



Agenda

NORTHERN WATERFRONT ECONOMIC DEVELOPMENT INITIATIVE AD HOC COMMITTEE

April 11, 2017
1:00 P.M.

Department of Conservation & Development
Zoning Administrator Room
30 Muir Road, Martinez

Supervisor Federal Glover, District V
Supervisor Diane Burgis, 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. Public comment on any item not on this agenda (speakers may be limited to three minutes).
3. APPROVE minutes from the March 2, 2016 meeting
4. RECEIVE update regarding Northern Waterfront Economic Development Initiative work program including:
5. CONSIDER extending the Adapting to Rising Tides study to eastern Contra Costa
6. Next Steps

The Northern Waterfront Economic Development Initiative (NWEDI) Ad Hoc Committee will provide reasonable accommodations for persons with disabilities planning to attend committee meetings. Contact the staff person listed below at least 72 hours before the meeting.

Any disclosable public records related to an open session item on a regular meeting agenda and distributed by the County to a majority of members of the NWEDI Ad Hoc Committee less than 96 hours prior to that meeting are available for public inspection at the Department of Conservation & Development, 30 Muir Road, Martinez, during normal business hours. Staff reports related to open session items on the agenda are also accessible on line at www.co.contra-costa.ca.us.

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
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2. Develop an engagement message using additional research and fact finding,
3. Develop a conceptual blueprint to guide the collaborative planning process.

The conceptual planning blueprint will guide the strategic planning process to position NWEDI for ongoing funding; attract additional local/regional partners needed for long-term sustainability; align with other on-going community development processes in Contra Costa communities; and foster revitalization, strong community partnerships, service integration, and community trust, support and advocacy for the NWEDI.

II. Data Development and Analytics:

To assist in the development of the Draft Action Plan, provide clarity, and strengthen policy direction and analysis, the following studies are recommended: 1) industrial properties/parcels database; 2) goods movement; 3) California State Lands Commission analysis; 4) assets/competitive advantages profiling; and 5) performance indicators development.

- 1) Database:** Industrial zoned land is under increasing pressure from other types of development. It is critical that the county and six cities determine how much land is zoned for industrial use, how much is currently developed, underutilized, vacant, or has development constraints and how much of this job-producing land should be retained as industrial land for the future. An industrial property/parcel database is an important tool for planning studies, strategic public investment in infrastructure, marketing and promotion, and fiscal analysis.

A database will assemble information into a single, useable package and format such that current and accurate information is readily available for potential buyers to review. This database will improve the Northern Waterfront's competitive edge by providing more certainty for businesses in locating and developing projects quickly, as well as, demonstrate that the NWEDI is committed to promoting and expediting economic development projects.

A sample list of parcel database factors is attached (attachment # 1)

- 2) Goods Movement:** 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. Of particular importance is determining the feasibility of a short-line railroad.

A short line railroad is a small or mid-sized railroad company that operates over a relatively short distance. Short-line railroads play a critical role in originating and terminating goods transported by rail. Particularly important is the role that they play

in providing links to the Class I rail network. Currently, the Northern Waterfront is served by two Class I railroads: the BNSF and the UPRR. However, it is important to point out that many rail-served customers along the Northern Waterfront only have access to one of the Class 1 railroads.

A significant competitive advantage lies with companies that have access to two or more Class I lines connected by a short-line railroad. This situation provides a means for a shipper to better manage the risks of service interruptions on one carrier by gaining efficient access to an alternative rail route. It also creates an environment of long-term competitive pricing while opening a wealth of shipping options. Short-line railroads provide dependable, timely, high-quality service at significantly lower transportation costs compared to companies that have only one rail carrier option

3) California State Lands Commission: 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 CSLC is charged with managing and protecting the state's tidal 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 managed by the CSLC, and the CSLC receives 100% of the revenue. That revenue is 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 similar to the City of Pittsburg's with CSLC.

4) Assets/Competitive Advantages Profiling: Successful regions specialize in the production of goods and services for which local firms are efficient producers, but firm productivity is also affected by the quality of the regional business environment. However, communities and regions often assess their competitiveness through the lens of vague, place-based rankings that are not rooted in research. There is often

Description	Expense Item	Cost	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.	OUTREACH: Consultant	\$ 85,000	Engage residents and other stakeholders along the waterfront, educate regional and national agencies and to identify issues about the future of the Northern Waterfront.
Description: Assists in the development of the Draft Action Plan, provide clarity, and strengthen policy direction and analysis. Industrial properties database could be used for planning studies, strategic public investment, marketing and promotion, and fiscal analysis; California State Lands Commission analysis would help provide greater local control, as well as, a sustainable revenue source.	DATA DEVELOPMENT & ANALYTICS: Industrial parcel identification/analysis Goods movement State Lands analysis Assets/competitive advantages profile Performance indicators development	\$ 125,000 \$ 75,000 \$ 25,000 \$ 85,000 \$ 25,000	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).
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: Consultant	\$ 80,000	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
Total		\$ 500,000	