



# City of Richmond Marketing Plan

Strategies for the City of Richmond to attract new businesses and support economic growth



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## 1. Executive Summary

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The City of Richmond has recently been catapulted into conversations about bioscience and regional development, spurred by the selection of the University of California (UC) Richmond Field Station as the preferred site for the second campus of the Lawrence Berkeley National Laboratory (LBNL). Many in Richmond are hopeful that the Richmond Bay Campus (RBC) can be used as a catalyst to create broader opportunities for the City of Richmond, including local job creation through lab spin-offs and business relocation.

Indeed, there is great potential here; Richmond has an abundance of marketable assets, is already home to many prominent, innovative companies, like Sunpower, Heliodyne, and the City is generally perceived as being more business-friendly than its neighbors Berkeley, Emeryville or even Oakland. However, Richmond also must overcome liabilities of the negative reputation that has been ingrained in its brand for over 50 years.

Leveraging the prestige of LBNL will certainly help boost Richmond's brand image, but LBNL and the RBC alone will not be enough to transform Richmond. The City recognizes the need for a targeted and dedicated branding and marketing effort to successfully revitalize its reputation and image. Richmond is committed to establishing a formal marketing program and has set a long-term vision to be nationally recognized for a thriving bioscience, green and clean technology, and health business cluster.

One of the biggest challenges that the City of Richmond will encounter is regaining control of its image, which historically has been dictated by negative media and press. Prior to fully implementing the recommendations outlined in this marketing plan, the City should take into great consideration how the function of marketing should operate and be managed. A dedicated and centralized effort to controlling the accuracy, consistency and frequency of the City's marketing program will be most effective in reshaping the City's image.

This marketing plan includes an overview of our research, an analysis of Richmond's current environment, illuminates strategic priorities for the city, and delves into a plan of action that the City can realistically implement given its limited budget and resources. Our recommendations focus on a marketing and communications strategy that support and enhance the supply chain model, and include broader recommendations to help the City of Richmond attract new businesses and grow its business cluster. This marketing strategy aims to answer the following questions:

1. Market Segmentation: What are the target segments for the City of Richmond and what are the key messages that should be delivered to each segment?
2. Market Awareness: How can the City of Richmond drive awareness to each segment and what channels can be used?
3. Key Partnerships: What key partnerships should the City of Richmond develop to support its re-branding goal?

The strategies and recommendations captured in this report will lay the foundation for a rich marketing program to expand and mature. We hope that by implementing these recommendations and committing to an ongoing and agile marketing and branding effort, the City of Richmond will be well positioned to realize its long-term vision.

**“The biggest challenge that many places face is taking control of their identity and reputation which have been unmanaged for a long time.”**

Bill Baker,  
Destination Branding for Small Cities, 2012

## 2. Introduction & Methodology

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The City of Richmond is historically known as one of the most dangerous cities in the U.S. But recent success in citywide initiatives and the selection of the Richmond Field Station to host LBNL's second campus puts the City of Richmond on the brink of a major positive shift. In an effort to best capture the potential benefits and opportunities the RBC offers, the City Manager has requested that the Social Sector Solutions Team from the Center for Nonprofit and Public Leadership develop a strategic marketing plan that addresses how the City can revitalize the Richmond image and support the city's growing and changing economic activity.

The objective of this plan is to identify key strategies and actions that will guide the City of Richmond in developing a repositioning strategy and a long-term marketing program that is focused on attracting new business and supporting the city's economic growth. This strategic document should help Richmond communicate more effectively and solidify its value to the City's customer segments. Toward this end, the marketing plan will include both external marketing towards business prospects outside the region, and internal marketing to reach existing businesses, stakeholders and allies within the region.

One theme that continually emerged throughout our research was the need for the City to invest in growing its network and building stronger partnerships with a wider variety of stakeholders. Adopting a collaborative approach with these public and private organizations will enable Richmond to achieve these marketing goals on a much larger scale by providing the city access to resources, funding, and expertise that it does not currently have. This will be explored in greater detail throughout the plan.

### Research Approach

Our work focused primarily on early marketing and branding strategies along a seven-year time horizon ending in 2020. Given that the City of Richmond is planning to hire consultants to specifically deliver a full scale branding analysis, Richmond's brand identity and positioning was not explored in great detail and all branding recommendations should be examined further by the consultants. However, successful implementation of this plan will lay a solid marketing foundation that can be applied to the Richmond brand and support its future growth.

To understand the existing conditions, a brand and marketing audit was performed, along with a situational analysis and a SWOT analysis (strengths, weaknesses, opportunities, and threats). Case studies, research articles, and interviews with stakeholders were conducted. Using the findings from these activities, we developed a comprehensive marketing and communications plan for the City of Richmond to use as a guide for implementing marketing campaigns.

Due to the comprehensiveness of the plan, we have also included a timeline for implementation to help in prioritizing the key strategies that can take be undertaken by the City immediately and that should provide the City with the greatest impact given its limited resources. Budget and staffing estimates are included when possible. However, identifying success measures for realizing the City's vision is beyond the scope of this report given that the environment is too volatile to accurately predict appropriate evaluation metrics so far in advance.

### 3. Strategic Priorities Summarized

Three strategic priorities and 15 specific actions are recommended by the S3 team to move Richmond forward toward its vision. Further details on how to take these strategies and form them into actions can be found in *Section 7: Strategic Priorities in Action*.

	TAKE CONTROL & MANAGE RICHMOND'S IMAGE	MAKE RICHMOND PART OF THE DIALOGUE	INVEST IN TOOLS WITH GREATEST IMPACT
	<b>Bridge the gap between the City's external reputation and its internal reality</b>	<b>Expand awareness of the City's position and vision through engaging with key partners</b>	<b>Utilize tools and techniques that resonate most with the City's target market</b>
SHORT TERM	<ul style="list-style-type: none"> <li>Ensure accuracy, consistency, and frequency in all internal and external communication efforts</li> <li>Increase awareness of Richmond's position to develop credibility and trust</li> </ul>	<ul style="list-style-type: none"> <li>Recruit successful Richmond businesses and develop as brand ambassadors</li> <li>Educate regional leaders and industry partners on the City's positioning and messaging</li> </ul>	<ul style="list-style-type: none"> <li>Update current assets and tools to better draw and engage with potential customers</li> </ul>
NEAR TERM	<ul style="list-style-type: none"> <li>Create task forces within current Advisory Council to focus on specific initiatives</li> <li>Apply for and capture awards and accolades</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate collaboration among partners to pool external expertise and resources</li> <li>Leverage partner network as an efficient channel of information distribution</li> </ul>	<ul style="list-style-type: none"> <li>Develop standalone economic development website</li> </ul>
LONG TERM	<ul style="list-style-type: none"> <li>Appoint Advisory Council to serve as a central resource for spurring growth and foster industry credibility</li> </ul>	<ul style="list-style-type: none"> <li>Draw larger industry events and conferences</li> <li>Explore ongoing targeted mass communication programs</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing upgrade and maintenance of assets and tools</li> <li>Launch online surveys to capture feedback</li> </ul>

## 4. Market Segmentation

The City of Richmond has made significant progress over the past decade, yet the external perceptions of the City have not caught up with the internal reality. No dedicated source exists to coordinate the City's marketing activities and promote its improvements. While some marketing and outreach exists, this effort often occurs on a sporadic and reactionary basis. Limited resources continue to challenge the City's ability to proactively control and centralize its marketing operations or invest in developing its assets. As a result, the City is poorly positioned to attract new businesses and investors.

### SWOT Analysis

A SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis was conducted to better understand how the City can align its capabilities and resources with the competitive environment. The goal of the SWOT analysis is to uncover areas where the City can develop a competitive advantage and exploit new opportunities to attract new businesses. This analysis is based on interviews with City staff, Richmond businesses, regional organizations, third-party sources, and economic and demographic data. A detailed SWOT analysis matrix can be found in the Appendix.

### Target Market Segments

Identifying the marketing opportunities starts with first defining the target market segments with differentiated needs. There are many diverse individuals and groups who may be considered "customers" of the City, from residents to the City Council, community leaders, local businesses, and potential businesses. To ensure adequate focus on moving the city closer to its economic development vision of building a business cluster and attracting new businesses, our research identified 3 key audiences: location advisors, developers, and regional organizations.

#### ➤ Location Advisors

Location advisors, also known as site selectors, are the executives within an organization who are responsible for deciding where to locate next. Case studies on successful business clusters indicate that this group is at the core of the target segment. For example, Research Triangle Park in North Carolina has received over 70% of their projects through connecting with location advisors.

#### ➤ Developers

Developers, specifically those with expertise in biotech such as Alexandria Real Estate, play a highly active role in forming bioscience clusters. The kind of space required by bioscience firms is highly specialized and technologically complex. It's rare that small firms and start-ups have sufficient capital to build their own space. Because of their investment in both cities and firms, developers function as key partners in attracting new businesses and maintaining industry growth.

#### ➤ Regional & Intermediary Organizations

Regional and intermediary organizations serve as catalysts and neutral meeting grounds to connect universities, the private sector, and the public sector. Given the City's limited resources and low market awareness, these organizations will be key partners and can provide the City access to a network on a much larger scale. This group

## [Key Takeaways]

The City of Richmond has a number of marketing assets that can be used to revitalize its image and attract new businesses. But a situational analysis has uncovered 3 key challenges that will hinder the effectiveness of this marketing plan if not addressed:

- **Accuracy:** The City's image is not accurately portrayed; the external perception of the City is out of sync with what the City and community see as reality
- **Consistency:** Marketing messages are unclear due to inconsistent distribution and management
- **Frequency:** Marketing outreach and promotion is too infrequent and therefore less impactful



includes organizations such as BayBio, the only life science association in the Bay Area, and commercial real estate firms, such as Kidder Mathews.

## Target Market Messaging

Each market segment has significantly different needs when it comes to new business and new development in the City of Richmond. These differing segments can be best reached through a combination of “high touch” person-to-person communications and targeted electronic, print, and internet media.

The table below provides an overview of customized marketing messages that will help match the city’s value with the specific needs of that individual segment.

**“Over 70% of our projects come from location advisors.”**

Charles Hayes, President  
Research Triangle Regional Partnership

Segment	Primary Interests	Outreach Tools	Suggested Message to Segment
Location advisors/Site selectors	<ul style="list-style-type: none"> <li>Reducing risk, credible and trustworthy sources</li> <li>Available and skilled workforce</li> <li>Accessibility and location</li> <li>Incentives and taxes</li> <li>Predictable permitting process</li> </ul>	<ul style="list-style-type: none"> <li>Meetings at industry events</li> <li>Website/online media</li> <li>Partnerships and industry networks</li> <li>Industry press</li> <li>Briefings /tours</li> </ul>	<ul style="list-style-type: none"> <li>A Bay Area bargain – more space, more options, more profit when you grow or expand your business here</li> <li>You can be within walking distance from LBNL</li> <li>Progressive city leadership</li> <li>A growing network of industries</li> </ul>
Developers	<ul style="list-style-type: none"> <li>Reducing risk</li> <li>Quality/style of development</li> <li>Return on investment</li> <li>Predictable permitting process</li> <li>Zoning and land use</li> </ul>	<ul style="list-style-type: none"> <li>Engagement in community building vision</li> <li>Trade media and press</li> <li>Briefings /tours</li> <li>Website/online media</li> <li>Area business reports</li> </ul>	<ul style="list-style-type: none"> <li>Untapped market potential</li> <li>Desirable location</li> <li>Progressive city leadership</li> <li>You can play an integral role in making the city a great place to live and do business</li> </ul>
Regional & Intermediary Organizations (i.e.: BayBio, East Bay EDA, East Bay Green Corridor, etc)	<ul style="list-style-type: none"> <li>Promoting economic development in the region</li> <li>Growing the organization’s reputation and credibility</li> <li>Networking</li> </ul>	<ul style="list-style-type: none"> <li>Brochures/Fact sheets</li> <li>Briefings</li> <li>Engagement in community building vision</li> <li>Community educational forums</li> </ul>	<ul style="list-style-type: none"> <li>We are leveraging your investment</li> <li>Changes will offer major economic opportunities for local community</li> <li>Together we can make Richmond a great place to do business and development projects</li> </ul>

## 5. Market Awareness

Identifying the right channels to deliver a market awareness program plays a central role in building interest and cultivating the support for the City's brand and redevelopment strategy among key stakeholders. Based on an audit of Richmond's current communication channels, there is an immediate opportunity in three key areas as described below. Detailed action steps and examples can be found in the *Strategic Priorities in Action, Comprehensive Marketing Plan*, and *Appendix* sections.

### Website Design & Online Tools

At an International Economic Development Council (IEDC) conference a few years ago, a panel of site selectors was asked to offer their feedback on marketing tactics that are most successful in capturing their interest. All of the speakers stressed that a good website was a community's most important business recruitment tool. Specifically, they stated 3 main things to consider for website design: speed, ease of navigation and useful data.<sup>1</sup>

**"A good web site was indeed a community's most important business recruitment tool."**

Panel of Site Selectors  
IEDC Conference

In addition, 322 location advisors cited in a survey conducted by the Development Counsellors International in 2011 that information on available incentives and workforce statistics were the most useful features of an economic development organizations website. The City's current website does not deliver on any of these except for speed. Researching other city government websites can be a cost effective and efficient method to determine which tools and designs to Richmond should adopt.

### Media Relations

A proactive approach to generating positive media about Richmond is long overdue and is necessary to counter the abundance of negative press that has accumulated over the years. By focusing on establishing relationships with regional media, Richmond can generate favorable news exposure about its development potential, increase coverage around new, progressive city programs or services, or tout the regional benefits to potential businesses and residents that are considering relocating.

### Events

Bringing in the business community from outside of the immediate region is an effective way to dispel negative stereotypes and show off Richmond strengths. Additionally, industry and networking events can help Richmond deepen relationships, widen networks, and provide opportunities for media exposure. Craneway Pavilion, Hotel MAC, and Salute's would be ideal venues to accomplish this goal.

### [ Case Study ]

#### Promoting Toledo's Brand via PR & Media

Toledo's Regional Growth Partnership longed to alter its image from a rust-belt, glass manufacturing community to a region thriving in the emerging renewable energy sector.

A backgrounder was developed detailing the new industry's growth with specific company cases. Tailored "pitches" were sent to a small number of targeted journalist and persistent phone follow-ups identified interest from several sources.

A *Newsweek* reporter's visit to the region resulted in a two-page story titled "The Power of the Sun," featuring a number of the region's emerging solar energy companies, as well as the University of Toledo.

*The Wall Street Journal* followed suit and sent a seasoned reporter for a two-day visit. "Toledo Finds the Energy to Reinvent Itself" appeared on the front page of the paper's "marketplace" section.

<sup>1</sup> Katie Burns, "Site Selectors Speak Their Minds", International Economic Development Council Conference.



## 6. Key Partners: Public-Private-Partnerships

Our research indicates that public-private-partnerships are essential to supporting execution of this plan. Enlisting a variety of sectors to work together offers enormous potential to bring about broader, more lasting change. By mobilizing resources outside of the City’s immediate control, networked organizations achieve their missions far more efficiently, effectively, and sustainably than they could have by working alone.<sup>2</sup>

Based on research by the White House Council for Community Solutions, the following key characteristics and operating principles are critical for effective collaboratives to achieve their accomplishments<sup>3</sup>:

Core Principles	Characteristics of Success	Supportive Resources
<p>What does the collaborative need?</p> <ul style="list-style-type: none"> <li>▪ Aspiration to needle-moving change on a community wide metric</li> <li>▪ Long-term investment in success</li> <li>▪ Cross-sector engagement</li> <li>▪ Use of data to set the agenda and improve over time</li> <li>▪ Community members as partners and producers of impact</li> </ul>	<p>What do successful collaboratives have in common?</p> <ul style="list-style-type: none"> <li>▪ Shared vision and agenda</li> <li>▪ Effective leadership and governance</li> <li>▪ Deliberate alignment of resources, programs and advocacy toward what works</li> <li>▪ Dedicated capacity and appropriate structure</li> <li>▪ Sufficient resources</li> </ul>	<p>What do they need to thrive?</p> <ul style="list-style-type: none"> <li>▪ Knowledge</li> <li>▪ Tools</li> <li>▪ Technical Assistance from peers and experts</li> <li>▪ Policy</li> <li>▪ Funding</li> </ul>

The City of Richmond should consider these characteristics and principles as it begins to facilitate collaboration among regional stakeholders and partners. Immediate partnership opportunities for the City include:

- **Current Richmond Businesses**
  - ✓ SunPower
  - ✓ Joinn
  - ✓ BioRad
- **Developers**
  - ✓ Wareham Developments
  - ✓ Alexandria Real Estate
- **Regional and Intermediary Organizations**
  - ✓ BayBio
  - ✓ East Bay Economic Development Alliance

<sup>2</sup> Jane Wei-Skillern and Sonia Marciano, “The Networked Non-Profit,” Stanford Social Innovation Review (2008)

<sup>3</sup> Michele Jolin, Paul Schmitz and Willa Seldon, “Community Collaboratives Whitepaper: A Promising Approach to Addressing America’s Biggest Challenges,” The White House Council for community Solutions (2011).

## 7. Strategic Priorities in Action

### Take Control & Manage Richmond's Image

It is important to prepare for the challenges and barriers that the City will be up against as it begins to develop its marketing. Bridging the gap between the City's external reputation and its internal reality will require a long-term commitment to controlling and managing the accuracy, consistency and frequency of its marketing program.

#### ➤ Proposed Actions

4. Ensure accuracy, consistency, and frequency in all internal and external communication efforts
  - ✓ Centralize all internal marketing activities
  - ✓ Include marketing objectives and strategies in city planning and documentation
  - ✓ Develop a marketing communication process
5. Increase awareness of Richmond's position to develop credibility and trust
  - ✓ Create wish list of publications to target and gather key contacts within publication
  - ✓ Develop tailored pitches and distribute to targeted media
6. Create task forces within current Advisory Council to focus on specific initiatives
  - ✓ Regularly meet with current council and initiate conversation around the City's vision to gauge interest and collect feedback
  - ✓ Identify areas of focus and prioritize actions
    - Potential task force initiatives: recruit businesses, host industry events, improve and develop education programs
7. Apply for and capture awards and accolades
  - ✓ Determine selection criteria for awards such as Forbes Magazine's "America's 10 Fastest Growing Cities" and develop plan for to compete
8. Appoint Advisory Council to serve as a central resource for spurring growth and foster industry credibility

### Make Richmond Part of the Dialogue

Richmond's market segments are already working together today and discussing relevant business events, trends, and investments. Yet Richmond's desire to be included is unknown to this group. Rarely were any of these individuals and organizations we interviewed aware of LBNL moving to Richmond. To capture the market awareness, the City must become more relevant to these segments by taking an active role in the industry dialogues.

### [Case Study]

#### San Francisco's Mayor's Biotechnology Advisory Council (MayBAC) Leverages Industry Ambassadors to Grow Biotech

Within one year of being in office, Mayor Gavin Newsom worked with Steven Burrill, CEO of life sciences merchant bank Burrill & Company, and a 30+ year veteran of the Bay Area biotech community, to create a new advisory council known as MayBAC. The council's mission focused on fostering the growth of the biotech industry in the city and county of San Francisco.

MayBAC, which comprised of industry executives and academic leaders, served both as a stimulus and a magnet to attract expertise, talent, and capital to San Francisco. It also advised the City and County of San Francisco on policy matters which are critical to the development of biotech jobs.

*"Together we have recruited a dozen of the city's wisest and most successful industry veterans to guide government leaders in their efforts to forge an enticing business development strategy and to be the city's ambassadors to the broader biotech world."*

- Steven Burrill, CEO, Burrill & Company

Six years later, Mayor Newsom announced another new initiative called BioSF, a unique public, academic and private partnership that brings together the City, California Institute for Quantitative Biosciences (QB3) and the San Francisco Center for Economic Development (SFCED) to hire a joint biotech industry manager and implement the next phase of the City's biotech initiative.

➤ **Proposed Actions**

1. Recruit successful Richmond businesses and develop as brand ambassadors
  - ✓ Educate them on Richmond's position and vision
  - ✓ Target businesses across multiple industries and develop testimonials to publish on Richmond's website
  - ✓ Identify joint activities that can be promoted via the media
2. Educate regional leaders and industry partners on the City's positioning and messaging
  - ✓ Develop list of key contacts for regular newsletters
  - ✓ Host group briefings, 1-on1 meetings, or tours of special sites and development areas
  - ✓ Attend major industry conferences and set up meetings with targeted executives (i.e.: BIO Conference)
3. Facilitate collaboration among partners to pool external expertise and resources
  - ✓ Host workshops, roundtables and mixers with developers, businesses, or neighboring cities
    - Leverage BayBio's existing events or invite to collaborate on new event
    - Green Drinks and Eco Tuesday mixers
4. Leverage partner network as an efficient channel of information distribution
  - ✓ Develop article to distribute in BayBio's newsletters
5. Draw larger industry events and conferences
  - ✓ Develop wish list of events to target
  - ✓ Identify key partner to lead recruitment efforts
6. Explore ongoing targeted mass communication programs
  - ✓ Establish public relations cadence

### **Invest in Tools with Greatest Impact**

Specific marketing techniques and tools can be very effective in delivering a message that resonates with a target market. The City is not currently utilizing these potential tools to its advantage and implementing these would position Richmond more competitively.

➤ **Proposed Actions**

1. Update current assets and tools to better draw and engage with potential customers
  - ✓ Redesign website layout and update content with customized messaging and better business information
  - ✓ Implement online tools that make the business process easier and faster
  - ✓ Display workforce data and demographic statistics more prominently
  - ✓ Develop city collateral with strong brand consistency throughout
2. Develop standalone economic development website
  - ✓ Partner with Berkeley and Emeryville to develop a regional economic website for the East Bay bioscience cluster
3. Ongoing upgrade and maintenance of assets and tools
4. Launch online surveys to capture feedback

## 8. Comprehensive Marketing Plan

Item	Short Term Goals	Near Term Goals	Long Term Goals
<b>Website</b> (see Appendix for specific examples)	1. Home Page <ul style="list-style-type: none"> <li>Images of local residents , events, or places, instead of clipart (ex: San Jose)</li> <li>Use tiles and visual icons to highlight special areas</li> <li>Highlight economic development information (ex: KC)</li> </ul> 2. Create Press Releases/Richmond News Page <ul style="list-style-type: none"> <li>Link positive press about Richmond on City of Richmond site</li> </ul> 3. New tools and systems to streamline the business processes <ul style="list-style-type: none"> <li>EZ Vouchering Application System (ex: Oakland)</li> <li>Business Permit and License Info (ex: San Francisco)</li> <li>Online Business License Application (ex: Cupertino)</li> </ul>	4. Business page <ul style="list-style-type: none"> <li>Create more business related pages with tailored information</li> <li>Redesign layout and links to related pages (ex: SF, Arvada)</li> <li>Add a "Contact Now" button</li> </ul> 5. Business Testimonials or Community Spotlight videos <ul style="list-style-type: none"> <li>Create a page that promotes business testimonials or community achievements</li> </ul>	6. Adopt a goal to update website content more regularly and centralize management and control of website 7. Use web analytics to measure effectiveness of website updates <ul style="list-style-type: none"> <li>Increase in # of page visits</li> <li>Increase in # of contact emails</li> <li>Increase in # of views of videos</li> </ul>
Cost	Staff time or consultant fee \$4K - \$6K + subscriptions for tools	Staff time or consultant fee \$2K - \$3K + video production	Staff time
<b>PR &amp; Media</b>	1. Dedicated PR focus for 20 hours per month <ul style="list-style-type: none"> <li>Create wish list of media publications and gather contact list of reporters at targeted publications</li> <li>Press releases to promote positive activity (i.e.: Green initiatives, new business, awards or statistics, etc.)</li> <li>Build list of key PR contacts in partner orgs (i.e.: Chevron, Kaiser, LBNL, BayBio, Warehem, City of Berkeley, etc.)</li> </ul>	2. Increase dedicated PR focus for 30 - 40 hours per month <ul style="list-style-type: none"> <li>Continue to identify positive stories and develop tailored pitches for targeted media</li> <li>Develop PR campaign calendar based on City plans and activities</li> <li>Craft article to place into BayBio newsletter</li> </ul>	3. Maintain dedicated PR focus for 30 - 40 hours per month <ul style="list-style-type: none"> <li>Adopt press release goal of at least 1 per quarter</li> </ul>
Cost	Staff time or consultant fee of ~\$100/hour	Staff time or consultant fee of ~\$100/hour	Staff time or consultant fee of ~\$100/hour
<b>Events</b>	1. Host networking events with Partners <ul style="list-style-type: none"> <li>Create wish list of investors, stakeholders, and developers and invite to networking mixer to meet and mingle with city representatives, realtors, area business owners to learn more about the development potential in Richmond</li> </ul> 2. Host networking events for businesses <ul style="list-style-type: none"> <li>Identify current events and invite them to host in Richmond</li> <li>Ex: Green Drinks, Eco Tuesday mixers, Meetups, BayBio seminars, conferences, and workshops</li> </ul> 3. Attend industry events and network with key partners <ul style="list-style-type: none"> <li>Ex: BIO Conference</li> </ul>	4. Host industry conferences and seminars <ul style="list-style-type: none"> <li>Develop wish list of credible industry events that Richmond could realistically host</li> <li>Outreach to pitch Richmond as host city should begin 1-2 years prior to target host date</li> </ul> 5. Identify other areas of interest for events <ul style="list-style-type: none"> <li>Educational events</li> <li>Science fairs (i.e.: Makers Faire)</li> </ul>	6. Maintain ongoing events calendar
Cost	Staff time or consultant fee of ~\$100/hour	Staff time or consultant fee of ~\$100/hour	Staff time or consultant fee of ~\$100/hour



## 9. Appendix

### SWOT Analysis Matrix

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>▪ Strong leadership and committed staff in City Manager’s Office</li> <li>▪ Business Advantages               <ul style="list-style-type: none"> <li>○ Leader in Oil and Gas, Utilities, and Logistics industries</li> <li>○ Fast track city permitting and variety of incentives</li> <li>○ Progressive green initiatives</li> <li>○ Affordable, available, and expandable land and space</li> <li>○ Accessibility to surrounding workforce and businesses</li> <li>○ Regional proximity to universities, research institutions, major industry leaders, skilled workforce, and green consumer demand</li> <li>○ Transportation channels via port, rail, and highway</li> </ul> </li> <li>▪ Quality of Living               <ul style="list-style-type: none"> <li>○ Bart and freeway access</li> <li>○ Health and education initiatives</li> <li>○ Affordable housing</li> <li>○ Local celebrations and festivals, diverse heritage and community, and strong cultural influences</li> <li>○ 32 miles of waterfront – more than any other city in the Bay Area, 52 square miles total</li> <li>○ Mild, Mediterranean climate year round</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Negative reputation and high crime rates</li> <li>▪ Varying perceptions of business friendliness</li> <li>▪ Minimal presence in bioscience and green/clean technology sectors</li> <li>▪ Lack of skilled workforce in science and technology industries</li> <li>▪ Marketing objectives and departments are not centralized</li> <li>▪ Poor outreach tools and communication distribution</li> <li>▪ Unreliable and limited funding</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>▪ Richmond Bay Campus/LBNL development</li> <li>▪ Regional partnerships with other East Bay cities</li> <li>▪ Continued growth in the bioscience and green/clean technology sectors</li> <li>▪ Economic development partnerships with private and public organizations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Developments in technology and science may change market directions</li> <li>▪ Shifting timeline of Richmond Bay Campus build out</li> <li>▪ Price wars with comparable cities</li> </ul>

### Sample List of Media Publications

- BusinessWeek
- Economist
- Inc.
- Fortune
- NYT
- Wall Street Journal
- Fast Company

## Sample Press Releases

- San Francisco – Mayor Gavin Newsom announcing PPP and Nektar Therapeutics moving to SF:  
<http://www.sfmayor.org/ftp/archive/209.126.225.7/press-room/press-releases/press-release-mayor-newsom-celebrates-grand-opening-of-nektar-therapeutics-headquarters-in-mission-bay/index.html>
- San Francisco – “City Licenses: Mayor Announces Online Tool to Streamline Permits & Licenses”:  
[http://www5.sfgov.org/sf\\_news/2013/02/city-licenses-mayor-announces-online-tool-to-streamline-permits-licenses.html](http://www5.sfgov.org/sf_news/2013/02/city-licenses-mayor-announces-online-tool-to-streamline-permits-licenses.html)
- San Jose - “Small businesses get a boost from public/private partnerships”:  
<https://www.piersystem.com/external/content/document/1914/1756559/1/PayPal%20it%20Forward!%20.pdf>
- San Jose – “Bay Area Building Efficiency Leaders Convene with Mayor Reed at Catalyzing Commercial Energy Upgrades Seminar”:  
[https://www.piersystem.com/external/content/document/1914/1242011/1/BACC\\_11-16CatalyzingCommercialEnergy.pdf](https://www.piersystem.com/external/content/document/1914/1242011/1/BACC_11-16CatalyzingCommercialEnergy.pdf)
- San Jose – “San Jose Launches America’s Most Comprehensive and Innovative Recycling and Waste Management System for Businesses:  
<https://www.piersystem.com/external/content/document/1914/1486447/1/San%20Jose%20Launches%20Recycling%20and%20Waste%20System%20for%20Businesses.pdf>

## Sample Websites and Economic Development Tools

- San Jose, CA
  - Site Selection Assistance: <http://www.sanjoseca.gov/index.aspx?NID=872>
  - BioCenter & Environmental Business Cluster: <http://www.sanjoseca.gov/index.aspx?NID=874>
  - Online Permits: <https://www.sjpermits.org/permits/>
- Greenville, CA
  - New Business Checklist: <http://www.greenvillesc.gov/Revenue/forms/NewCityBusinessChecklist.pdf>
  - Minority-Owned/Women-Owned Business Enterprise Program:  
<https://www.greenvillesc.gov/OMB/MWBE.aspx>




**THINK KC** JUMP TO {select a section} SEARCH

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Greater KC Profile Taxes & Incentives Communities Industries Maps Real Estate Regional Employers Service Providers Recruitment Snapshot Contact Us

**The Largest Single Concentration of Animal Health Interests in the World.**



**ANIMAL HEALTH CORRIDOR**  
KCANIMALHEALTH.COM

**DEMOGRAPHICS:** Kansas City MSA and regional data

**DEMOGRAPHICS:** Interactive profiles of KC area communities

**KC REGION TAX & INCENTIVE DATA**

**REAL ESTATE OPPORTUNITIES**

Contact KCADC Staff



**Tim Cowden**  
Senior Vice  
President-Business  
Development  
816.374.5650

Tim leads a business development team of four professionals with over 100 years of combined experience.

**KC SITE LOCATION CENTER** | Over the past 35 years, the Kansas City Area Development Council has worked to bring more than 500 companies to our market, which includes urban, suburban, and rural operating environments.

Our goal is to bring added value to your site location process. Our primary goal is to simplify and provide efficiency for your evaluation and selection of the KC area.

- One-stop, confidential business development services for the 18-county area
- More than 60 years of combined economic development experience

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**LIVING in San José**  
One of the Safest Big Cities in the USA  
Explore

Community Business Visitors Government Environment

City Highlights Most Requested Hot Topics News Releases

**City Calendar** View Meetings

**April 2013**

Su	M	Tu	W	Th	F	Sa
31	01	02	03	04	05	06
07	08	09	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	01	02	03	04

**Thu, Apr. 11**  
Consolidated Annual Action Plan - Public Hearing

**Thu, Apr. 11**  
Consolidated Annual Action Plan - Public Hearing

**Sat, Apr. 20**  
Great American Litter Pick Up

**Sat, May 18**  
National River Cleanup Day

**1 of 6**

**Customer Service**  
City Services at Your Fingertips

**CivicCenter TV**  
Meetings and Special Features

**City News and Information**  
Latest News Releases, Memos & More

**Community Voice**  
Your Ideas. Your Vote.

**Green Vision**  
Economy. Environment. Quality of Life.

**Event Services**  
Plan your event with us

**San José City Hall**  
200 E. Santa Clara St.  
San José, CA 95113  
408 535-3500 Main  
408 294-9337 TTY  
Directions

The City of San José is committed to open and honest government and strives to consistently meet the community's expectations by providing excellent service, in a positive and timely manner, and in the full view of the public.

**CITY OF SAN JOSE**  
CAPITAL OF SILICON VALLEY

About sanjoseca.gov  
Careers  
Mobile Site  
Print Friendly  
My Connection

Code of Ethics  
Open Government  
Whistleblower Hotline  
Accessibility Instructions  
Powered by CIVICPLUS

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Newsroom  
Site Map  
Employee Web Mail  
Employee Login

Select Language

# The City of Oakland

## Enterprise Zone Vouchering Application Processing System

The Voucher Application Processing System is an online web-based solution set up by the City of Oakland to help businesses take advantage of the benefits related to the California Enterprise Zone (CAEZ) Hiring Credit. To claim the CAEZ Hiring Credit, Qualified Businesses must obtain a voucher certificate before claiming the CAEZ Hiring Credit. This online system allows representatives of the businesses to file applications and receive the results (i.e. Voucher Certificate) in an electronic and paperless environment.

Sign Up ▶

EZ OAKLAND									
Agent Details									
Agent ID	Agent Name	Agent Email	Agent Phone	Agent Address	Agent City	Agent State	Agent Zip	Agent Status	Agent Created
1	ALBERTO ALONSO	ALBERTO.ALONSO@CUPERTINO.CA.GOV	408.243.1234	1234 Main St	Cupertino	CA	95014	Active	2010-01-01
2	ALBERTO ALONSO	ALBERTO.ALONSO@CUPERTINO.CA.GOV	408.243.1234	1234 Main St	Cupertino	CA	95014	Active	2010-01-01
3	ALBERTO ALONSO	ALBERTO.ALONSO@CUPERTINO.CA.GOV	408.243.1234	1234 Main St	Cupertino	CA	95014	Active	2010-01-01
4	ALBERTO ALONSO	ALBERTO.ALONSO@CUPERTINO.CA.GOV	408.243.1234	1234 Main St	Cupertino	CA	95014	Active	2010-01-01
5	ALBERTO ALONSO	ALBERTO.ALONSO@CUPERTINO.CA.GOV	408.243.1234	1234 Main St	Cupertino	CA	95014	Active	2010-01-01
6	ALBERTO ALONSO	ALBERTO.ALONSO@CUPERTINO.CA.GOV	408.243.1234	1234 Main St	Cupertino	CA	95014	Active	2010-01-01
7	ALBERTO ALONSO	ALBERTO.ALONSO@CUPERTINO.CA.GOV	408.243.1234	1234 Main St	Cupertino	CA	95014	Active	2010-01-01
8	ALBERTO ALONSO	ALBERTO.ALONSO@CUPERTINO.CA.GOV	408.243.1234	1234 Main St	Cupertino	CA	95014	Active	2010-01-01
9	ALBERTO ALONSO	ALBERTO.ALONSO@CUPERTINO.CA.GOV	408.243.1234	1234 Main St	Cupertino	CA	95014	Active	2010-01-01
10	ALBERTO ALONSO	ALBERTO.ALONSO@CUPERTINO.CA.GOV	408.243.1234	1234 Main St	Cupertino	CA	95014	Active	2010-01-01

The City of Oakland Enterprise Zone includes portions of the cities of Oakland, Berkeley and Emeryville, California

**Register**  
as an Agent



**Prepare** application  
with documentation



**Submit to**  
Enterprise Zone



**Receive**  
results electronically



### San Francisco Business Permits and Licenses

Use this tool to learn about all permit and license requirements for your business type.

City, county, state, and federal permit and license forms are one click away.

GET STARTED →

Select Industry ▼

Select Business Type ▼

See Licenses



**CUPERTINO**

## Business License Application

### Business Name and Location

This form is used to register all businesses, home-based or otherwise, conducting business in Cupertino. Review whether you need a business license.

All fields are required unless otherwise specified.

**Name of Business:**

**Location of Business:**

Location cannot be a PO Box address.

**Address:**

Number and Street

**City:**

**State:**

**Zip:**

**Telephone:**

Format (xxx) xxx-xxxx

**What is the legal status of the business?**

- Corporation
- Partnership
- Sole Proprietor

**If you are using a fictitious business name, is the name registered with Santa Clara County?**

All businesses registered in Cupertino must be registered with Santa Clara County.

- Yes
- No

**Is business location a personal residence?**

- Yes
- No

**NEXT** →





How may we help you?

TEXT [ ] FONT SIZE [A] [A<sup>+</sup>]

### BUSINESS

San Francisco has a vibrant and successful business community, made of thriving companies both large and small. The City of San Francisco offers a range of resources to businesses including incentives, training, programs and access to capital. Find out more about how you start, grow, move and hire in San Francisco.

- Find out how to do Business with the City
- License 123 - Find Permits & Licenses For Your Business



### SPOTLIGHT

- Bids and Contracts Database
- Business Registration
- Financing your Business
- License 123 for your Business
- Small Business Assistance Center

### RELATED DEPARTMENTS

- Assessor Recorder Office
- Office of the Treasurer-Tax Collector

Related Links (external)

- California DMV
- California.gov
- USA.gov

### KEY SERVICES

- Board of Appeals
- Building Inspection, Department
- Contract Administration, Office
- County Clerk, Office
- Department of the Environment
- Environmental Health
- Office of Economic and Workforce Development
- Office of Public Finance
- Office of Small Business and Small Business Commission (SBC)
- Office of the Treasurer-Tax Collector
- Redevelopment Agency



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**BUILDING INSPECTION AND PERMITS**

**Apply for a Business License**

**Remit & Pay Sales Tax Online**

**ADDRESS & PROPERTY SEARCH**  
GO

**CODE ENFORCEMENT**

Home > Business

## Business

Like <0> | 
 Send | 
 Tweet <0>

Have a business or maybe thinking of starting a business in Arvada? This page is for you.

#### Building and Contractor Resources

- Arvada Contractor License Application
- Avadabuild-Permit Inspection Request
- Building Forms and Applications
- Commercial Building Permit Submittal Procedure
- Grading/Stormwater Permit
- Municipal Contractor License (Engineering)
- Right of Way Permits/Traffic Control
- Street Closure Request

#### Codes and Laws

- Arvada City Charter and City Code
- Code Enforcement
- Current Approved Building Codes
- Engineering Code of Standards and Specifications
- Planning and Zoning
- Zoning Districts and Allowed Uses

#### Doing Business with the City of Arvada

- Current Bid Notices
- Legal Notices

#### Relocating a Business

- About Arvada
- Arvada Chamber of Commerce
- Arvada Economic Development Association (AEDA)
- Demographics

#### Running a Business

- Apply to Remit and Pay Sales and Use Tax Online
- Arvada Sales Tax
- Financial Assistance and Tax Credits
- Update Your Commercial Or Out of City Business License
- Update Your Home Based Business License

#### Starting a Business

- Apply for a Business License
- Business Licensing Information
- Operate a Home Based Business
- Other Business Resources
- Sales Tax Information
- Small Business Administration