

6 ECONOMIC DEVELOPMENT

This element provides a policy framework for ensuring Pittsburg's long-term economic competitiveness in the region. This element reflects business trends and available resources, and outlines the City's economic development objectives to ensure that economic decision-making is integrated with other aspects of the City's development.

6.1 OPPORTUNITIES AND OBJECTIVES

Pittsburg stands to benefit tremendously in the coming years from improvements in regional accessibility brought about by the recent extension of BART to the Pittsburg/Bay Point station, potential further extension to Railroad Avenue, and the ongoing widening of State Route 4. Since Eastern Contra Costa County is expected to account for about half of Contra Costa County's population increase over the next 20 years, Pittsburg will also gain from the economic benefits that accompany population and employment growth. As with many other communities along the Sacramento and San Joaquin Rivers, Pittsburg continues its transition from an economy historically-based in heavy industry and manufacturing to one based on residential service activities—a transition brought about only recently by employment and housing trends. Since residential development brings only limited economic benefits, Pittsburg must seek ways to enhance revenues from a more diverse commercial and industrial job base. In 1997 and 1999, the City completed an *Economic Vitality Report Card* that included a comprehensive evaluation of economic development issues and opportunities in Pittsburg. Business outreach and market analysis surveys were conducted in 1997, 1999, and 2000. The results of these studies provide much of the basis for the policies comprising this element of the General Plan.

ECONOMIC DEVELOPMENT OBJECTIVES

The overall economic development objectives for Pittsburg include:

- Linking land use, transportation, infrastructure, and employment growth with economic development;
- Promoting business attraction (business park/large office users), retention (manufacturing base), and expansion (retail sector);
- Encouraging employment growth to improve the jobs/housing balance;
- Promoting Downtown and waterfront revitalization; and
- Encouraging both neighborhood- and regional-scale commercial development.

6.2 ECONOMIC DEVELOPMENT AND THE CITY'S ROLE

Pittsburg's transportation improvements, expected major population growth, and transitioning economy can result in significant benefits to the City over the life of this General Plan. While most economic development activity occurs in the private sector, the City has a significant role to play in ensuring these trends are carefully directed and the resulting benefits are maximized. Specifically, the City must:

- Ensure that City policies do not impede the needs of businesses to move or expand;
- Facilitate and act as a catalyst for development in strategic market segments;
- Coordinate and provide for infrastructure improvements; and
- Generate economic development revenue to support City activities.

A coordinated economic development strategy is also essential for supporting the City's community development objectives, such as enhanced community character, ridgeline preservation, and increased linkages within the City. Such a strategy should include a managed program of fiscal development, strategic public improvements, and a balanced approach to land use. This element envisions two central roles for the City:

1. *Promoting development that results in fiscal benefits to the City.* The relative benefit or burden of various land uses on the City's General Fund is important in considering how future development in Pittsburg should be prioritized. Promoting the construction of revenue-generating uses (non-residential uses that generate sales and property tax monies), as well as ensuring that each new residential development pays its fair share of the costs to provide public services, provides the City with a more diverse fiscal base.
2. *Maintaining a land use balance.* Maintaining a balanced supply of different land uses is also critical to the City's financial health. This balance is necessary to attract businesses seeking quality housing opportunities and retail

services, in addition to ensuring that existing transportation capacity can be used more effectively. See Chapter 2: Land Use for policy direction regarding land use distribution.



The North Park Plaza shopping center (north of State Route 4 and west of Century Plaza subdivision), plays an important economic role in the City.

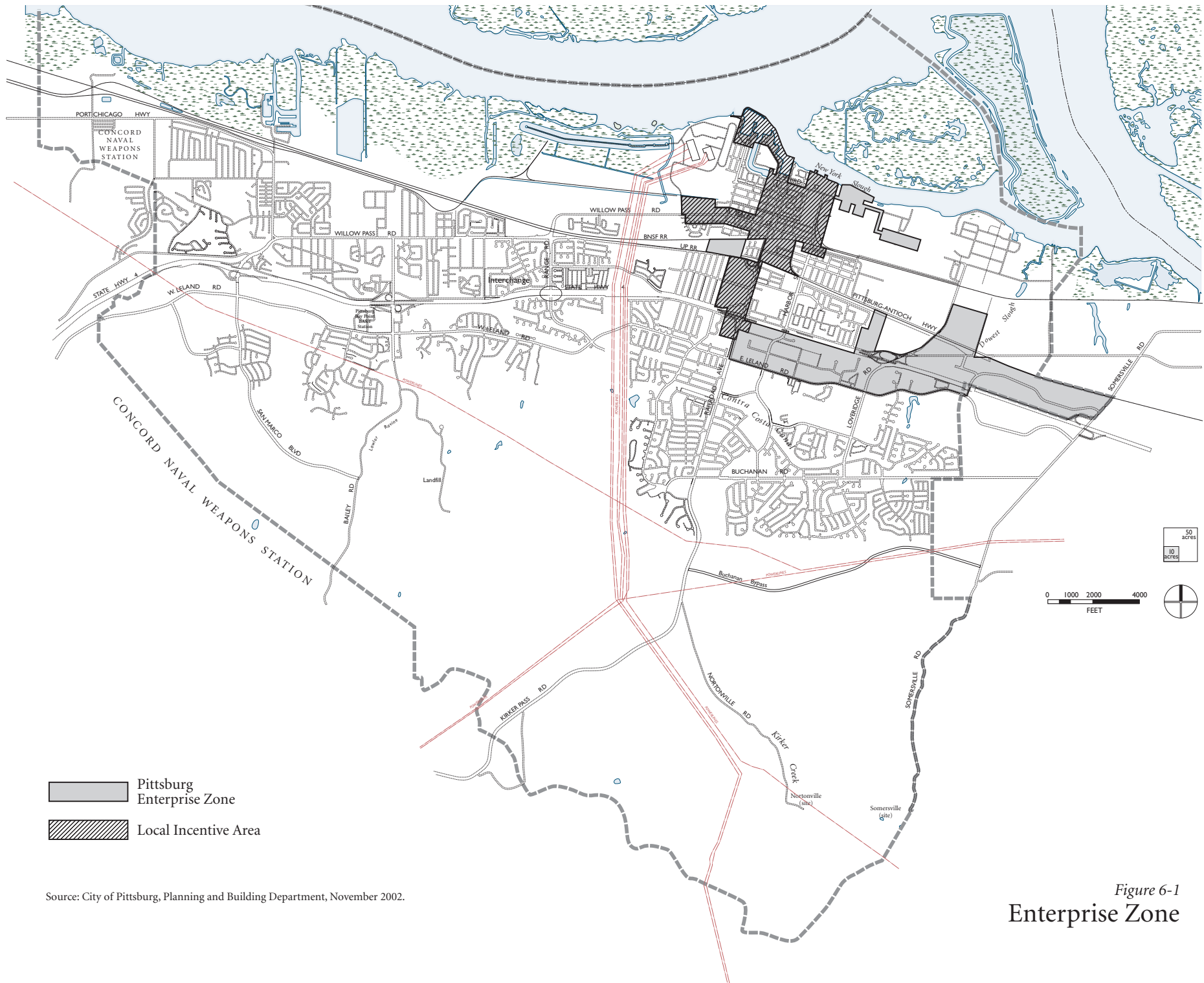
ENTERPRISE ZONE

The California Trade and Commerce Agency (TCA) runs an Enterprise Zone program geared toward economically distressed areas throughout the State. The purpose of the program is to provide tax incentives to businesses and allow private sector market forces to revive the local economy. Pittsburg's Enterprise Zone spans approximately 1,400-acres, including and adjacent to major portions of Downtown. The proposed Railroad Avenue BART Station area, business commercial acreage between State Route 4 and East Leland Road, and regional commercial sites at the eastern edge of town are all included within the Enterprise Zone (see Figure 6-1). The availability of deep-water port facilities and rail spurs in the City are listed by the State TCA as special advantages of the Pittsburg Enterprise Zone. State incentives geared toward the creation of new jobs include:

- One hundred percent net-operating loss (NOL) carry-forward programs;
- State tax credits for new employee hiring;
- Sales tax credits on machinery purchases;
- Up-front expensing of certain depreciable property;
- Lenders are allowed a deduction from income on the amount of 'net interest' earned on loans;
- Carry forward of unused tax credits to future tax years; and
- Fee waivers and/or reductions in designated areas.

Efforts to market Pittsburg as a more desirable business community feature such local incentives as:

- One-stop permitting;
- A recycling marketing development zone;
- On-the-job training programs;



- Pittsburg Enterprise Zone
- Local Incentive Area

Source: City of Pittsburg, Planning and Building Department, November 2002.

Figure 6-1
Enterprise Zone

- Use of the Contra Costa Small Business Development Center;
- Technical and site location assistance;
- Low interest loans; and
- Low cost electricity and steam (Power Exchange rates).

6.3 ECONOMIC TRENDS AND PROSPECTS

Three key factors set the context for the Economic Development Strategy proposed in this element of the General Plan: imbalance in the City’s jobs/housing ratio; strong job growth projected for the City; and adequate land area to meet

**Table 6-1
Jobs/Employed Residents Balance, Pittsburg and Region, 2000**

	Jobs	Employed Residents	Jobs/ Employed Residents Ratio
Pittsburg*	24,300	33,000	0.74
Antioch	18,930	41,600	0.46
Brentwood	5,640	11,100	0.51
Clayton	1,190	6,500	0.18
Contra Costa County	360,090	475,900	0.76
San Francisco Bay Area	3,688,590	3,538,000	1.04

*Figure reflects Pittsburg's 2000 Sphere of Influence (SOI), which includes Bay Point.

Source: ABAG Projections 2000.

JOBS/EMPLOYED RESIDENTS BALANCE

The jobs/employed residents balance in Pittsburg is a major consideration of this Plan. The ideal jobs/employed residents ratio is 1.0. A ratio of less than one indicates that residents work outside the City, creating traffic congestion and economic leakage. Calculations derived from the City’s General Plan GIS Database result in a year 2000 jobs/employed residents ratio of approximately 0.74.

According to the Association of Bay Area Governments (ABAG), Pittsburg’s population grew by 6,170, or approximately nine percent, between 1990 and 2000. During that same decade, approximately 5,800 jobs were added, an increase of 35 percent. While an imbalance with respect to jobs and residents continues in Pittsburg, a faster rate of job growth over that of population provides exciting economic opportunities.

As shown in Table 6-1, the Pittsburg Sphere of Influence (SOI) had a jobs/employed residents ratio of 0.74 in 2000—the City’s 33,000 employed residents outnumber the existing 24,300 jobs. This deficit is common to other East County cities, which also serve as bedroom communities to employment centers in Central County and elsewhere. However, ABAG projections indicate that

Pittsburg's future employment growth will continue to outpace that of its population growth.

FUTURE JOB GROWTH

The opportunities for job growth in Pittsburg between now and 2020 are impressive. Employment projections derived from the General Plan land use distribution resulted in a total of 64,630 jobs, an increase of approximately 170 percent. A total of 54,170 commercial jobs and 10,470 industrial jobs will be available within the Pittsburg Planning Area if all available commercial, office and industrial acreage is developed by 2020. Table 6-2 shows the net growth in the employment base in 2020.

Pittsburg is anticipating a significant increase in job growth throughout the General Plan timeframe. New business commercial centers are expected to develop and expand at three major locations:

1. Along Willow Pass Road, west of Downtown;
2. Along State Route 4, between the proposed Railroad Avenue BART Station and Loveridge Road; and
3. Along West Leland Road, between the Pittsburg/Bay Point BART Station and proposed San Marco Boulevard.

Since employment growth is projected to outpace increases in population, Pittsburg's /employed residents ratio is projected to increase from the current 0.74 to 0.96 in 2020. The Countywide ratio is projected at 0.81. Simply put, the primary focus of the Economic Development Strategy will be to improve the City's ability to carve out more than its share of the new jobs expected and rebalance the jobs/housing ratio.

**Table 6-2
Employment: 2020, Pittsburg Planning Area**

	Commercial Sq. Ft.	Commercial Jobs	Industrial Sq. Ft.	Industrial Jobs	Total Jobs
Existing	4,799,330	33,000	3,735,620	4,150	21,600
Approved	1,443,250	5,250	491,180	550	5,790
Proposed	8,124,570	29,540	2,193,060	2,440	31,980
City of Pittsburg 2020	14,367,150	52,240	6,419,860	7,130	59,380
Existing	467,170	1,700	0*	3,050	4,750
Proposed	62,320	230	0*	280	510
Bay Point 2020	529,490	1,930	0*	3,330	5,260
Total Planning Area 2020	14,896,630	54,170	6,419,870	10,470	64,630

Note: Items may not sum up to total due to independent rounding.

*Less than 10 sq.ft.

Assumptions:

City of Pittsburg = Commercial and Industrial Sq. Ft. based on City's GIS database; Commercial Jobs based on 275 sq.ft. per employee; Industrial Jobs based on 900 sq.ft. per employee.

Bay Point = Commercial and Industrial Jobs based on LUIS 99 database; Commercial Sq. Ft. based on 275 sq.ft. per employee; Industrial Sq.Ft. based on 900 sq.ft. per employee.

Source: ABAG Projections 2002, Dyett & Bhatia, May 2004.

LAND SUPPLY AND AVAILABILITY

The availability of industrial and commercial land that can be brought to market as quickly and as inexpensively as possible is essential to any successful economic development program. Across East County, much of the land zoned for nonresidential uses is raw, unimproved land. Most of this unimproved land will not have the investment needed to make it market-ready for many years. However, Pittsburg has quite possibly the region's largest bank of non-residential

land that is currently served by public infrastructure. In addition, Pittsburg serves as a gateway to East County with excellent regional road and transit access. These are distinct advantages, for the City's land availability, location, and access can provide tremendous opportunities to future large-scale employers.

The Economic Development Strategy proposed in this element of the General Plan acknowledges the City's strength in land availability and offers a managed nonresidential development program that is suited to current and future trends, maximizes revenue generating opportunities for the City, and provides for economic diversity.

6.4 ECONOMIC DEVELOPMENT STRATEGY

The Economic Development Strategy outlined here provides a framework for ensuring Pittsburg's long-term regional competitiveness. While the strategy seeks to target new businesses and build a more diverse commercial/industrial base, it also outlines measures to retain and expand existing business establishments.

GOALS: ECONOMIC DEVELOPMENT STRATEGY

- 6-G-1 In partnership with neighboring cities, businesses, and community groups, proactively participate in the pooling of resources and development of economic opportunities.*
- 6-G-2 Establish economic development priorities and undertake targeted investments to facilitate expansion, retention and attraction of businesses that meet the City's economic development objectives.*
- 6-G-3 Undertake a leadership role in the coordination and completion of infrastructure improvements, and in the facilitation of environmental remediation.*

6-G-4 Maintain and enhance an attractive climate for conducting business in Pittsburg.

POLICIES: ECONOMIC DEVELOPMENT STRATEGY

Land Use and Implementation

6-P-1 Monitor land use and development trends in the City, specifically in the Economic Opportunity Areas established in Policy 6-P-9, to ensure a sufficient supply of land that offers appropriate use designations and development intensities.

Monitoring of land use and development at and around strategic locations in the City will ensure that the eventual development of these locations will generate the greatest economic benefit for the community. The coordination of strategic improvements by the City—infrastructure upgrade and extension, environmental remediation, land acquisition or assembly, etc.—may also be required to provide for appropriate and orderly development at these locations.

6-P-2 Establish an implementation program that specifically outlines tasks to be undertaken, timeframes for completion, resources to be allocated, monitoring, and annual evaluation to ensure the overall success of the initiatives proposed in the Economic Development Strategy.

This program would detail the implementation of the Economic Development Strategy presented here and provide the means for measuring overall Strategy performance. Ideally, the program format would include a five-year program horizon with annual budgeting and updates. Specific components would include:

- Target investment and strategic improvements;
- Target industries;
- Revenue enhancement;

- Redevelopment;
- Enterprise Zone opportunities;
- Joint Economic Development Zone creation;
- Foreign Trade Zone creation;
- Land acquisition and assembly;
- Development monitoring;
- Land inventory;
- East County labor composition;
- Business climate; and
- Marketing.

The program would allow the City to demonstrate its commitment to business attraction—and the expansion and retention of existing business—through specific actions and investment decisions. The program would actively involve business and community groups, and property owners in Pittsburg to access community knowledge and expertise and partner in the City’s future.

6-P-3 Assume a leadership role in enhancing environmental quality in the City by coordinating the remediation of former industrial and commercial sites and by facilitating their redevelopment.

There are several large sites with high commercial or industrial redevelopment potential in the longer term. These sites, which have been identified as having leaking underground storage tanks (USTs) or as Spills, Leaks, Investigations, and Cleanup (SLIC) sites, include:

- Pittsburg/Bay Point BART Station;
- Proposed Railroad Avenue BART Station;
- USS-Posco and Dow Chemical sites; and
- Interchange areas at State Route 4 and Willow Pass Road, Bailey Road, Railroad Avenue, and Loveridge Road.



Sites such as the storage site of petroleum coke dust for Koch Carbon, located on East Third Street could provide redevelopment opportunities for the City.

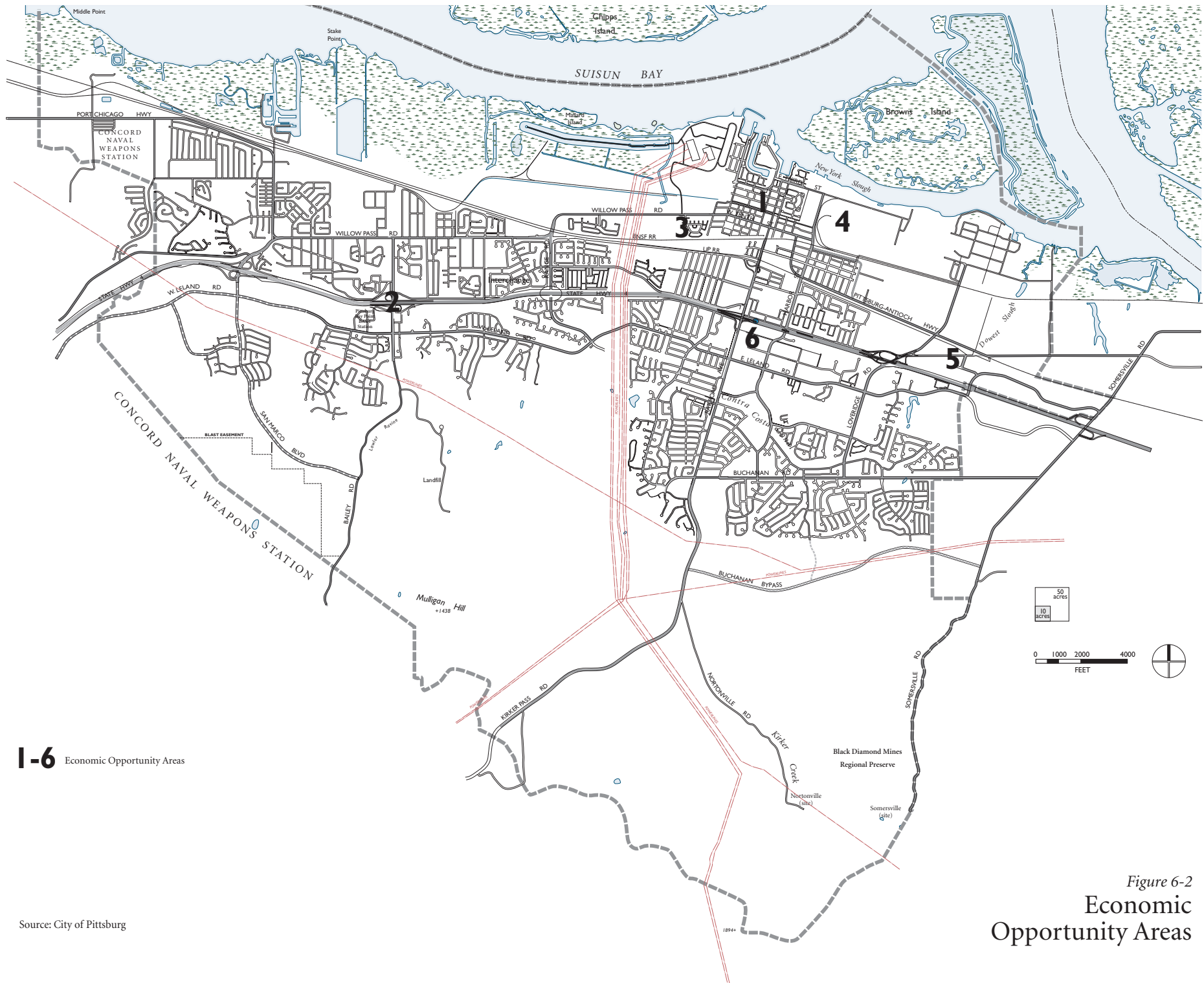
The City can foster redevelopment of these sites by acting as a catalyst and facilitator, particularly where upfront private sector investment is unlikely due to perceived or actual environmental constraints or liabilities. The City could work with the California Environmental Protection Agency's Department of Toxic Substances Control (DTSC) to determine the eligibility of these lands for the Voluntary Cleanup Program (VCP). The VCP offers a streamlined process whereby the DTSC reviews, maintains oversight of, and signs off on specific remediation activities for voluntary participants. Successful projects receive a remedial action certification at the end of the process. While the State does not offer any financial inducements for the upfront costs associated with site assessment or remediation, the City could use tax increment financing and the Polanco Act to undertake the work and facilitate redevelopment.

6-P-4 Work with the Pittsburg Chamber of Commerce and the Contra Costa County Workforce Investment Board to promote local business successes and ventures in all parts of the City.

City Permitting and Ordinances

6-P-5 Undertake a detailed study to assess the true costs of development and establish an appropriate impact fee schedule to ensure that new development "pays its own way" with respect to infrastructure and servicing.

According to recent comparisons, Pittsburg requires lower impact fees levied on new redevelopment. However, if these fees do not cover the costs incurred by the City to service new residential development, then Pittsburg would, in effect, be subsidizing this type of development. Ideally, residential development should pay for as much infrastructure development as the market will bear and leverage the resulting infrastructure improvements for non-residential land and building projects. This is a particularly beneficial relationship since non-residential



1-6 Economic Opportunity Areas

Source: City of Pittsburgh

Figure 6-2
Economic
Opportunity Areas

**Table 6-3
Economic Opportunity Areas in Pittsburgh**

<i>Area</i>	<i>Description/Status</i>	<i>Suggested Land Use Program</i>
1. Downtown	Addressed by Downtown Element of this Plan.	<ul style="list-style-type: none"> – Mixed-use strategy of residential development base, with supporting retail, offices, and personal services. – Planned marine commercial center with retail, office, and recreational uses capitalizing on proximity to Suisun Bay. – Opportunity for small-scale incubator, research and development, and high-tech manufacturing uses. – Specialty retail and entertainment activities.
2. Pittsburg/ Bay Point BART	Specific Plan in preparation.	<ul style="list-style-type: none"> – Mixed-use strategy of business commercial, retail, and residential. – Transit-oriented high-density residential development.
3. South Willow Pass	West of Downtown and South of Willow Pass Road, along Tenth Street.	<ul style="list-style-type: none"> – Small business commercial and industrial complexes, with focus on high-quality design and accessibility. – Allow for small-lot single family (SLSF) parcels, (see Policies 2-P-9 and 5-P-21).
4. Northeast Industrial	East of Downtown and North of Pittsburg-Antioch Highway.	<ul style="list-style-type: none"> – Best near-term potential for basic industry development. – Marine-related and complementary heavy industrial uses. – Waterfront destination (recreational, retail) activities.
5. East State Route 4 Commercial	Between Pittsburg-Antioch Highway and State Route 4, East of Loveridge Road.	<ul style="list-style-type: none"> – Best near-term potential for regional commercial retail (big-box retail) and hotel development. – Business commercial (e.g. research and development) uses.
6. Railroad Ave / Harbor St BART	Proposed extension station area.	<ul style="list-style-type: none"> – Long-term potential for mixed-use business commercial, retail, light industrial, and institutional center.

Sources: *City of Pittsburg Economic Vitality Strategy, 1996; Dyett & Bhatia, May 2004.*

development provides significantly greater economic return than does residential development. As the primary goal of the Economic Development Strategy is to attract new business and balance the jobs/housing ratio, a revised impact fee schedule should charge fees appropriate to the development's public service needs.

6-P-6 Maintain efficient licensing and development permitting procedures and regulations.

Regulation should be appropriate to accomplish the City's goals without being unnecessarily burdensome or time-consuming. Opportunities to further streamline procedures should be continuously pursued via a periodic review of the system with user input to help identify problem areas.

6-P-7 Continue to provide incentives, encourage employment, and promote businesses within the City's Enterprise Zone (see Figure 6-1).

The availability of tax credits, fee waivers, and business development assistance is a tremendous opportunity for many businesses to locate within the City's Enterprise Zone. As high-tech industries expand into eastern Contra Costa County, locating in Pittsburg may become a more worthy business venture. The City should focus on marketing as an up-and-coming business/industrial complex, featuring excellent State and local investment incentives.

6-P-8 Continue to encourage and support home-based businesses in Pittsburg.

As home-based businesses become more and more common, the revenue they generate and the employment they provide has become significant.

Economic Opportunity Areas

6-P-9 Establish Economic Opportunity Areas in Pittsburg, as indicated in Table 6-3 and Figure 6-2. Development in these areas must reflect both current and future trends, maximize revenue-generating opportunities for the City, and provide for economic diversity.

In 1996, seven original areas in Pittsburg were identified as reflecting the best opportunities for Pittsburg to grow a more diverse economy and better balance the jobs/housing ratio by 2020. One additional area—Railroad Avenue/Harbor Street BART—was added in Table 6-3, while two of the original areas—North Willow Pass and South Residential—were deleted due to preservation of open space and wetlands habitat. It is important that these Economic Opportunity Areas provide for a comprehensive and integrated approach to development/redevelopment, including a full range of public finance and land use planning tools.

6-P-10 Emphasize Downtown as Pittsburg’s historic center, providing an identity and a sense of place for the entire city by establishing a focused revitalization strategy that integrates the initiatives of the Economic Development Strategy.

The importance of Downtown to the City’s evolution beyond a bedroom community cannot be overstated. While Downtown is identified as an economic opportunity area in Policy 6-P-8, this area is sufficiently different in both structure and context as to justify specific mention here. Pittsburg’s Downtown is one of the oldest in the County, and one of few with a waterfront. Downtown design is more fully discussed in Chapter 5: Downtown of this Plan.

A revitalization strategy for Downtown should build on the strengths of Downtown, while aggressively working to overcome the obstacles. Initiatives of the Downtown revitalization strategy should specify several

of the techniques proposed for the citywide Economic Development Strategy:

- Monitoring of land use and development trends in Downtown to ensure a sufficient supply of land of appropriate designation and development intensity;
- Establishment of a retail and consumer services strategy to attract retail and service sector business to key locations in Downtown;
- Establishment of criteria for land assembly in Downtown for the purposes of redevelopment and revitalization;
- Consideration of the feasibility of a convention or performing arts center, amphitheater, or other public cultural amenity in or linked to the Downtown;
- Facilitation of additional attractions and events that bring both residents and visitors to the Downtown; and
- Preservation and enhancement of historic structures contributing to the unique character of the Downtown.

Retail and Consumer Services

6-P-11 Develop a retail and consumer services strategy to attract regional- and local-serving non-basic industries, ensure appropriate location, and maximize growth opportunities. Incorporate initiatives to retain and expand existing retail and consumer services businesses.

The City must aggressively pursue growth in the retail and service sectors for three primary reasons. First, city residents are currently underserved in several retail categories, including automotive sales, service stations, and home furnishing and appliances. Second, a net retail sales ‘leakage’ worth approximately \$30.6 million was lost to neighboring communities in 1996, sales that did not benefit the City through tax revenues. (Refer to discussion in Section 6.2 of the *Pittsburg General Plan Update: Existing Conditions and Planning Issues Report, 1998*). Third, as retail sales are

lost to neighboring communities, so too are the associated jobs. Overall, it is likely that the demand for additional retail space in Pittsburg over the next 20 years will range between 500,000 and 750,000 square feet. Retail and consumer service uses need to be located in areas with heavy pass-by traffic, good visibility, and image. Pittsburg has a significant advantage over neighboring communities in that it offers a significant supply of available land in locations that make the most sense for retail and service sector uses. The westward orientation of the East County population—jobs, shopping, entertainment, and services are in Bay Area communities to the west—means that Pittsburg will benefit most from traffic and consumers in communities to the east passing through the City.

Research and Development

6-P-12 Develop a research and development and office attraction strategy to promote economic diversification, ensure appropriate location, and maximize growth opportunities. Incorporate initiatives to retain and expand existing R&D and office businesses.

Research and development (R&D) industry clusters—which include multimedia, plastics, computer-related electronics, health care technology, and business services—are projected to benefit from significant growth in Contra Costa County to 2020, and would certainly provide excellent employment- and revenue-generating opportunities for Pittsburg if the City positioned itself properly to capture this growth.

Businesses in these clusters have several locational considerations. Good access from major highways and proximate amenities for employees are very important factors. Locations must project a high-quality image, typically expressed by a high-level of design, landscaping, and maintenance. Such an image is generally provided in campus-style office or business park developments. In addition, prestigious R&D and office tenants will pay a premium for space in high-profile or high-image

buildings, often a mid-rise or otherwise architecturally interesting building with visibility from a major highway.

6-P-13 Create a Research and Development Industry Advisory Council comprised of business leaders from within Pittsburg to assist the implementation of the R&D and office attraction strategy (Policy 6-P-12).

The development of an R&D and office attraction strategy would benefit greatly from the involvement of the private sector. An R&D Industry Advisory Council comprised of industry representatives and other private sector interests in Pittsburg could assist the City in the creation of the campus-style concept. Specifically, the Council would work with the City on various matters related to planning, marketing, and incentives. Planning matters include design guidelines, enhanced development standards, infrastructure improvements, parking, transit, and other issues related to campus-style development. Marketing matters include the promotion of Pittsburg as a high amenity, growth-based, industrial activity center for R&D and office uses. Finally, incentives matters relate to the appropriate use of the City's authority to promote redevelopment and revitalization in support of its community development goals. This includes the use of land acquisition, land assembly, redevelopment financing, advance permitting, and other tools necessary to maintain a suitable inventory of ready-to-go sites for these uses.

Land Assembly and Redevelopment

6-P-14 Establish an inventory of ready-to-go non-residential sites, complete with zoning, infrastructure, and environmental clearances. If necessary, acquire or assemble sites to ensure availability of sites of adequate size to attract industry clusters that meet the City's development objectives.

Policy 6-P-9 identifies six Economic Opportunity Areas in Pittsburg. While these areas present a variety of challenges, careful planning,

municipal incentives, and private sector involvement could provide tremendous redevelopment opportunities. The City should engage in land acquisition, assembly, and re-parcelization of sites in Economic Opportunity Areas, particularly if:

- Sites are in strategic or one-of-a-kind locations, such as the Suisun Bay waterfront;
- An inventory of ready-to-go sites are needed to attract targeted industry clusters;
- Reuse of brownfield or other contaminated sites can contribute to environmental remediation;
- Short-term market inefficiencies are overcome; or
- Quality development, attainment of higher intensities, and professional management can be achieved.

6-P-15 Maximize the City's public financing tools and consider opportunities for enhancement in order to fund the various economic development initiatives outlined in this Element.

Amenities and Waterfront Development

6-P-16 Consider the feasibility of establishing a convention or performing arts center, amphitheater, or other public cultural amenity in or linked to the Downtown or waterfront, or in another appropriate location.

This recommendation offers three distinct, yet very important advantages. First, the location of such a facility in the Downtown, or a comparable mixed-use activity center such as the proposed Railroad Avenue BART Station Area, would generate pedestrian traffic and support retail opportunities into the evening hours. Complementary uses, such as restaurants, clubs, and coffee shops, would also tend to locate near where crowds gather.

Second, such facilities provide a strong image of culture, sophistication, and community pride. Such an image is key if Pittsburg is to evolve from bedroom community to important regional job center, particularly in the attraction of R&D and office complexes.

Third, such facilities can also result in strong growth in the visitor services sector. Guest accommodations, restaurants, movie theaters, and entertainment complexes become more economically feasible when a significant nearby attraction serves more than the communities that immediately surround it. Growth in this sector will also be an important part of Pittsburg's transition to a regional job center, as new businesses bring in new clients, conventioners, and suppliers from outside the area.

6-P-17 Facilitate additional attractions and events that bring both residents and visitors to the City, the Downtown, and the waterfront.

In addition to the consideration of a convention or performing arts center in Pittsburg, it is important that the City support and facilitate existing events and attractions. Some current events include the Renaissance Festival, Heritage Festival, Seafood Festival, August After Hours, Black Diamond Blues Festival, and the Pittsburg Holiday Parade. With respect to attractions, the City needs to make the most of the unique sites located nearby, such as Black Diamond Mines Regional Park and Browns Island Regional Shoreline, and integrate the promotion of these attractions with other City initiatives.

6-P-18 Ensure that new waterfront development includes enhanced shoreline access, some form of public amenity, and an appropriate mix of waterfront uses.

The Pittsburg waterfront should serve as a recreational and commercial focus of the City. As such, waterfront uses should enhance this role by supporting a mix of complementary uses that include marinas (a small

portion of which may include service and storage facilities), eating and drinking establishments, visitor accommodations, parks and open space, historic and/or natural interpretive facilities. Waterfront development should incorporate or improve connections to Downtown.