



Agenda

Northern Waterfront Economic Development Initiative

March 2, 2016

1:00 PM

651 Pine Street, Room 101, Martinez

Supervisor Federal Glover, District V

Supervisor Mary N. Piepho, District III

Agenda Items:

Items may be taken out of order based on the business of the day and preference of the Committee.

1. Introductions.

2. ACCEPT public comments on any item under the jurisdiction of the Committee and not on this agenda.

3. APPROVE minutes from the January 7, 2016 meeting.

4. CONSIDER Northern Waterfront Economic Development Initiative:
 - A. Work program
 - B. Timeline
 - C. Budget
 - D. Governance/Organizational Structure

5. Next Steps

☺ *The Northern Waterfront Economic Development Initiative Ad-Hoc Committee will provide reasonable accommodations for persons with disabilities planning to attend the meetings. Contact the staff person listed below at least 72 hours before the meeting. Access a telecommunications device for the deaf by calling 1-800-735-2929 and asking the relay service operator for (925) 674-7833.*

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✉ *Public comment may be submitted via electronic mail on agenda items at least one full work day prior to the published meeting time.*

For Additional Information Contact:

Rich Seithel, Chief, Annexations & Economic Stimulus Programs – Phone (925) 674-7833, email rich.seithel@dcd.cccounty.us

Glossary of Acronyms, Abbreviations, and other Terms (in alphabetical order):

Contra Costa County has a policy of making limited use of acronyms, abbreviations, and industry-specific language in meetings of its Board of Supervisors and Committees. Following is a list of commonly used abbreviations that may appear in presentations and written materials at meetings of the Transportation, Water and Infrastructure Committee:

AB	Assembly Bill	HOT	High-Occupancy/Toll
ABAG	Association of Bay Area Governments	HOV	High-Occupancy-Vehicle
ACA	Assembly Constitutional Amendment	HSD	Contra Costa County Health Services Department
ADA	Americans with Disabilities Act of 1990	HUD	United States Department of Housing and Urban Development
ALUC	Airport Land Use Commission		
AOB	Area of Benefit	IPM	Integrated Pest Management
BAAQMD	Bay Area Air Quality Management District	ISO	Industrial Safety Ordinance
BART	Bay Area Rapid Transit District	JPA/JEPA	Joint (Exercise of) Powers Authority or Agreement
BATA	Bay Area Toll Authority	Lamorinda	Lafayette-Moraga-Orinda Area
BCDC	Bay Conservation & Development Commission	LAFCo	Local Agency Formation Commission
BDCP	Bay-Delta Conservation Plan	LCC	League of California Cities
BGO	Better Government Ordinance (Contra Costa County)	LTMS	Long-Term Management Strategy
BOS	Board of Supervisors	MAC	Municipal Advisory Council
CALTRANS	California Department of Transportation	MAF	Million Acre Feet (of water)
CalWIN	California Works Information Network	MBE	Minority Business Enterprise
CalWORKS	California Work Opportunity and Responsibility to Kids	MOA	Memorandum of Agreement
CAER	Community Awareness Emergency Response	MOE	Maintenance of Effort
CAO	County Administrative Officer or Office	MOU	Memorandum of Understanding
CCTA	Contra Costa Transportation Authority	MTC	Metropolitan Transportation Commission
CCWD	Contra Costa Water District	NACo	National Association of Counties
CDBG	Community Development Block Grant	NEPA	National Environmental Protection Act
CEQA	California Environmental Quality Act	OES-EOC	Office of Emergency Services-Emergency Operations Center
CFS	Cubic Feet per Second (of water)	PDA	Priority Development Area
CPI	Consumer Price Index	PWD	Contra Costa County Public Works Department
CSA	County Service Area	RCRC	Regional Council of Rural Counties
CSAC	California State Association of Counties	RDA	Redevelopment Agency or Area
CTC	California Transportation Commission	RFI	Request For Information
DCC	Delta Counties Coalition	RFP	Request For Proposals
DCD	Contra Costa County Dept. of Conservation & Development	RFQ	Request For Qualifications
DPC	Delta Protection Commission	SB	Senate Bill
DSC	Delta Stewardship Council	SBE	Small Business Enterprise
DWR	California Department of Water Resources	SR2S	Safe Routes to Schools
EBMUD	East Bay Municipal Utility District	STIP	State Transportation Improvement Program
EIR	Environmental Impact Report (a state requirement)	SWAT	Southwest Area Transportation Committee
EIS	Environmental Impact Statement (a federal requirement)	TRANSPAC	Transportation Partnership & Cooperation (Central)
EPA	Environmental Protection Agency	TRANSPLAN	Transportation Planning Committee (East County)
FAA	Federal Aviation Administration	TWIC	Transportation, Water and Infrastructure Committee
FEMA	Federal Emergency Management Agency	USACE	United States Army Corps of Engineers
FTE	Full Time Equivalent	WBE	Women-Owned Business Enterprise
FY	Fiscal Year	WCCTAC	West Contra Costa Transportation Advisory Committee
FFY	Federal Fiscal Year		
GHAD	Geologic Hazard Abatement District	WETA	Water Emergency Transportation Authority
GIS	Geographic Information System	WRDA	Water Resources Development Act
HBRR	Highway Bridge Replacement and Rehabilitation		

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NORTHERN WATERFRONT ECONOMIC DEVELOPMENT INITIATIVE (NWEDI)
AD-HOC COMMITTEE

Wednesday, March 2, 2016
Agenda Item #3

To: Supervisor Federal Glover, District V
Supervisor Mary N. Piepho, District III

From: Lashun Cross, Principal Planner

Subject: Approve Minutes of the Contra Costa County Board of Supervisors
January 7, 2016 Northern Waterfront Economic Development Initiative Ad-
Hoc Committee

Introductions item number 1:

Supervisor Glover opened the meeting with introductions.

Attendees: Supervisor Federal Glover representing District V, Supervisor Mary N. Piepho representing District III and the Board of Supervisors, Tomi Riley (Dist. III), Ed Diokno (Dist. V), Rich Seithel (DCD), Gary Craft (DCD Consultant), Josh Huber (EBLC/CCEP), Lynus Eukel (John Muir Land Trust), Michael Kent (CCHS), Kevin Stichter (Craft Consulting), Lashun Cross (DCD), Eric Rehn (CCIM), Mark Hinkins (CCIM), John Kopchik (DCD Director), Diane Burgis (EBRPD), Steve Duran (City Manager Antioch), Lizeht Zepeda (City of Antioch), Greg Enholm (Comm College Dist), Carla Din (John Muir Land Trust), Tom Griffith (BARCC), Holland White (Dist. V), Iris Obregon (elected women's), Chris Adame, Steven Baiter (Work Force Dev), Brian Nunnally, (City of Concord), Pedro Garcia, (City of Concord)

Item number 3:

Rich Seithel began with a request of approval of the May 13, 2015 meeting minutes as listed under item #3. Supervisor Piepho motioned no changes and to proceed forward. Rich Seithel began the introduction into item #4 to receive the update on the Northern Waterfront Economic Development Initiative work.

Item number 2:

Supervisor Piepho noticed item #2 on the agenda was missed and stated, this would be an opportunity for the public to speak on a topic under the jurisdiction of the committee that may not be reflected on the agenda itself. If you want to speak on an agenda item, that opportunity, of course, will come up under that agenda item. Any public commenters will have 3 minutes.

(Public comments on item #2)

Chris Adame, with Workforce Community Liaison and Contra Costa County resident, requested if this would be a good opportunity to talk about recruiting services to Veterans, Swords to Plowshares, a non-profit 501 (3) (c) organization that provides services in San Francisco over 40 years. Swords to Plowshares recently opened up a store-front in the East Bay within the City of Oakland. In addition, the City of Oakley and Swords to Plowshares created a partnership to assess the employment needs of Oakley veterans. If the Veteran has any other services they may use the employment survey to mark other needs.

It is an understanding this initiative is to revive the manufacturing sector in the region with 18,000 high paying jobs and with Contra Costa County being the 9th largest County with a Veteran's population of 55,000 and the unemployment rate of veterans nearly double the national rate I would like to introduce to the initiative the Swords to Plowshare programs and proven track record to recruit and assist Veterans in self-sustainment and self-reliance by retaining employment for some of the jobs and considering Veterans as priority targets.

Supervisor Piepho thanked the speaker for his service and in recognizing the importance and value of that inclusion of Veterans in this effort. The Supervisor inquired, Have you met Stephen Baiter, sitting next to you, with the County Workforce Development Board? And are you working with Nathan Johnson, the Director of Veteran's services within the County? If you need assistance with that, please let us know and how additional support can be provided to you as a Supervisor.

Supervisor Glover indicated it would be beneficial to meet with each of the Supervisors to further learn about the wrap around programs and services Swords to Plowshares provide and the different activities that are taking place.

Item number 4:

Rich Seithel reminded all the Northern Waterfront Economic Development Initiative (NWEDI) is a collaborative regional cluster based economic development initiative which involves a great amount of activity in raising awareness of the Northern Waterfront and what we have to offer. The NWI staff has been invited by the University of California, Berkeley (UCB) to be a panelist or a member on the technical advisory team for the nine county industrial land and job study which is a spin-off of the work done by the Metropolitan Transportation Commission (MTC) goods movement needs assessment. The study attempts to analyze the demand for and supply of industrial land in the region. Some of the results have come back; one of the issues UCB is grappling with, as well as some of the businesses that move into the area deal with, is that most of the jurisdictions have different terminology for the various land use zones. UCB is

having some issues compiling and analyzing data because of different classifications within the various counties. At this time, UCB, have been able to determine indeed Contra Costa County has the most industrial land followed by Alameda and then Santa Clara.

Supervisor Glover indicated Contra Costa County is the 2nd largest industrial area in the state next to Los Angeles.

Diane Burgis inquired is that in use or potential in regards to Contra Costa County having the most industrial land?

Rich Seithel responded both. Some grey areas are in the areas of mixed use and office designations, UCB is working with Economic Development managers and Assessors offices in information gathering. Interesting the most active industrial market is San Francisco. They have the most purchases and turn-overs. UCB is using the Northern Waterfront as a template; we are pioneers in this effort.

In addition with MTC, UCB and the Association of Bay Area Governments (ABAG), NWI staff is representing and was approved by the Board as a participant on the Expenditure Plan Advisory Committee (EPAC) for a new Transportation Expenditure Plan process and will discuss and prioritize projects for consideration for the Authority's consideration within the Expenditure Plan. The identified list of 80 major projects from CCTA was shared with the NWI workgroup to determine priorities that are of impact for those areas within the Northern Waterfront.

Work continues with the Environmental Protection Agency in particular Nova Blazej, who has supported the NWI workgroup and presented grant opportunities. We have provided letters of support to various groups looking for training funds. Most recently, NWI staff wrote and provided a letter to "Future Build" in the City of Pittsburg as they pursue an EPA funded Workforce Development Job Training Grant.

One of the major efforts undertaken is invited to participate in the (Bay Area Refinery Corridor Coalition) BARCC meeting in August of 2015, community meeting sponsored by many environmental groups to discuss the NWI and their concerns. Need to increase community outreach. The NWI staff is also working with Central Sanitary, on the Aglantis Project, its notable and utilization of an industrial buffer zone. UCB is fascinated with this project as the use of buffer zones has been of interest. It is one of the clusters, food processing, and fits into our accomplishments. A presentation was given with the City of Hercules and a resolution was passed to assist in our efforts on the Northern Waterfront. Northern Waterfront staff was invited to present at the Antioch Rotary Club. Steve Duran was able to get NWI staff an invitation to the Delta 6 for a presentation on the NWEDI.

Supervisor Piepho indicated it's a highly visible place and it cannot be missed as you travel to Central County. It is visible and prominent. It is not tucked away somewhere it's a very visible project.

Supervisor Glover inquired as to whether the resolution passed by the City of Hercules completed all Cities within the Northern Waterfront.

Supervisor Glover indicated the Delta 6 is a great core group to take the Northern Waterfront Economic Development Initiative out to the sub regional groups. I am proud to say I started that several years ago.

Rich Seithel provided an update on the Seven Policy Areas the most recent action team was initiated by Lynus Eukel, the Chair for those meetings and thanked for his efforts. Quality of Life (QofL) action team basically just started and will be scheduling another meeting shortly. The last group which has not met is the Regional Branding and Marketing Group, where Eric Rehn has offered to be the Co-chair for the marketing action team.

Supervisor Piepho confirmed whether or not the Regional Branding and Marketing action team met at this time.

Rich Seithel mentioned the reason for not meeting is because the NWI had not developed information of the specifics and targets. Most of the groups have been wrapped up. Once completed a white paper will be produced summarizing the recommendations gathered from the action teams.

Supervisor Piepho indicated on the trail piece her office is working with John Kopchik and the Department of Conservation and Development on the trail connections, the concept of a marsh creek trail between Clayton and Brentwood and East County trail systems, it has its level of geography issues trying to come up with a pedestrian/bicycle path and getting Contra Costa Transit Authority (CCTA), the East Bay Regional Park District (EBRPD), and stakeholders aware of the concept and possible development of it. Wants to make sure NWI staff is aware in the scheme of the big picture. It is forward planning and should be included on the NWEDI list.

In addition, the Airport Director, Keith Freitas and Beth Lee were not aware of the initiative efforts. Make sure airport staff are aware of potential large scale investments. Large infrastructure beyond rail and roads, they will need airports for business or corporate travel so make sure Airport staff are linked into the discussions and we have the whole interface if we see some momentum.

Relative to the goods movement plan I understand Contra Costa County does not have a goods movement plan whereas Alameda does. A report is out for final comments and

we need to comment on the MTC Bay Area Goods Movement Plan as it relates to the NWEDI and how what we are doing here blends into the good movement for the region and the County should have a goods movement plan and figure out why we are not up at the table.

Gary Craft mentioned that Cambridge Systematics who was a sub consultant produced the Alameda Goods Movement study and have also done the San Joaquin Valley Goods Movement study and they are linked in.

Supervisor Piepho inquired on whether we should comment on the MTC Bay Area Goods Movement in relationship to the NWEDI. It is important we have the right guest at the table.

Gary Craft indicated you do and raising the question of whether it should be expanded to Contra Costa County. The East Bay Leadership Council (EBLC) has a transportation task force and may be of assistance in weighing in on it.

Supervisor Glover wants to make sure we stay in touch with technology, such as broadband, as we cannot miss that opportunity, for as broadband infrastructure.

(Public comments on item #4)

Tom Griffith stated the Bay Area Refinery Corridor Coalition (BARCC) is not satisfied yet and want to make that known. We believe communities have been kept out of the process. Most of the committees have already met and we were not invited to those meetings. The Quality of Life and Sustainability Committee that recently met we felt was not a successful meeting and the two groups should be split into two committees which was suggested and we suggested a Citizens Oversight Committee. One of the reasons is this is becoming a catch all for everything not just about manufacturing, industry or land grab these are important issues that impact the environment and residents and its becoming difficult to manage all that information. We really need people from the community who can focus on this and have a very transparent process and a seat at the table. This all has been requested. One other thing, not everybody thinks the Aglantis project is such a great project, for BARCC it's kind of a brain-wash project. The idea that you would use land that is expected to absorb the pollutants before it gets to the communities, actually this land should be there just absorb and this land is close to heavy industrial pollutants and would be used for food, its food for poor children we think that is not so positive.

Supervisor Piepho correct me if I am wrong this is a public process and it is transparent. The public is desired to be engaged and has an opportunity to engage and encouraged to be engaged, the structure we have is set up for that. Aglantis is not our project it is just in the geography of the Northern Waterfront. I don't know much about the

Environmental Institute but if they are an environmental incubator coming out of Berkeley I am going to assume that they would know what they are doing and whether it was dangerous undertakings. Its 21st century thinking and policy, it's interesting and exciting.

Supervisor Glover mentioned the initiative was clearly thought out and everyone has been invited out to be involved. A staff meeting who returned from Hawaii indicated the resorts are sitting right next to a Refinery there is a time and place and we in Contra Costa County spent a lot of time working to provide safety to the communities' through our Industrial Safety Ord. This is something debated quite a bit and will continue to be an item of debate. The system is set for the individual to have their opportunities.

Eric Rehn mentioned if you think that your food is not grown next to a factory you need to go out and look where the fields are because that is where the industrial abuts the agricultural lands in the Central Valley. The tomatoes that we receive from there, the field is right next to the chlorine plant on Banta road. I don't think you can say it's an environmental injustice because we all get our food that is grown next to factories.

Lashun Cross provided the latest status on Aglantis Project in that on December 21, 2015 the Project was approved and effective and currently meeting with the Airport Land Use Commission to comply with their conditions of approval.

Supervisor Piepho stated we all want to get somewhere with being inclusive and everyone being acknowledged that is how the table gets bigger and inquired about the White Paper. Supervisor Piepho calls for any other comments on item number 4.

No additional public comments received on item number 4. Rich Seithel introduces item number 5.

Item number 5: Presentations

Eric Rehn, Vice President, Kennedy Wilson Brokerage Group and Board of Directors-Treasurer, Certified Commercial Investment Member Institute (CCIM), Northern Chapter. An overview was given of CCIM, at title real estate brokers earn through course work and experience. Each year a program is held called Brokers Forum, it's a turnout of regional brokers and a place to update and interchange information. Because we have limited or no new industrial land this forum is intended to drive marketing to the area and focus on the opportunities, such as Dupont in Oakley, Forestar in Antioch, and Transwestern sites in Concord. This year's Forum is a partnership and will be held on September 29, 2016, from 7am to 12p, at the Pleasant Hill Community Center to highlight some of these existing sites, discuss constraints, network and be engaged, interact and provide information.

Steve Duran, City Manager, City of Antioch gave an overview from the annual City Report. Sales are up near the Town Center by 18%. The community is getting better with eBart opening in May of 2018. Housing is also strong within the area. Completion of Hwy 4 is in sight and airport expansion remains important. Local projects we are pushing CCTA on is the redo of L Street. The City is looking to implement a dense development downtown retail/ housing mixed use project. This project would be high on the job equation and an important place to revive. Our goal is to make downtown Antioch a transit-oriented downtown with higher density as the train station already exists and one day the ferry service will be there. The City is currently in the middle of a downtown specific plan and wants to take advantage of river views. Another economic development project is the brackish saltwater desalination plant project where we are currently doing a feasibility study because of water rights in Antioch.

Supervisor Piepho inquired if you can pick a City to model after which would it be?

Steve Duran indicated Antioch would say our strategy is pretty much along the lines of Pleasanton/Livermore downtowns due to rail line, river view and distance away from the Freeway. It is only really 4 or 5 blocks but what it will be is a place a destination and once Antioch receives more critical mass that would be the tipping point where the retail will grow.

Item number 6:

Rich Seithel provided a status report on the workplan. The NWI staff is looking to revise the program due to an expansion of stakeholders and outreach. NWI staff is recommending town hall meetings and as we move to Phase 2 to develop a formal white paper. The white paper was originally an informal document, now the white paper will take all public input from diverse sources and identify all the issues and concerns to help development of the Strategic Action Plan. The next component is to identify some studies such as the Fiscal study of land use, Industrial database of property, brownfield assessment and State Lands Commission analysis. Production of the draft strategic action plan is also part of the Phase 2 component.

Supervisor Glover would like to have a town hall meeting with stations to look at and to be interactive. In reference to the work plan the format is good need to make sure locations for types of meetings provide all the work groups provide one on one session.

Supervisor Piepho inquired further on the outreach on the policy areas is the town hall meeting inclusive to all the policy areas. Are you renting or any collaboration with the City and/or libraries to reduce those costs and we get reach everyone. The Supervisor would like to see the meetings be inclusive to all policy areas and not to one policy and focus on the greater whole. I see some bifurcation and not comfortable with it. Why do we have two meetings for QofL and only one meeting for the Marketing team?

Rich Seithel indicated we have by far a larger interest in Qof L than the Marketing policy area.

Tom Griffith indicated many people wrote down their names and did not receive a call back to participate in these action teams, this could be one reason why so many people are interested in the QofL. I have written down my information and have not had the opportunity to be a part of any of those policy meetings in this process. I believe that it is to my detriment as a citizen and if it takes longer it should be that way.

Lynus Eukel indicated the QofL is an interdisciplinary subject and it is expected the White Paper is going to juxtaposition on the different perspectives not necessarily reconcile the differences. The original intent was the OofL would be completed in May, however the synergy of the White Paper was not meant to be the final; it's just the equalizer platform, where everyone still has the ability to comment. The town hall will help leverage the initial basis.

Supervisor Piepho inquires have we done enough outreach?

Rich Seithel responds, yes we have. Meetings have exceeded 200 and many presentations have been completed as well as presenting before the BARCC.

Supervisor Glover in concept likes what is shown but until we can tie a dollar amount. Our ability to make a decision or recommendation cannot be made. We are committed to this process and need to move forward. It would be good to provide us with some update on what you found out regarding the possible town hall facilities and identify what is the staff needed.

Supervisor Piepho inquired about staff time and the budget. The Committee needs more information and a status report on the Livable Communities Trust and ultimately it has to go to the Board in order to determine what and how to fund. Are you looking for approval of the plan, timeline, budget or all of the above? Can we schedule a separate meeting to talk about budget? Don't want to see different outreach meeting in different communities held under the umbrella of QofL.

John Kopchik indicated if we have any budget remaining, the use of Department staff for the town hall meetings will be credited. It was recommended any decision making regarding the funds go before the Board and could return with a new report to the Ad-Hoc committee on direction with budget activities. Part of the idea is NWI staff took longer than we thought and meetings are in parallel whereas, the White Paper is the global extent of what the comments has been, somewhat the equalizer. If that is not satisfactory we can think of another plan, this was an idea of making the white paper that gives it more transparency. It is my understanding we are to schedule a budget

meeting and with existing resources continue to move forward on what we already have in motion related to the QofL meeting.

Adjourned at 3:00p

**NORTHERN WATERFRONT ECONOMIC DEVELOPMENT INITIATIVE
AD-HOC COMMITTEE**

Wednesday, March 2, 2016
Agenda Item #4

To: Supervisor Federal Glover, District V
Supervisor Mary Piepho, District III
Ad-Hoc Committee

From: Rich Seithel, Chief, Annexations and Economic Stimulus Programs

Subject: Consider Northern Waterfront Economic Development work program, timeline, and budget

As discussed at the January 7 Ad Hoc Committee meeting, since the original board order, the Northern Waterfront Economic Development Initiative has evolved into a much larger effort than what was envisioned. The “broader public dialogue” has expanded to include numerous additional stakeholders, community groups, and regional and national governmental agencies beyond those listed in the original Board order. In addition, the Initiative has expanded due to:

- Developing a U.S. Economic Development Administration certified “Comprehensive Economic Development Strategy” equivalent;
- Grant writing;
- Lengthier policy area initiation and discussions than originally forecasted, and;
- Dependence on volunteer efforts.

This engagement is fundamental to the success of the Northern Waterfront Economic Development Initiative and is reflective of the broad community participation and support integral to advancing and improving the waterfront’s economic prospects. It is important that there is a broad consensus among the many stakeholders (public and private) about the need to work collaboratively “to foster innovative economic development strategies/approaches that would provide benefit to the waterfront, particularly in the absence of redevelopment or dwindling economic development assistance programs.” [*February 26, 2013 Board Order*].

The evolution and expansion of the Northern Waterfront Economic Development Initiative has resulted in the need to reassess 4 items: a revised work program; a revised timeline; budget, and; governance/organizational structure. The Ad Hoc Committee requested that these issues be further discussed at the next Ad Hoc Committee.

A. Work Program

A revised work program is being put forth to address expanded community engagement, to consider preparation of a white paper, and drafting a strategic action plan and implementation program.

Community Engagement: In order to identify the issues that were important to the community and interested stakeholders, an education and information gathering process was launched following the Northern Waterfront's January 2014 forum. The community engagement process has served as an important tool to assess the issues, concerns, process, and vision of the Northern Waterfront Economic Development Initiative. The community engagement process has proven to be a much larger effort than originally envisioned. Over the past 22 months, over 200 meetings have been held with a variety of community based organizations (CBO's), residents, business groups, Municipal Advisory Council's (MAC's), economic and workforce development associations, regional planning agencies, and national environmental and economic development agencies.

Additional public meetings are being planned over the next several months including a second Quality of Life Action Team meeting. We are also recommending one or more Town Hall/workshop style meetings to be held. These meetings present an opportunity for those who were unaware or who had been unable to attend prior meetings to share their issues, concerns, vision. It is intended that these meetings will provide an opportunity for input regarding all eight policy areas and be held at a convenient time/place to optimize public participation. Upon the completion of these meetings, it is recommended that an Issue White Paper be prepared.

White Paper: The original board order authorizing the work program did not entertain preparation of a white paper. As community engagement evolves and policy areas are explored, it becomes more apparent that a white paper, summarizing the information, issues, discussions, and recommendations should be considered. In addition, the White Paper will provide further opportunities for public comments. The White Paper will be instrumental in helping inform the development of a regional economic development strategy and action plan for revitalization of the Northern Waterfront.

Studies: To assist in the development of the Draft Action Plan, provide clarity, and strengthen policy direction and analysis, the following studies are recommended: fiscal study; industrial properties/parcels database; California State Lands Commission analysis; goods movement; broadband infrastructure; assets/competitive advantages profiling; environmental assessments, and; performance indicators development.

- Fiscal studies are an important tool to assist local governments in making informed decisions about land use, economic development, and fiscal health. Understanding the fiscal impacts of land use decisions on local government budgets will enable the county/cities to consider the cost and revenue associated with various types of land uses including residential, commercial, and industrial. Funding will be required to hire a consultant to conduct an independent analysis.
- A database of industrial properties/parcels is an important tool for planning studies, strategic public investment in infrastructure, marketing and promotion, and fiscal analysis. This should include existing land uses, general plan and zoning designations, APN, FAR, parcel size (acres), vacant, developed, underutilized, buildable. Industrial parcels will be evaluated as to their opportunities and constraints including environmental, proximity to residential neighborhoods, site access, transportation access and infrastructure (water, power, broadband). Utilize consultant to identify, inventory, evaluate, and map industrial sites and location factors. GIS staff to provide mapping assistance.
- The California State Lands Commission (CSLC) currently oversees the vast majority of the tidal and submerged lands in the Northern Waterfront. These lands are known as Public Trust Lands (Trust Lands). The SLC is charged with managing and protecting the state's tide and submerged lands for the public trust. Occupants of Public Trust Lands, from international companies with industrial wharfs to residential users with small docks, are required to lease the Trust Lands from the CSLC at fair market value. At present, these leases are being managed by the CSLC, and the CSLC receives 100% of the revenue. That revenue is required to be reinvested in the Trust Lands on uses that are consistent with the Public Trust Doctrine. At present, the revenue from the Trust Lands adjacent to the County limits may be expended on any of the Trust Lands in the state. With legislative approval, the SLC may grant state tidelands to local governments for their use and maintenance.

As the trustee, the local jurisdiction is able to:

- Streamline lease approvals and permitting by being able to provide a “one-stop-shop”;
- Provide local contact and improve accessibility for local businesses;
- Retain local control over business attraction efforts and implementation, and;
- Retain a percentage of the Trust Lands lease revenue, and reinvest it in the local waterfront.

The unincorporated area of the Northern Waterfront tidal and submerged lands, as well as the balance of the County's unincorporated tidal and submerged lands, may benefit from an arrangement with CSLC.

- Goods movement is essential to the daily lives of residents and to the economic prosperity of the Northern Waterfront. It is important to reassess the legacy transportation infrastructure along the Northern Waterfront and to start developing a plan to identify needed infrastructure that will promote job growth along the waterfront and shorten the commutes for workers living in existing and planned housing.
- The Northern Waterfront broadband infrastructure needs to be better defined and outlined. Utility service has always been among the most heavily scrutinized factors in the site selection process. Advances in technology have elevated the importance of the Internet in economic development and site selection. The availability, quality, and competitiveness of broadband service has become a key issue for many locations. Corporate site selectors expect broadband. It is not a perk or special benefit. Various econometric analyses have demonstrated a positive correlation between broadband and economic growth.
- State and Federal grants may be available to leverage existing regional assets and support the implementation of economic development strategies. Grants provide strategic investments on a competitive- merit-basis to support economic development, foster job creation, and attract private investment. Because grants are competitive and time-consuming, grant writers increase the probability of success and are cost-effective.
- Four primary assets have been identified in the Craft, "Revitalizing Contra Costa's Northern Waterfront" 2014 report: power; water; transportation infrastructure, and; competitively priced industrial zoned property. A more thorough analysis and profiling of these assets would help determine comparative and competitive advantages and help drive cluster-development.
- Environmental assessment involves efforts to inventory, document, and evaluate existing conditions to help determine appropriate reuse and revitalization. This effort includes researching existing data and identifying potential EPA Phase 1 and 2 grant opportunities for industrial parcels.
- Performance indicators not only monitor progress and provide metrics they also communicate an initiative's vision and promote accountability. In order to better evaluate and communicate the Initiative's progress, we would like to consider

monitoring more than just job-growth. These additional indicators may include economic, social, and environmental factors.

Draft Strategic Action Plan: As stated in the original work program, “The continued vitality and future economic prospects of the working waterfront along the northern shoreline is an important concern to Contra Costa County. As such, the Board of Supervisors seeks to gain a better understanding and insight about the northern waterfront’s current and future economic role, and, in cooperation with various stakeholders, strategically plan for the northern waterfront’s economic future.” Based on the Board’s direction, a draft strategic plan for revitalization of the Northern Waterfront will be prepared that incorporates community and stakeholder input, background research and reports, emerging trends and opportunities, and regional strengths and assets. The Draft Strategic Plan will include a cluster-based economic development strategy, target industry clusters, goals and objectives, implementation program, responsible parties, estimated cost, potential funding sources, priorities, and timeframe. The Draft Strategic Action Plan for the future of the Northern Waterfront will be available for public review and comments. The Strategic Action Plan will be submitted for consideration and adoption by the Board of Supervisors. It is also envisioned that public hearings will be held by the participating city councils for adoption of the Strategic Plan.

B. Timeline

In recognition of the revised work program the timeline needs to be updated. We recommend a revised timeline reflecting additional community engagement, White Paper preparation, public meetings, and prepare and preparation and presentation of the Draft Strategic Action and Implementation Plan (Attachment #1: Phase 2 Work Program Timeline).

C. Budget

On October 22, 2013, the Board of Supervisors authorized the transfer of \$250,000 from the Contra Costa Livable Communities Trust Fund to help fund the Department of Conservation and Development’s Northern Waterfront Economic Development Initiative work program. Over the past 2 years, these funds have been spent. A proposed budget for the revised work program (“Phase 2”) reflecting the expansion of the community information gathering process, preparation of the White Paper regarding issues identified, and development of the Draft Strategic Action Plan is attached (Attachment #2 and #3: Northern Waterfront Initiative Phase 2 Budget). The attached proposed budget reflects \$614,100 in expenditures and identifies two potential funding sources (Livable Communities Trust Fund and the Northeast Antioch Annexation Agreement). As of February 1, there was approximately \$7.0 million in the Livable Communities Trust Fund. The Northeast Antioch Annexation Agreement provides \$100,000/annually for 5 years.

D. Government/Organizational Structure

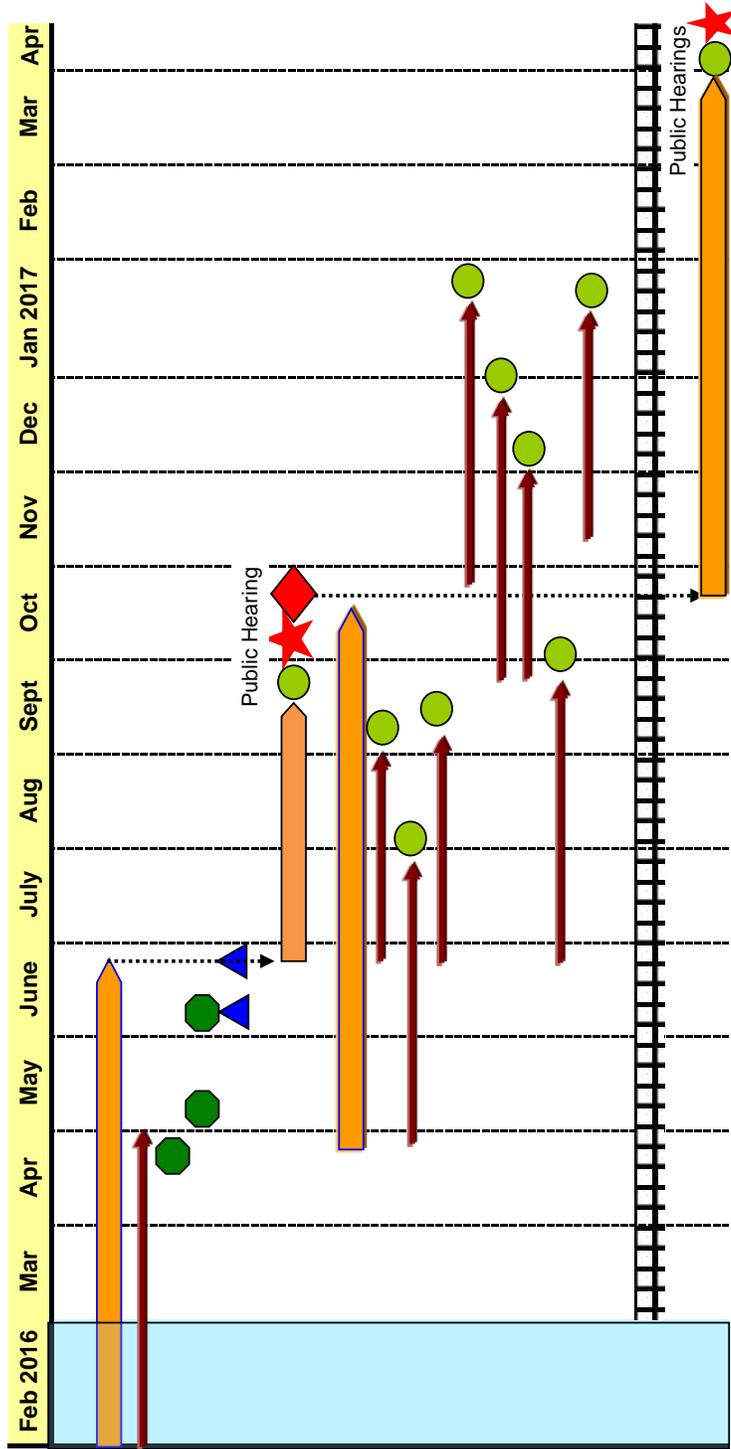
To date, the technical work and community engagement process has been overseen by DCD staff with input from the work group members (participating cities) and the Board of Supervisors Ad hoc committee.

As we move forward from the information gathering process towards the development of public policy, staff recommends the Cities and County engage in a higher level of involvement. There are several engagement options to consider: (A) continue, as is, with DCD staff coordinating efforts and Ad Hoc Committee providing oversight; (B) expand original work group to include active participation by city managers, in addition to planning/economic development staff; (C) form an steering committee of elected officials and/or city managers representing the participating jurisdictions be established, or; (D) formal structure and decision-making body consisting of elected officials (MOU or JPA).

It is our recommendation that through the White Paper process and the drafting of the Strategic Action Plan and Implementation Program, an informal steering committee (Option C) would be the best option. County staff would continue to be responsible for providing management oversight of the Northern Waterfront Economic Development Initiative and technical planning to ensure that anticipated outcomes are achieved. Upon completion and adoption of the draft Strategic Action Plan a more formal structure should be entertained for implementation of the Northern Waterfront Economic Development Initiative.

Northern Waterfront
Economic Development Initiative

Phase 2 Work Program Timeline



Community Outreach & Engagement
Community/Business Meetings
Quality of Life Action Team
Marketing Action Team
Town Hall Meetings

White Paper

Data Development & Analytics
Fiscal Analysis
Industrial Parcel Analysis
State Lands Analysis
Goods Movement
Telcom/Broadband
Assets/Competitive Advantage Profile
Environmental Assessments
Performance Indicators

Website Update & Maintenance

Strategic Action Plan

Legend

- Action Team Meetings (Green circle)
- Town Hall Meetings (Blue triangle)
- Public Hearings (Red star)
- Decision (Red diamond)
- Ongoing (Red arrow)
- Duration (Orange arrow)
- Duration (Green circle)
- Report (Green circle)

Description	Expense Item	Cost	Potential Funding Source	Desired Outcome
Description: Community engagement is fundamental to the success of the Northern Waterfront Initiative and integral to advancing and improving the Waterfront's economic prospects. Additional public meetings are being scheduled. The town hall meetings will be the culmination of the information gathering process. The White Paper will be instrumental in helping inform the development of a regional strategy and action plan.	OUTREACH:			The goal of outreach effort is to engage residents and other stakeholders along the waterfront, educate regional and national agencies, to identify issues, and to elicit public vision about the future of the Northern Waterfront. The White Paper will serve as documentation concerns, issues, and vision.
	Quality of Life Action Team	\$ 5,075		
	Marketing Action Team	\$ 4,075		
	Town Hall Meetings (2)	\$ 22,450		
	White Paper	\$ 19,000		
	Website update and maintenance/media	\$ 13,000		
		\$ 63,600	LCT ¹	
Description: Assists in the development of the Draft Action Plan, provide clarity, and strengthen policy direction and analysis. In particular: fiscal analysis assist in making informed decisions about land use, economic development, and fiscal health; Industrial properties database could be used for planning studies, strategic public investment, marketing and promotion, and fiscal analysis; Brownfield assessments are a critical prerequisite for marketing and help determine appropriate reuse and revitalization; California State Lands Commission analysis would help determine if greater local control is provided, as well as, a sustainable revenue source.	DATA DEVELOPMENT & ANALYTICS:			Establish baselines; improve knowledge base and improve relevant information for decision-making; determine viability of potential funding sources and secure grant funding. Determining indicators that include economic, environmental, and social progress (Genuine Progress Indicators).
	Fiscal Analysis	\$ 75,000		
	Industrial parcel identification/analysis	\$ 83,000		
	State Lands analysis	\$ 22,500		
	Goods movement	\$ 50,000		
	Telecom/Broadband analysis	\$ 25,000		
	Grant proposals	\$ 30,000		
	Assets/competitive advantages profile	\$ 35,000		
	Environmental assessments	\$ 20,000		
	Performance indicators development	\$ 5,000		
		\$ 345,500	LCT ¹ ,	
Description: the Draft Strategic Action Plan will include a cluster-based economic development strategy, target industry clusters, goals and objectives, implementation program, responsible parties, estimated cost, potential funding sources, priorities, and timeframe.	DRAFT STRATEGIC ACTION PLAN:			Draft Plan provides a blueprint for advancing the Northern Waterfront Initiative; an outline for engaging more involved collaboration; provides basis for adoption of public policies, programs, and investments. The Draft Plan will be available for public review/comments.
	Preliminary drafts	\$ 25,000		
	Final draft	\$ 30,000		
		\$ 55,000	LCT ¹ ,	
	PROJECT MANAGEMENT:	\$ 150,000	NEAAA ²	
	Total Proposed Budget	\$ 614,100		
	Proposed funding:	\$ 150,000	NEAAA ²	
		\$ 464,100	LCT ¹	
		\$ 614,100		

Potential Funding Sources:

¹ "LCT" is the Livable Communities Trust Fund. As of February 1, 2016, \$7.0 million

² "NEAAA" is the Northeast Antioch Annexation Agreement (\$100,000/annual per agreement)

NORTHERN WATERFRONT INITIATIVE: PHASE 2 BUDGET

Category	Function	Cost Drivers	FTE/units	# of hours	cost/hour	Total	
Outreach	Quality of Life Action Team	staff	2	25	\$ 100	\$ 5,000	
		room rental		4	\$ -	\$ -	
		food and beverage				\$ 75	
						\$ 5,075	\$ 5,075
	Marketing Action Team	staff	2	20	\$ 100	\$ 4,000	
		food and beverage				\$ 75	
						\$ 4,075	\$ 4,075
	Town Hall Meeting	facilitator	5	6	\$ 100	\$ 13,500	
		staff		4	\$ -	\$ 3,000	
		room rental				\$ -	
						\$ 225	\$ 16,725
	Town Hall Meeting	facilitator	5	6	\$ 100	\$ 2,500	
		staff		4	\$ -	\$ 3,000	
		room rental				\$ -	
						\$ 225	\$ 5,725
White Paper	consultant	2	15	\$ 100	\$ 16,000		
	staff				\$ 3,000		
					\$ 19,000	\$ 19,000	
Website/Media	consultant	2	15	\$ 100	\$ 10,000		
	staff				\$ 3,000		
					\$ 13,000	\$ 13,000	
					Subtotal	\$ 63,600	

NORTHERN WATERFRONT INITIATIVE: PHASE 2 BUDGET

Category	Function	Cost Drivers	FTE/units	# of hours	cost/hour	Total
Studies	<i>Fiscal Study</i>	consultant				\$ 50,000
	<i>Industrial parcel identification/analysis</i>	consultant	2	40	\$ 100	\$ 75,000
		staff				\$ 8,000
	<i>State Lands analysis</i>	consultant	1.5	40	\$ 75	\$ 18,000
		staff				\$ 4,500
	<i>Develop Assets/Competitive Advantages Profiles</i>	consultant				\$ 35,000
	<i>Goods movement</i>	consultant				\$ 50,000
	<i>Telecom/Broadband analysis</i>	consultant				\$ 25,000
	<i>Grant-writers</i>	consultant	2		\$ 15,000	\$ 30,000
	<i>Environmental assessments</i>	consultant				\$ 20,000
<i>Performance Indicators Development</i>	consultant				\$ 5,000	
					Subtotal	\$ 345,500

NORTHERN WATERFRONT INITIATIVE: PHASE 2 BUDGET

Category	Function	Cost Drivers	FTE/units	# of hours	cost/hour	Total
Draft Strategic Action Plan	Preliminary draft	consultant				\$ 25,000
	Final draft	consultant				\$ 30,000
					Subtotal	\$ 55,000
Project Management	Project Management/annual					\$ 150,000
					Subtotal	\$ 150,000
					TOTAL	\$ 614,100