce development programs. Play a strong role in linking employers with educational institutions and service providers to train Richmond residents for well-paying jobs in their community.

Policy ED3.2

Workforce Training and Recruitment

Support and enhance jobs-skills training and recruitment programs and services. Collaborate with educational institutions, employers, unions and the local workforce development programs to strengthen services for Richmond youth and adults. Support and enhance education, training and recruitment programs and services for local residents to increase job and employment opportunities and compete in the regional economy.

See also: HW6.2



GOAL ED3

An Educated and Skilled Workforce

Action ED3.A***Workforce Development Strategy***

Continue to support efforts to expand job training opportunities for residents to enter into the workforce, with particular emphasis on green collar and other high-growth employment categories. Encourage the local community colleges, universities, the school district and adult education programs to offer more coursework and training oriented toward emerging industries such as the green industry in addition to traditional trades.

Maintain and enhance partnerships with local workforce development programs and organizations and collaborate with these programs and organizations to ensure that new and existing industries have access to a local, work-ready and talented workforce. Support training and intervention strategies for populations that face barriers to employment including youth, the formerly incarcerated, and residents with limited English proficiency.

See also: EH2.A; HW6.B; EC5.B

Action ED3.B***Partnerships with Educational Institutions***

Partner with local education institutions such as the West Contra Costa Unified School District, Literacy for Every Adult Program (LEAP), Contra Costa Community College and Contra Costa Library to improve K-12 and adult education and expand educational program offerings.

Action ED3.C***Higher Education Working Group***

Re-establish the higher education working group to support the creation and expansion of opportunities for economic improvement for Richmond youth and adults. Participants may include representatives from post-secondary institutions such as California State University, East Bay Extension, the community college system and University of California, Berkeley. Topics for discussion may include the evaluation and coordination of course offerings, the restructuring of programs for youth, partnering with community businesses to link programs with local regional employers and creative funding mechanisms.



Area-Specific Goals

In addition to the citywide goals presented in the previous section, the City has identified goals that relate to some of its specific geographic areas. These are target areas or “change areas” that are slated for more significant change in land uses and development character under the General Plan. The following goals and the policies described in the next section link land use and economic development in key areas of the City.

Goal ED4: A Revitalized Downtown

Promote Downtown and Macdonald Avenue as the heart of Richmond’s cultural and civic life by encouraging a blend of retail, office space and personal service establishments. Contribute to the Downtown’s vitality by providing safe, clean streets with signature urban design elements that announce entry into Central Richmond and higher density housing that is well served by transit.

Goal ED5: Mixed-Uses along Key Commercial Corridors

Transform Richmond’s key corridors into diverse, mixed-use streets that serve residents with a variety of retail options and services. Create a distinct identity and role for each corridor and offer a unique set of local-serving commercial establishments, attractive streetscapes, higher-density housing and convenient and efficient circulation.

Goal ED6: A Regional Destination at Hilltop Mall

Expand the Hilltop area’s role as a regional destination for retail and employment blended with a mix of higher-density residential development. Continue to support the Hilltop area so that it remains a major source of sales tax for the City.

Goal ED7: Mixed-Uses along the Richmond Parkway

Transform the Richmond Parkway into an attractive thoroughfare that provides access to clean and well-maintained industrial zones, economically well-served residential neighborhoods and open space areas. Support the Parkway’s emergence as a new district of Richmond that is characterized by improved landscaping, streetscape and building design.



Goal ED8:

A Thriving Mixed-Use Neighborhood along the Southern Shoreline

Transform the Southern Shoreline into a model mixed-use neighborhood characterized by green development, parks and open space, a fully developed university research and development campus, new employment centers, attractive residential communities, a connection to regional ferry services, an accessible shoreline and a modern port. Incorporate a range of commercial uses including industrial activities, high-technology and professional firms and a local-serving retail, as well as medium to higher-density housing outside of the Harbour Way-Marina Way South Industrial Buffer Zone (referred to in the Land Use and Urban Design Element as the Transitional Zone Overlay District) and other designated buffers. Expand public improvements along the Southern Shoreline to offer access to the Richmond waterfront for recreational activities which take advantage of impressive Bay views.

Goal ED9:

A Regional Recreational Destination on the San Pablo Peninsula

Transform the San Pablo Peninsula into a major regional open space, parks and recreation resource, offering public access to the shoreline, regional entertainment, retail, lodging and dining opportunities. Contribute to this mix by encouraging residential development which takes advantage of the areas' spectacular Bay views.



Area-Specific Policies and Implementing Actions

A range of policies and actions are outlined in this section in relation to specific areas where the greatest level of change is anticipated through the initiation of the General Plan. As reviewed in the citywide policy discussion, policies mandate, encourage or permit certain actions to be pursued throughout the duration of the General Plan. Together they serve as strategic directions for City staff and partners, highlighting where time and resources should be focused.

Each policy may either be correlated with a number of actions, or simply a single key implementing action. Conversely, some actions may support a range of policies. The policies and implementing actions are organized in two parts. First, all goal-related policies are described and each policy description is followed by a list of its associated implementing actions. Then, implementing actions are described in greater detail in the following section.



GOAL ED4 A Revitalized Downtown

Policy ED4.1

Higher-Density and Mixed-Use Infill Development

Provide higher-density and infill mixed-use development affordable to all incomes on vacant and underutilized parcels in the Downtown and along Macdonald Avenue. Ensure efficient use of land and existing circulation infrastructure by:

- Promoting higher-density, transit-oriented and pedestrian-friendly development along key commercial corridors, at key intersections (community nodes and gateways); and
- Supporting local-serving commercial activities in residential areas to provide needed services and amenities close to where people live and work.

Policy ED4.2

Safe and Walkable Streets

Provide a safe and comfortable walking environment in the Downtown and along Macdonald Avenue. Encourage land uses, design guidelines, landscaping and infrastructure that supports active use of public areas. Higher level of use will contribute to more “eyes-on-the-street” that deters crime and supports economic activity.

Policy ED4.3

Well-Maintained Properties

Encourage owners to maintain their property in the Downtown and along the Macdonald Avenue and its surrounding residential neighborhoods. Improving the physical appearance of properties is a critical step towards attracting new residents, employers and visitors to Richmond.

Policy ED4.4

Arts and Cultural Resources

Support arts resources in the Downtown and along Macdonald Avenue. The Richmond Art Center and East Bay Center for Performing Arts are prime assets for enhancing Richmond’s identity and image, and can help attract visitors and community members to Downtown Richmond.



GOAL ED4

A Revitalized Downtown

Action ED4.A

Macdonald Avenue Economic Revitalization Plan

Continue to update and implement the Macdonald Avenue Economic Revitalization Plan. The Plan calls for new development along Macdonald Avenue's eastern end to concentrate activity around the rebuilt Macdonald Avenue/Interstate 80 Regional Shopping Center by taking advantage of the site's access to Interstate 80. The central part of Macdonald Avenue is envisioned as a higher-density activity node, focused around the BART/Amtrak station with new multi-family housing and more local-serving retail in a mixed-use format.

See also: LU1.C

Action ED4.B

Richmond Main Street Initiative

Regularly review and update the Main Street Initiative program. Successful Main Street programs require a pro-active, hands-on approach to working with merchants, improving communications between stakeholders, marketing the neighborhood, leveraging resources for physical improvements and services and building a sense of community among tenants and property owners. As the Macdonald Avenue Economic Revitalization Plan gains momentum and the Civic Center Master Plan is completed, the Main Street Initiative will further extend these revitalization efforts.

Action ED4.C

Cultural District Designation

Explore the potential for defining focal areas or districts in the Downtown and along Macdonald Avenue as cultural, historic and/or arts-related activity hubs. Promoting areas of the City where there is a concentration of arts, historic and culture-related activities, sites, installations and/or institutions can provide benefits such as: increasing visibility of revitalization efforts by concentrating energy into catalytic nodes; promoting historic and cultural awareness and preservation; and serving as a marketing tool for increasing cultural tourism, business activity, visitors and residents to Richmond. In the case of arts districts, designating focal areas could also serve as a spring board for enticing people to live and work in the area. Ideally, districts or zones should be walkable areas that may include galleries; live-work studios; arts-related retail; and entertainment and performance facilities; and/or historic features.

See also: HR2.B



GOAL ED5

Mixed Uses along Key Corridors

Policy ED5.1***Higher-Density and Mixed-Use Infill Development***

Provide higher-density and infill mixed-use development affordable to all incomes on vacant and underutilized parcels along Richmond's key commercial corridors including Macdonald Avenue, San Pablo Avenue, 23rd Street, Cutting Boulevard, Carlson Boulevard, Harbour Way and Marina Way. Ensure efficient use of land and existing circulation infrastructure by:

- Promoting higher-density, transit-oriented and pedestrian-friendly development along key commercial corridors, at key intersections (community nodes and gateways); and
- Supporting local-serving commercial activities in residential areas to provide needed services and amenities close to where people live and work.

Policy ED5.2***Safe and Walkable Streets***

Promote a safe and comfortable walking environment along key commercial corridors and neighborhood streets. Encourage land uses, design guidelines, landscaping and infrastructure that supports active use of public areas. Higher level of use will contribute to more "eyes-on-the-street" that deters crime and supports economic activity.

Policy ED5.3***Inter-Jurisdictional Collaboration***

Collaborate with neighboring jurisdictions to plan improvements along key corridors. Engage the jurisdictions in establishing development regulations to maintain a consistent and attractive streetscape along the 23rd Street Corridor and San Pablo Avenue which extend into the Cities of Richmond, San Pablo and El Cerrito.



GOAL ED5

Mixed Uses along Key Corridors

Action ED5.A

San Pablo Avenue Specific Plan

Collaborate with the City of El Cerrito to adopt and implement the San Pablo Avenue Specific Plan, which includes the corridor between Macdonald Avenue and El Cerrito Plaza. The San Pablo Avenue Specific Plan will help revitalize a neighborhood that remains largely isolated from the rest of Richmond. New residential and commercial development along this stretch of San Pablo Avenue will set various density levels in identified segments of the corridor as well as urban design and land use standards that can be replicated along the rest of the corridor as it continues north into Richmond.

Action ED5.B

23rd Street Specific Plan

Collaborate with the City of San Pablo to extend the 23rd Street Specific Plan area into Richmond. As one of the City's main commercial corridors serving the Latino and other immigrant communities, the 23rd Street Corridor represents an opportunity to leverage the City's cultural diversity into an economic development resource. Include design and infrastructure features in the 23rd Street Specific Plan that support higher-density and mixed-use development, pedestrian and bicycle uses, public safety and active use and public transit service.

Action ED5.C

Gateway Improvement Plans

Consider developing an improvement plan for major intersections that serve as gateways into the community. Primary gateways along key corridors including Harbour Way, Cutting Boulevard and Macdonald Avenue should incorporate signage, landscaping, public art and other urban design features. This is particularly important given the City's interwoven boundaries with neighboring cities.



GOAL ED6

A Regional Destination at Hilltop Mall

Policy ED6.1***Higher-Density and Mixed Use Infill Development***

Provide higher-density and infill mixed-use development affordable to all incomes on vacant and underutilized parcels in the Hilltop area. Ensure efficient use of land and existing circulation infrastructure by:

- Promoting higher-density, transit-oriented and pedestrian-friendly development along key commercial corridors, at key intersections (community nodes and gateways); and
- Supporting local-serving commercial activities in residential areas to provide needed services and amenities close to where people live and work.

Policy ED6.2***Regional Retail***

Encourage expansion of regional commercial uses to capture retail revenue and provide amenities to Richmond residents. Position the Hilltop area as a region-serving retail area with an emphasis on destination shopping. The Hilltop area should complement rather than compete with the community-oriented services available on Macdonald Avenue in Downtown Richmond.

Policy ED6.3***Neighborhood Retail***

Promote local-serving retail and public amenities at key locations within residential neighborhoods along key corridors. Support development of small-scale neighborhood nodes that provide a range of neighborhood-serving retail, public amenities and services to residents within walking distance of their homes. Revitalizing Richmond's neighborhoods can reduce dependence on cars, improve access to daily goods and services, promote small business development and increase opportunities for social interaction and reduce crime by increasing street use and natural surveillance.



GOAL ED6

A Regional Destination at Hilltop Mall

Action ED6.A

Hilltop Area Specific Plan

Develop a specific plan for the Hilltop Area to guide development of a mixed-use neighborhood and a regional retail destination. As an older indoor shopping center, the Hilltop Mall must compete with newer region-serving power and lifestyle retail centers in Pinole and Emeryville. A reinvigorated center would allow the mall to draw shoppers from other communities along the Interstate 80 corridor. Hilltop's surplus surface parking represents an opportunity for creative consideration of more contemporary shopping center formats.

Include signage to provide clear directions from the Richmond Parkway, Interstate 80 and surrounding residential areas to and between the Hilltop Mall, the Hilltop Auto Mall and Hilltop plaza. Include recommendations for streetscape, circulation and infrastructure improvements that will enhance this area's ability to attract new residential, office and retail development. Identify strategies to promote local-serving retail in mixed-use projects at major intersections and along commercial corridors.

See also: LU3.G



GOAL ED7

Mixed Uses along the Richmond Parkway

Policy ED7.1***A Mix of Land Uses***

Promote a range and mix of uses to create a balanced community along the Richmond Parkway. Maintain the area's primary role as an industrial district while allowing for commercial and residential uses in strategic locations along the corridor.

Policy ED7.2***Land Use Compatibility***

Minimize conflicts between land uses to protect wetlands, marshlands, and creeks, human and environmental health and safety, preserve community character and retain job generating activities that have long-term viability. Types, intensities and ranges of use and development should be compatible with existing uses and should minimize or eliminate conflicts that adversely impact wetlands, marshlands, creeks, mudflats, public safety, human or environmental health or generate nuisances. All new development must avoid or mitigate to the greatest extent feasible potential negative impacts such as noise, odors, and pollution.

Consistent with the City's Industrial Buffer Zone Ordinance, prohibit the location of residential uses in the area between Harbour Way South and Marina Way South and between Interstate 580 and Hall Avenue.

Encourage existing larger industries that have surplus land to develop modern industrial parks that could attract new and existing industries and facilitate a reduction of existing and future land use conflicts.

New development should complement the character and scale of existing neighborhoods, cultural resources, historic structures and landscapes. In particular, existing industrial and residential uses can successfully coexist through well-conceived circulation and urban design strategies including buffers (which may be in the form of sound walls and/or enclosed buildings and appropriate transitional habitat zones between wetlands, marshlands, creeks, and mudflats) and transitional uses, rerouting of truck traffic and design components that mark transitions in land use. Similar to other cities that host mixed uses, consider requiring land use covenants for new development in areas where new uses may generate a perception of conflict with existing uses. Require sufficient visual open space and/or landscaped screening between industrial operations and adjacent residential or recreational activities in order to create adequate buffers.

See also: ED8.2; LU5.3; SN4.2



GOAL ED7

Mixed Uses along the Richmond Parkway

Policy ED7.3

Open Space, Natural Habitat and Recreation

Encourage open space, natural habitat and recreational opportunities along the shoreline. Work with the East Bay Regional Park District to improve facilities, highlight the shoreline's presence and develop complementary businesses to serve visitors and protect the natural habitat along the shoreline. Open space along the Richmond Parkway, particularly Point Pinole Regional Shoreline, represents an underutilized resource for the community.

Policy ED7.4

Neighborhood-Serving Retail

Promote local-serving retail and public amenities at key locations within residential neighborhoods along the Richmond Parkway. Support development of small-scale neighborhood nodes that provide a range of neighborhood-serving retail, public amenities and services to residents within walking distance of their homes. Revitalizing Richmond's neighborhoods can reduce dependence on cars, improve access to daily goods and services, promote small business development and increase opportunities for social interaction and reduce crime by increasing street use and natural surveillance.

Policy ED7.5

Point Richmond Neighborhood

Celebrate and promote Point Richmond and its neighborhood attractions within the City and to the region. As Richmond's Downtown area until the early 1900s, Point Richmond maintains its small-town character and enjoys a tight-knit and well-organized community of residents and business owners. Attractions in the neighborhood include restaurants, shops, the Point Richmond Music Festival and Masquers Playhouse.



GOAL ED7

Mixed Uses along the Richmond Parkway

Action ED7.A***Richmond Parkway Improvements***

Develop strategies to improve the Richmond Parkway's visual appeal. Work with major employers and other stakeholders in the area to plan for and fund landscaping, signage, lighting, regular maintenance, design guidelines and other elements. Identify street and intersection improvements that better link the Richmond Parkway with major destinations in the City.

Action ED7.B***Industrial Use Buffers - Expanded Definition***

New industrial uses established adjacent to existing residential or commercial uses shall incorporate measures to minimize impacts to residential uses such as enclosure of industrial activities in buildings, use of screening for visually unattractive uses, site design, soundproofing and landscaping. New residential and commercial uses established adjacent to existing industrial uses shall incorporate measures to minimize impacts to residents from noise, exposure to toxic substance emissions, vibration, odors and truck traffic. Industrial sites may incorporate supporting office and commercial space if protected to commercial standards.

See also: LU5.C



GOAL ED8

A Thriving Mixed Use Neighborhood along the Southern Shoreline

Policy ED8.1

A Balanced Mix of Land Uses

Promote a balanced mix of office, retail, light industrial, and open space uses in the Southern Gateway Change Area to encourage green businesses and other high-technology and research and development firms to locate in Richmond. Partner with the UC Berkeley Field Station to attract and expand new technology firms in the area. The UC Berkeley Field Station is an underutilized resource with regard to local economic development. Encourage the university to identify opportunities to integrate UC Berkeley Field Station research activity with private sector firms in Richmond.

Policy ED8.2

Land Use Compatibility

Minimize conflicts between land uses to protect wetlands, marshlands, and creeks, human and environmental health and safety, preserve community character and retain job generating activities that have long-term viability. Types, intensities and ranges of use and development should be compatible with existing uses and should minimize or eliminate conflicts that adversely impact wetlands, marshlands, creeks, mudflats, public safety, human or environmental health or generate nuisances. All new development must avoid or mitigate to the greatest extent feasible potential negative impacts such as noise, odors, and pollution.

Consistent with the City's Industrial Buffer Zone Ordinance, prohibit the location of residential uses in the area between Harbour Way South and Marina Way South and between Interstate 580 and Hall Avenue.

Encourage existing larger industries that have surplus land to develop modern industrial parks that could attract new and existing industries and facilitate a reduction of existing and future land use conflicts.

New development should complement the character and scale of existing neighborhoods, cultural resources, historic structures and landscapes. In particular, existing industrial and residential uses can successfully coexist through well-conceived circulation and urban design strategies including buffers (which may be in the form of sound walls and/or enclosed buildings and appropriate transitional habitat zones between wetlands, marshlands, creeks, and mudflats) and transitional uses, rerouting of truck traffic and design components that mark transitions in land use. Similar to other cities that host mixed uses, consider requiring land use covenants for new development in areas where new uses may generate a perception of conflict with existing uses. Require sufficient visual open space and/or landscaped screening between industrial operations and adjacent residential or recreational activities in order to create adequate buffers.

See also: ED7.2; LU5.3; SN4.2



GOAL ED8

A Thriving Mixed Use Neighborhood along the Southern Shoreline

Policy ED8.3***Ferry Terminal at the Ford Peninsula in Marina Bay***

Support and promote the location of the ferry terminal at the Ford Peninsula in Marina Bay. Work closely with the Water Emergency Transportation Authority in its efforts to implement the proposed ferry terminal project. Providing fast and efficient transit to San Francisco via a ferry terminal would further enhance the Southern Shoreline's appeal to residents and businesses. The terminal could also provide a focus for transit-oriented development and can aid in disaster relief.

See also: LU1.6

Policy ED8.4***Public Access to the Shoreline***

Improve public access to the shoreline. Support the expansion of trails, viewpoints and supporting infrastructure to fully capitalize on the shoreline's prime access to the Bay, while protecting natural resource areas such as marshlands and wetlands. Promote recreational activities, such as hiking, biking, kayaking, bird watching, and fishing, that respect the Bay and enhance the shoreline as a valuable resource for the community.

Policy ED8.5***Connections and Linkages***

Enhance connections and linkages between activity centers and major destinations in the City and the region. Work with local transit agencies to enhance transit service to the Southern Shoreline. Improved connections and linkages will be critical to attract new residential and commercial development proposed within Marina Bay and to support the proposed ferry terminal.

Improve connections within the Downtown and Civic Center area and to adjacent neighborhoods. Support increased connectivity between the Richmond BART/Amtrak Station, Civic Center, Kaiser Hospital and the historic areas of Downtown, the proposed ferry terminal, regional recreation areas, the shoreline, and other Bay Area communities.

See also: LU1.5



GOAL ED8

A Thriving Mixed Use Neighborhood along the Southern Shoreline

Policy ED8.6

An Economically Viable and Modern Port

Encourage growth and modernization of private port businesses and the Port of Richmond. Develop the Ford Peninsula area in Marina Bay as a working waterfront that supports the Port's operations and provides opportunities for recreation, housing, retail and job-generating uses; promote modern and sustainable operations; and preserve historic and cultural assets related to Richmond's World War II home front history. Continue to work with state and federal agencies to establish programs that will reduce or eliminate emissions from ocean going vessels and encourage Port industries to reduce health and environmental impacts from related rail and truck traffic.

See also: LU3.5

Policy ED8.7

Visual Appearance

Support efforts to enhance the appearance of all industrial, commercial, multi-unit residential, institutional and public properties in the City. The City supports property owners in their efforts to implement improvements such as landscaping, signage, lighting and other urban design elements. These steps will help promote these areas as models for mixed-use development and attract the co-location of residential and industrial uses in areas where they do not currently exist. Develop urban design guidelines and require these to be incorporated into new development and encourage their application by existing uses.



GOAL ED8

A Thriving Mixed Use Neighborhood along the Southern Shoreline

Action ED8.A

Southern Gateway Specific Plan

Develop a specific plan to guide improvements in the Southern Gateway Change Area. Work with the University of California and other stakeholders to articulate a vision. The vision should address the need to merge existing and proposed development into a mixed-use community including education, research and development, light industrial, residential and other sensitive uses. Maintain and improve public access to the shoreline including a mix of uses along the shoreline to activate the area throughout the day.

See also: LU3.E

Action ED8.B

Ferry Terminal Specific Plan

Implement the ferry terminal specific plan to develop the area as a higher-density, mixed-use community.

See also: LU1.I

Action ED8.C

Port Strategic Business Plan

Implement the Port Strategic Business Plan to maximize the Port's contribution to the City's fiscal health and economic development potential. Ensure that the Port Strategic Business Plan aligns with the Bay Conservation and Development Commission's Sea Port Plan.

Action ED8.D

Visual Appearance Ordinance

Develop and adopt an ordinance to control visual blight on industrial, commercial, multi-unit residential, institutional and public properties. Identify requirements for adequate screening for parking, outdoor storage and waste disposal areas, building exterior maintenance, yard area maintenance, landscaping, lighting and traffic management.



GOAL ED9

A Regional Recreational Destination on the San Pablo Peninsula

Policy ED9.1

A Mix of Land Uses

Promote a mix of uses to create a complete community in the San Pablo Peninsula area. Develop lodging and visitor-serving concessions (such as cafes, bike and kayak rental kiosks) to elevate the San Pablo Peninsula as a local and regional destination and complement its potential development as a resort and entertainment center. Residential uses should also be explored for the area to add to its 24-hour vitality and to capitalize on Bay views.

Policy ED9.2

Public Access to the Shoreline

Improve public access to the Bay. Expand trails, viewpoints, parking, interpretive signs, restrooms and other supporting infrastructure to allow visitors easy access to green space, the shoreline and Winehaven. The San Pablo Peninsula should also offer indoor/outdoor recreation opportunities including active and passive open space (such as sports fields, trails, picnic areas and campsites) as well as family-oriented museums and interactive visitor centers. Fully improved, this area has the potential to become a valuable amenity for the community as well as a regional destination.



GOAL ED9

A Regional Recreational Destination on the San Pablo Peninsula

Action ED9.A

Point Molate Redevelopment Plan

Continue to pursue redevelopment of the ex-Point Molate Fuel Station, the ex-Red Rock Marina, Terminal #4, and improve conditions at the San Pablo Yacht Harbor. Identify and incorporate opportunities for public open space and recreational facilities. Integrate previous planning efforts including the Point Molate Reuse Plan and San Pablo Peninsula Open Space Study.

See also: LU4.E



Summary of Implementing Actions

The table presented on the following pages is a tool for guiding implementation of the City’s Economic Development Element. Organized by the community’s broad goals, the table provides an overview of policies and implementing actions detailed in the previous sections. Each action is linked to a designated lead responsible party. Related policies are identified in the final column.

Goal ED1: An Appealing Place to Live and Work

Action		Lead Responsibility	Supporting Policies
ED1.A	Public Safety Design Guidelines	Planning and Building Services	ED1.1
ED1.B	Neighborhood Revitalization Initiative	Planning and Building Services	ED1.1
ED1.C	Facade Improvement Program	City of Richmond as Successor Agency	ED1.1
ED1.D	Community Facilities Evaluation	Engineering	ED1.2
ED1.E	Joint-Use Agreements	City Manager’s Office	ED1.2
ED1.F	Site Remediation	City of Richmond as Successor Agency	ED1.3
ED1.G	Air Quality Monitoring and Reporting Program	City Manager’s Office	ED1.4
ED1.H	Festivals and Events Funding	Recreation	ED1.6
ED1.I	Local Arts	Library Services	ED1.6
ED1.J	Development Permitting Process Improvements	Planning and Building Services	ED1.5



Goal ED2: Quality Jobs and Revenue

Action		Lead Responsibility	Supporting Policies
ED2.A	Small-Business Support Program	Economic Development Commission	ED2.1
ED2.B	Marketing Campaign	City Manager's Office	ED2.1
ED2.C	Business and Visitor Hotel Attraction	Economic Development Commission	ED2.2
ED2.D	Green Business Strategic Plan	Economic Development Commission	ED2.2
ED2.E	Retail Attraction Program	Economic Development Commission	ED2.3
ED2.F	Coordination with Major Employers	Economic Development Commission	ED2.4
ED2.G	Business Incentives Program	Human Resources	ED2.5
ED2.H	Living Wage Ordinance	Human Resources	ED2.5
ED2.I	Culturally-Based Retail	Office of Economic Development	ED2.2, ED2.3, ED2.5

Goal ED3: An Educated and Skilled Workforce

Action		Lead Responsibility	Supporting Policies
ED3.A	Workforce Development Strategy	Employment and Training	ED3.2
ED3.B	Partnerships with Educational Institutions	Employment and Training	ED3.1
ED3.C	Higher Education Working Group	Employment and Training	ED3.2

Goal ED4: A Revitalized Downtown

Action		Lead Responsibility	Supporting Policies
ED4.A	Macdonald Avenue Economic Revitalization Plan	Planning and Building Services	ED4.1, ED4.2, ED4.3
ED4.B	Richmond Main Street Initiative	Planning and Building Services	ED4.1, ED4.2
ED4.C	Cultural District Designation	Planning and Building Services	ED4.1, ED4.4



Goal ED5: Mixed Uses along Key Corridors

Action		Lead Responsibility	Supporting Policies
ED5.A	San Pablo Avenue Specific Plan	Planning and Building Services	ED5.1, ED5.2, ED5.3
ED5.B	23rd Street Specific Plan	Planning and Building Services	ED5.1, ED5.2, ED5.3
ED5.C	Gateway Improvement Plans	Planning and Building Services	ED5.1, ED5.2, ED5.3

Goal ED6: A Regional Destination at Hilltop Mall

Action		Lead Responsibility	Supporting Policies
ED6.A	Hilltop Specific Plan	Planning and Building Services	ED6.1, ED6.2, ED6.3

Goal ED7: Mixed Uses along the Richmond Parkway

Action		Lead Responsibility	Supporting Policies
ED7.A	Richmond Parkway Improvements	City of Richmond as Successor Agency	ED7.1, ED7.5
ED7.B	Industrial Use Buffers - Expanded Definition	Planning and Building Services	ED7.2

Goal ED8: A Thriving Mixed Use Neighborhood along the Southern Shoreline

Action		Lead Responsibility	Supporting Policies
ED8.A	Southern Shoreline Specific Plan	Planning and Building Services	ED8.1, ED8.2, ED8.4, ED8.5
ED8.B	Ferry Terminal Specific Plan	Planning and Building Services	ED8.1, ED8.2, ED8.4, ED8.5
ED8.C	Port Strategic Business Plan	Planning and Building Services	ED8.1, ED8.2, ED8.6
ED8.D	Visual Appearance Ordinance	Planning and Building Services	ED8.7

Goal ED9: A Regional Destination on the San Pablo Peninsula

Action		Lead Responsibility	Supporting Policies
ED9.A	Point Molate Redevelopment Plan	Planning and Building Services	ED9.1, ED9.2



Regulatory Framework

A broad range of organizational bodies, plans and ordinances contribute to Richmond's economic development in both direct and indirect ways.

Departments, Agencies and Commissions

The following local organizations are instrumental in promoting economic development in Richmond.

City of Richmond as Successor Agency to the Richmond Community Redevelopment Agency

The City of Richmond As Successor Agency to the former Richmond Community Redevelopment Agency works to initiate and facilitate the revitalization of physical, economic, and social conditions through the redevelopment of blighted areas as well as through economic development, job training, community development, and the management of real estate assets; all of which is designed to reduce blight and crime, develop community resources, and stimulate private sector investment in the City.

The Successor Agency addresses these issues through its various divisions as described below.

- Housing and Community Development – The Housing and Community Development Division improves the City's neighborhoods by supporting affordable housing development, assisting special needs populations with housing concerns, improving existing housing conditions and expanding economic opportunities for low and moderate-income residents.

- Office of Economic Development – The Economic Development Division works to retain, expand and attract businesses to Richmond.
- Housing Authority – The Richmond Housing Authority is tasked with providing affordable housing for low and very low-income residents through federally funded housing programs.
- Employment and Training (RichmondWORKS) – The Employment and Training Division administers workforce training programs to serve residents and local businesses.

Richmond Planning and Building Services Department

The City of Richmond Planning and Building Services Department is responsible for the approval of new construction and design review, and oversees long-range planning and the implementation of the City's General Plan. The department also produces specific plans, updates zoning ordinances and analyzes the environmental impacts of development pursuant to the California Environmental Quality Act (CEQA).

Richmond Economic Development Commission

The Richmond Economic Development Commission (EDC) offers technical assistance and input on key economic development issues in Richmond. The EDC also undertakes its own initiatives in support of the City's Community and Economic Development Agency.

Planning Commission

The Planning Commission reviews and approves planning and land use projects in Richmond, helping to shape the City's physical form.

Workforce Investment Board

The Richmond Workforce Investment Board (WIB) brings together a broad range of business interests, educational institutions, service providers and labor groups to ensure that the City and County workforce system meets employers' needs for skilled workers and workers' needs for career and economic advancement. Working closely with the Employment and Training Division, the WIB provides policy guidance and direction, evaluates performance and recommends continuous improvements to the workforce system which spans multiple departments, agencies and organizations.

Related Plans and Ordinances

The following plans and ordinances support and guide economic development in Richmond.

Macdonald Avenue Economic Revitalization Plan

Completed in 2004, the Macdonald Avenue Economic Revitalization Plan guides long-term development along Macdonald Avenue. Through design guidelines and by identifying opportunity sites and economic development strategies, the Plan seeks to transform Downtown into a pedestrian-friendly urban village offering products, services, arts and entertainment that reflect the community's rich and diverse heritage.



Civic Center Master Plan

The Master Plan returns the City of Richmond's administrative functions to a revitalized Civic Center campus. The completed project, which also includes private residential, retail and office space, will form a major activity node within walking distance of the BART/Amtrak station. Moreover, as a Leadership in Energy and Environmental Design (LEED) certified project, it serves as a model for green development in Richmond.

San Francisco Bay Seaport Plan

The San Francisco Bay Area Seaport Plan is the product of a cooperative planning effort of the Metropolitan Transportation Commission (MTC) and the San Francisco Bay Conservation and Development Commission (BCDC). The Seaport Plan constitutes the maritime element of MTC's Regional Transportation Plan, and is incorporated into BCDC's San Francisco Bay Plan, where it is the basis of the Bay Plan port policies. The MTC uses the Seaport Plan to assist in making project funding decisions and managing the metropolitan transportation system, and BCDC uses the Seaport Plan to help guide its regulatory decisions on permit applications, consistency determinations, and related matters.

The Seaport Plan promotes the following goals:

- Ensure the continuation of the San Francisco Bay port system as a major world port and contributor to the economic vitality of the San Francisco Bay region;

- Maintain or improve the environmental quality of San Francisco Bay and its environs;
- Provide for efficient use of finite physical and fiscal resources consumed in developing and operating marine terminals through the year 2020;
- Provide for integrated and improved surface transportation facilities between San Francisco Bay ports and terminals and other regional transportation systems; and
- Reserve sufficient shoreline areas to accommodate future growth in maritime cargo, thereby minimizing the need for new Bay fill for port development.

(<http://www.bcdc.ca.gov/pdf/planning/plans/seaport/>)

Richmond Business Opportunity Ordinance

The City's Business Opportunity Ordinance offers local businesses an advantage in securing City contracts. Specifically, the Ordinance assigns a preference to bids submitted by prime contractors in the City that include a minimum 20% participation by Richmond firms and bids that include a City-Certified Mentor-Protégé Agreement with local employers.

Local Employment Ordinance

The City's Local Employment Ordinance requires development projects that receive a specified City subsidy and City Public Works or Service Contracts with a specified value to hire a certain percentage

of local residents. In addition, businesses with more than ten employees that occupy a portion of a City project site for a specified number of years must hire a minimum percentage of local residents.

Living Wage Ordinance

The City's Living Wage Ordinance specifies an hourly rate for employees in businesses that receive City contracts in excess of specified amounts. Lessees of City property, licensees, concessionaires and franchisees are also subject to the Ordinance as are recipients of City financial aid. The Ordinance also includes waivers according to the business' size (for example, number of full-time employees) and the portion of time that the subject workers spend on a City contract.



Notes

1. Official California Legislative Information Website. <http://www.leginfo.ca.gov/>.
2. United States Census Bureau, American Community Survey, 2005. <http://www.census.gov/acs/>
3. Association of Bay Area Governments, 2000. Projections and Priorities 2009, Building Momentum: San Francisco Bay Area Population, Household, and Job Forecasts. <http://www.abag.ca.gov/>.
4. California Employment Development Department, Employment and Wages, Quarterly Census, <http://www.labormarketinfo.edd.ca.gov/>.
5. NAIBT Commercial Real Estate Services, 2007. <http://www.naibtcommercial.com/btresearch.asp?mode=Quarterly+Reports>.

Cover Artwork

1. Left: Photograph by Billy Hustace Photography
2. Right: “Richmond’s Vision” (detail) by Lauren Ari, Richmond Resident



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