



AGENDA

COMMUNITY AND ECONOMIC DEVELOPMENT SUBCOMMITTEE

October 12, 2023
5:30 PM

City Hall
First Floor Conference Room, 4B
65 Civic Avenue
Pittsburg, CA 94565

Subcommittee Members

Jelani Killings, Councilmember
Angelica Lopez, Councilmember

Planning Commission Representatives on Land Use

Ivelina Popova, Commissioner
Elissa Robinson, Commissioner

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1. **Public Comment for Non-Agenda Items**
 2. **Land Use/Economic Development** (*Councilmember Killings, Councilmember Lopez, Commissioner Popova, Commissioner Robinson*)
 - a. **Envision Pittsburg 2040.** Staff will provide an overview of the current status of the City's comprehensive general plan update, "Envision Pittsburg 2040," as well as discuss the draft Economic Development Element. *Subcommittee feedback requested.*
 3. **Environmental Services** (*Councilmember Killings, Councilmember Lopez*)
 - a. **Marina Updates.** Staff will provide information on ongoing marina activities, grants, and projects. *Subcommittee feedback requested.*
 4. **Economic Development** (*Councilmember Killings, Councilmember Lopez*)
 - a. **Project Updates.** Staff will provide information on ongoing activities, developments, business openings, and projects. *Subcommittee feedback requested.*
 5. **Subcommittee and Staff Reports or Remarks**
 6. **Adjournment**

ECONOMIC DEVELOPMENT

This element provides a policy framework for ensuring Pittsburg's long-term fiscal sustainability and economic competitiveness in the region. This element outlines the City's economic development objectives to ensure that economic decision-making is integrated with other aspects of the City's development and Economic Development Strategic Plan.

This Economic Development Element addresses providing appropriate and adequate sites and programs to support existing businesses as well as to promote diverse economic growth, efforts to ensure that the City's labor force is skilled and provided a broad range of high-road employment opportunities, ensuring that the City's housing and quality of life are of a caliber to attract employers, ensure that infrastructure is in place or planned to support a successful commercial and industrial base, including telecommunications and emerging technologies, and providing a sustainable fiscal base for the City.

The Land Use Map (Figure 2-2) creates opportunities for new and expanded office, industrial, and other high-roads employment and commercial spaces to be located at strategic locations, including the Downtown, Northeast River, Loveridge, Railroad Avenue, East Leland, West Leland, North Central River, and Bay Point areas as shown on Figure 6-1.

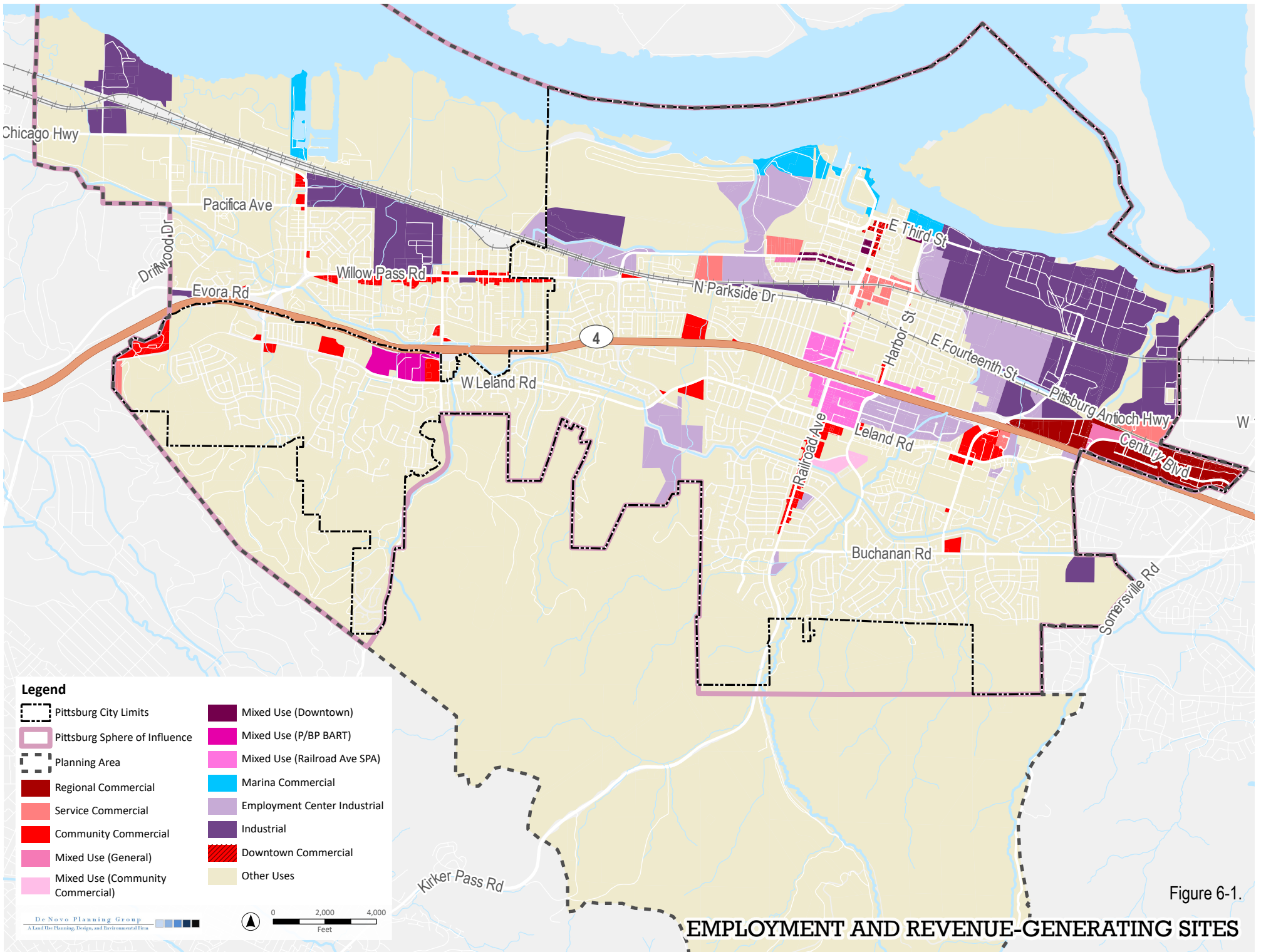


Figure 6-1.

GOALS, POLICIES, AND IMPLEMENTATION MEASURES

FISCAL SUSTAINABILITY

Goal 6-1: Ensure that the City's General Plan sustains and promotes a vibrant, fiscally sustainable economy that fosters strong economic growth, a stable revenue base, availability of local goods and services to meet the City's, high quality employment opportunities, and quality of life for all residents.

POLICIES

6-P-1.1: Ensure that the City's Economic Development Strategic Plan economic development goals, and vision and implementation program are aligned and coordinated with the General Plan goals, policies, and programs and land use map.

6-P-1.2: Pursue strategies that support the attraction and retention of diverse industries, a diverse workforce, and a diversity of municipal revenue sources.

6-P-1.3: Achieve and maintain a balance of land uses within the City that assures residential development is complemented by expanded local employment opportunities, retail and commercial services, and recreation and entertainment venues; and that the City-wide mix of land uses provides a balanced variety of housing and business types and balances uses that produce revenues and those that require public expenditures.

6-P-1.4: Ensure that the City's revenue and fiscal base is not overly dependent on any one type of land use, development, or revenue source.

6-P-1.5: Maintain competitive rates and fees for City services and resources that reflect the cost to the City but do not inhibit desired growth and do not result in inequitable access to City services and facilities.

6-P-1.6: 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.

6-P-1.7: Build the City's capital improvement and business assistance funds in order to be in a position to leverage, borrow, and fund key projects.

Economic Development Strategic Plan

The Economic Development Strategic Plan establishes goals, strategies, investment priorities, and implementation actions for the short-term, and is designed to address the City's economic development vision and mission: to expand the local economy in a diverse and self-sustaining way that serves to improve the lives of all residents. The 2022 Strategic Plan focuses on actions to achieve the following goals:

- 1: Foster a business climate that is competitive by prioritizing support for existing businesses.
- 2: Enhance quality of life for all residents and build the City of Pittsburg's reputation as a regional destination.
- 3: Identify strategies for bringing additional commercial and job opportunities to underutilized areas of the City.
- 4: Public and Private Infrastructure Investment and Development.

6-P-1.8: Promote local purchase of goods and services by residents, workers, businesses and City government in order to retain spending within the local economy and generate revenue for the City.

ACTIONS

- 6-A-1.a:** *Review and update the Economic Development Strategic Plan every five years or as needed to address current economic trends, impacts, and opportunities to attract and retain a range of employment opportunities and business sectors that are appropriate for Pittsburgh.*
- 6-A-1.b:** *Allocate resources and funding to provide opportunities for key city leaders and staff to address the City's economic development goals and participate in annual trainings on economic development best practices and tools, including methods to retain key businesses, support emerging sectors, revitalize economic corridors, and capitalize on local business development opportunities that spur economic growth and development.*
- 6-A-1.c:** *Partner with the Chamber of Commerce and other local economic development organizations in efforts to promote and market the City as a location for business development that is consistent with the goals of the General Plan.*
- 6-A-1.d:** *Ensure that community and business stakeholders are engaged and provide feedback in city policy development and decision-making processes, including coordination with local organizations.*
- 6-A-1.e:** *Prepare an Annual Fiscal Assessment of the City that considers the soundness of major infrastructure financing programs (e.g., development impact fees, Capital Improvement Program, etc.) and the future prospects for overall fiscal balance of the City.*
- 6-A-1.f:** *Annually review and adjust user rates and fees to ensure that they reflect the City's full cost (or the percentage of full cost as approved by the City Council) of providing services.*
- 6-A-1.g:** *Investigate programs which will diversify and stabilize the City's revenue sources as well as potential new revenue sources that result in minimal or reduced impacts to the City's infrastructure.*
- 6-A-1.h:** *Establish procedures and mechanisms to encourage and give priority to high-roads jobs providers and to uses providing greatest financial resources to the City.*

- 6-A-1.i: Promote policies and programs to encourage expansion of the local tax base, including support for existing local businesses, expansion or attraction of new retail and food service businesses to meet the business and consumer demands that are underserved in the marketplace.*
- 6-A-1.j: Aggressively pursue grant funds, including for planning, infrastructure, recreation, and public services, to reduce the financial burden to the City.*

BUSINESS ATTRACTION, RETENTION & PROMOTION

Goal 6-2: Facilitate attraction, retention, and expansion of businesses that meet the City's economic development objectives and maintain a desirable climate for conducting business in and with the City.

POLICIES

- 6-P-2.1:** Promote attraction and retention of businesses that provide a diversified economic industry base with a broad range of job types and skills that insulate the local economy from possible economic downturns.
- 6-P-2.2:** Provide a business-friendly, service-oriented, and solutions-based approach to permitting and business assistance through efficient processing of applications and permits.
- 6-P-2.3:** Support expansion and retention of local businesses that have invested in Pittsburg, to retain revenue in the City and to respond to community needs for key amenities and services.
- 6-P-2.4:** Encourage development that accommodates services necessary to support local residential neighborhoods, including local grocery stores, restaurants, high-quality health care, education, and other services.
- 6-P-2.5:** Attract real estate brokerages, legal, engineering, lending, and other similar sectors throughout the community to ensure that local services are available to serve Pittsburg's business communities and residents.
- 6-P-2.6:** Facilitate the revitalization of existing shopping centers, business parks, industrial areas, and key corridors as needed in order to meet the economic development goals of the City.

6-P-2.7: Facilitate and encourage more efficient use of the City's industrial and employment-generating land supply, creating higher employment densities and high-quality jobs, while discouraging the use of large sites and buildings with low intensity uses and other uses that may compromise the sustainability of these areas.

6-P-2.8: Emphasize Downtown as Pittsburg's historic center, providing an identity and a sense of place for the entire city by continuing to implement a focused revitalization strategy that integrates the initiatives of the Economic Development Strategy.

6-P-2.9: Encourage new development in areas where growth and investment have the potential to catalyze revitalization of existing uses.

6-P-2.10: Continue to provide incentives, encourage employment, and promote businesses within the City's Opportunity Zones.

6-P-2.11: Provide appropriate incentives for infill and redevelopment projects that have the potential to revitalize existing neighborhoods or commercial areas.

6-P-2.12: Encourage and support home-based businesses.

6-P-2.13: In the Downtown, transit corridors, and mixed use areas, encourage site designs that optimize visibility of retail, restaurant, and service uses.

6-P-2.14: Encourage new businesses and project development under the Employment Center Industrial land use classification.

Opportunity Zones

The Tax Cuts and Jobs Act of 2017 established Opportunity Zones to provide tax incentives for investment in certain areas to spur community development. The State promotes and supports Opportunity Zones to further environmental justice, sustainability, climate change, and housing.

Pittsburg is home to nearly 1,700 acres of Opportunity Zones in the City and an additional xx acres in the Planning Area, as shown on Figure 6-2.

ACTIONS

6-A-2.a: *Review, and update as necessary, zoning and other development regulations and application review and permitting process to:*

- *Ensure consistency with General Plan land use policies aimed at spurring job growth and economic development. Revisions may include increased flexibility regarding use types, business operations, site development standards, reduced parking standards near transit stations, or other changes intended to reduce impediments to development consistent with the goals of this General Plan;*

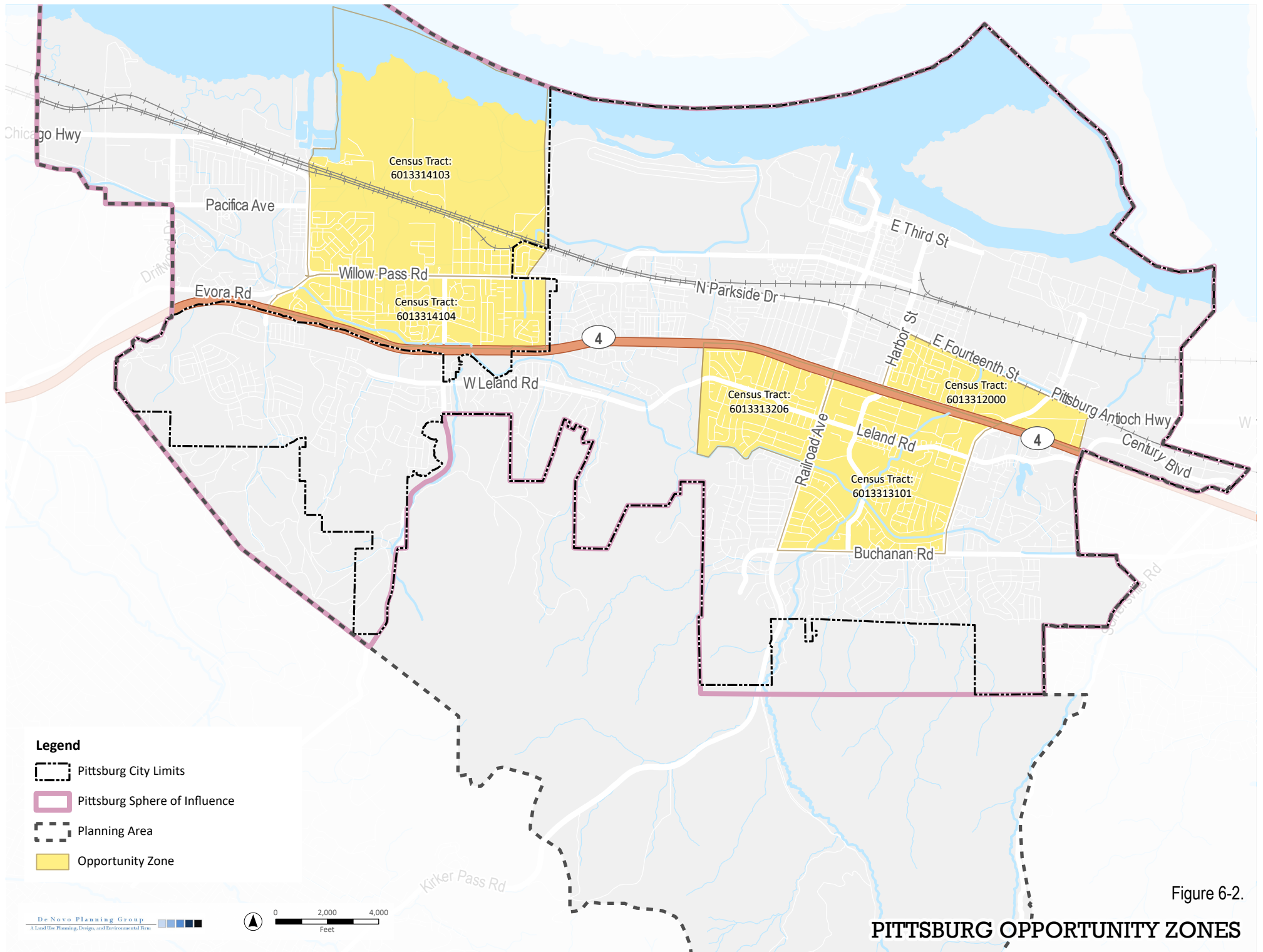


Figure 6-2.

PITTSBURG OPPORTUNITY ZONES

Sources: City of Pittsburg; Contra Costa County. Map date: October 4, 2023.

Economic Development

- *Ensure that the City's development process and zoning regulations facilitate expeditious review of commercial, office, and light industrial development proposals that meet the City's goals and provide high-quality jobs and that create a multiplier effect for the local economy; and*
- *Ensure that zoning and other development regulations do not include internal conflicts or other unintended development impediments that would limit full and complete utilization of sites zoned for commercial and light industrial activities, consistent with the maximum densities and development intensities allowed by the zoning code.*

6-A-2.b: *Develop a distinct image and brand for the City that reflects its unique identity and sets it apart within the larger region.*

6-A-2.c: *Establish a package of development incentives, which may include tools such as development fee deferrals, expedited permit review and approval, and floor area bonuses, for appropriate industries and high employment generating businesses, to facilitate retention and expansion of existing businesses and support of new business clusters. Ensure that the long-term benefits accrued to the City ultimately exceed the value of the incentive package provided.*

6-A-2.d: *Monitor land use and development trends in the City, specifically in the Economic Opportunity and Innovation Districts established in Policy 6-P-3.7 and Action 6-A-3.b, to ensure a sufficient supply of land that offers appropriate use designations and development intensities.*

6-A-2.e: *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.*

6-A-2.f: *Maintain an adequate inventory of sites zoned and designated for a variety of business types and sizes, highlighting ready-to-go nonresidential 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.*

6-A-2.g: *Facilitate additional attractions and events that bring both residents and visitors to the City, the Downtown, and the waterfront.*

- 6-A-2.h: Develop a retail and consumer services strategy to attract regional- and local-serving non-basic industries, ensure appropriate location, and maximize growth opportunities, including in areas experiencing retail leakage. Incorporate initiatives to retain and expand existing retail and consumer services businesses.*
- 6-A-2.i: Partner with and support local businesses and business organizations to promote a strong business base through joint business attraction and retention efforts that include marketing, outreach, technical assistance, workforce development, training, and welcome/orientation activities for new businesses.*
- 6-A-2.j: Provide priority access to economic development tools and resources and technical assistance to businesses seeking to expand in the City.*
- 6-A-2.k: Ensure that the City provides a business-friendly service-oriented, and solutions-based approach to permitting through efficient processing of applications and permits.*
- 6-A-2.l: Enhance the appearance of declining retail space by providing zoning flexibility and technical assistance to property owners and businesses wishing to upgrade their exterior facades and periodically evaluating and targeting underutilized or older centers and partner with the owners and tenants to develop revitalization solutions.*
- 6-A-2.m: Maintain a staff liaison with existing industries and businesses to provide effective responses to concerns of the business community, develop programs to bolster the success of existing businesses and provide consistent information to relevant departments as part of the implementation of the Economic Development Plan.*

INNOVATION AND DIVERSIFICATION

Goal 6-3: Promote Pittsburg as a forward-thinking community that is innovative and adaptive to changing economic forces.

POLICIES

6-P-3.1: Coordinate with regional stakeholders and service providers to ensure that businesses and residents have access to state-of-the-art technology and data services.

Economic Development

6-P-3.2: Remain aware of and responsive to future changes in business needs, including new sustainable and resiliency uses, and in developing policies and programs to implement and take advantage of recent and emerging technologies.

6-P-3.3: Monitor and explore regional and national changes in economic trends, in order to best support existing local industries and position Pittsburg to capture growing and sustainable industry clusters.

6-P-3.4: Attract and retain a variety of economic sectors that capitalize on Pittsburg's competitive advantages and strengths, in order to promote a diversity of businesses, significant sales tax generation, and provide residents with skilled, high-paying employment opportunities.

6-P-3.5: Ensure that new waterfront development includes enhanced shoreline access, public uses and amenities, and an appropriate mix of waterfront businesses and land uses.

6-P-3.6: Consider the feasibility of establishing a convention or performing arts center, amphitheater, or other public cultural amenity in or linked to the Downtown and Marina, or in another appropriate location.

6-P-3.7: Promote Economic Opportunity and Innovation Districts to provide high-quality and skilled employment opportunities including research and development, office, sustainable energy, manufacturing, technology, medical, and other skilled employment opportunities with connections provided to transit, and spaces for business incubators to foster startups and innovation.

ACTIONS

6-A-3.a: *Periodically review and update the Economic Development Strategic Plan to set the short-term economic development priorities for Pittsburg, to adapt to emerging technologies and industry sectors desirable in Pittsburg, to identify business engagement efforts, and target meetings with key groups and networking events..*

6-A-3.b: *Establish and update Economic Opportunity and Innovation Districts, including those identified in the Land Use Element, to capitalize on both current and future trends, maximize revenue-generating opportunities for the City, and provide for economic diversity.*

- 6-A-3.c: 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.*
- 6-A-3.d: Develop and implement robot and drone delivery management strategies to accommodate automated delivery technologies in ways that provide a net benefit to the community.*

EMPLOYMENT BASE

Goal 6-4: Encourage a broad range of employment opportunities and expand educational and training opportunities to support residents finding high-quality, well-paid employment within the community.

POLICIES

- 6-P-4.1:** Increase job opportunities available in Pittsburg, so that residents may choose to work locally instead of commuting.
- 6-P-4.2:** Attract and retain a broad base of businesses and industries to provide a variety of skilled jobs allowing career growth potential, while focusing on high-wage and/or high-sales tax producers.
- 6-P-4.3:** Strengthen the City's role in workforce development organizations that: provide adult and youth workforce development; adult retraining; and targeted services for unrepresented groups, such as low-income youth and adults, women, individuals with disabilities and the homeless. Continue to support programs that address potential job gaps in growing industries, and current gaps throughout all industries, to match job training and workforce development with employment needs.
- 6-P-4.4:** Maintain and improve public and private education in the Pittsburg area and encourage post-secondary training, education facilities, apprenticeships, and other programs to support a highly-skilled workforce.
- 6-P-4.5:** Reduce barriers to employment by improving access to education, housing, transit, child care, and job training.
- 6-P-4.6:** Encourage and incentivize employers to advertise locally to fill job openings, invest in workers' skill development and well-being, and provide living wages.

6-P-4.7: Ensure that economic development goals help promote a higher jobs-housing balance.

6-P-4.8: Encourage the creation and retention of middle-income employment.

ACTIONS

6-A-4.a: Support creation of permanent base-level industrial and commercial sector employment opportunities to enable residents to find jobs near their homes that pay a living wage with career advancement.

6-A-4.b: Work with regional economic and workforce development organizations and surrounding cities on job creation programs, educational programs, and workforce training programs of mutual interest and benefit.

6-A-4.c: Invest in infrastructure, educational and skill development, and quality of life assets that support middle-income employment development.

6-A-4.d: Encourage the development of measures that facilitate expansion of high technology business facilities that have the potential to create high-quality jobs likely to be filled by local residents.

6-A-4.e: Encourage large regional employers to locate and expand into the City.

6-A-4.f: Work directly with businesses and the development community to strategically develop or redevelop new employment-generating sites.

INFRASTRUCTURE AND REMEDIATION

Goal 6-5: Strengthen the City's economic base and reputation for being a competitive location through installation of needed capital improvements, state-of-the-art infrastructure, and proactive assistance with environmental remediation.

POLICIES

6-P-5.1: Assure the provision of sufficient utilities, roadway infrastructure, and capital facilities in key areas, including along the Pittsburg-Antioch Highway Corridor, to support existing economic development to help retain and expand existing businesses as well as attract new businesses to the City.

6-P-5.2: Coordinate public and private investment in infrastructure and capital improvements along targeted commercial corridors.

6-P-5.3: Maintain a range of high-quality infrastructure and public services for residents and visitors to improve the quality of life for residents and retain and attract businesses to locate in the City.

6-P-5.4: Promote catalyst projects at key locations to stimulate private retail and commercial investment and revitalize existing neighborhoods in need of such projects. Examples may include streetscape and pedestrian corridor enhancements; large-scale mixed-use projects that are appropriately designed for vibrant ground-floor retail and dining establishments; and employment generating uses in proximity to transit stations, that have the potential to increase pedestrian activity for commercial activity.

6-P-5.5: Work proactively with those businesses interested in expanding existing businesses or establishing new businesses to install necessary infrastructure improvements. The goal is to establish an inventory of ready-to-go nonresidential sites, complete with zoning, infrastructure, and environmental clearances.

6-P-5.6: Enhance environmental quality in the City by leading the coordination of the remediation of former industrial and commercial sites and by facilitating their redevelopment.

6-P-5.7: Allow for phased extension or upgrades to infrastructure in conjunction with approved phasing plans for site development.

ACTIONS

6-A-5.a: *Promote citywide expansion of telecommunications and broadband internet services via hardwire and wireless technologies to increase access for public safety, industrial, commercial and residential customers.*

6-A-5.b: *Work jointly with developers where the Capital Improvement Program or Economic Development Strategic Plan call for extension or upgrades to City infrastructure.*

6-A-5.c: *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.*

6-A-5.d: *Continue to pursue funding for the coordination and assistance with remediation of brownfields and other contaminated or blighted sites.*

- 6-A-5.e: Pursue financing options, including Enhanced Infrastructure Financing Districts (EIFD) and possible tax credits, to assist developers in providing necessary infrastructure improvements.*
- 6-A-5.f: Identify opportunities to establish new funding and financing mechanisms for infrastructure and public improvements, including circulation improvements, commercial parking, streetscape improvements, and signage, such as business improvement districts, assessment districts, or community facilities districts to help catalyze development of commercial corridors and Economic Opportunity and Innovation Districts.*
- 6-A-5.g: Seek innovative ways to reduce the cost burden of infrastructure provision on new industrial and commercial development, without transferring the burden to the residential sector.*
- 6-A-5.h: Ensure the City's public works, public utilities, and transit capital improvement plans are aligned to support the economic development objectives in the General Plan.*