



Agenda

NORTHERN WATERFRONT ECONOMIC DEVELOPMENT INITIATIVE AD HOC COMMITTEE

October 2, 2018
10:30 A.M.
30 Muir Road, Martinez

Supervisor Diane Burgis, District III
Supervisor Federal Glover, District V

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

1. Welcome and Introductions
2. Public Comment on any item under the jurisdiction of the Committee and not on this agenda (speakers may be limited to three minutes)
3. APPROVE the attached draft meeting record from the May 3, 2018 meeting of the Committee
4. RECEIVE updates and PROVIDE guidance to staff and/or recommendations to the full Board on the Northern Waterfront Economic Development Initiative (NWEDI) work program including:
 - 4.A RECEIVE update on Northern Waterfront Economic Development Initiative Recent and Upcoming Activity
 - 4.B REVIEW the Northern Waterfront Economic Development Initiative Strategic Action Plan summary; RECOMMEND that the full Board review the full document
 - 4.C RECEIVE update on Northern Waterfront Economic Development Initiative Conceptual Framework – Community and Human Capital Development Strategy
5. Committee Member Comments
6. Adjourn to Next Meeting (date to be determined)

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 online 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 Information Contact: Amalia Cunningham, Economic Development Manager
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amalia.cunningham@dcd.cccounty.us



Contra Costa County Board of Supervisors

Subcommittee Report

AIR-35326

NORTHERN WATERFRONT ECONOMIC DEVELOPMENT INITIATIVE AD HOC CTE

Meeting Date: 10/02/2018

Subject: APPROVAL of the attached draft meeting record from the last meeting of the Committee

Submitted For: John Kopchik, Director, Conservation & Development Department

Department: Conservation & Development

Referral No.:

Referral Name:

Presenter: Amalia Cunningham

Contact: Amalia Cunningham

Referral History:

Referral Update:

Recommendation(s)/Next Step(s):

APPROVE the attached draft meeting record from the last meeting of the Committee.

Attachments

May 3, 2018 Meeting Record

**NORTHERN WATERFRONT ECONOMIC DEVELOPMENT INITIATIVE
AD-HOC COMMITTEE MEETING RECORD - DRAFT
May 3, 2018 1:30 PM**

AGENDA ITEMS:

1. Introductions and Welcome

Committee members Supervisors Glover and Burgis opened the meeting at 1 PM by introducing themselves and inviting the staff, consultants, and approximately 30 audience members to introduce themselves.

2. Public comment on any item not on this agenda (speakers may be limited to three minutes).

None.

3. APPROVE meeting records from April 11, 2017 and June 8, 2017 meetings.

The Committee approved the meeting records.

4. RECEIVE updates and PROVIDE guidance to staff and/or recommendations to the full Board on the Northern Waterfront Economic Development Initiative (NWEDI) work program including:

A. REVIEW NWEDI Recent and Upcoming Activity

Staff (Economic Development Manager Amalia Cunningham) gave an overview of recent DCD staff activities, including applying for a federal grant for a short-line rail study, Opportunity Zone designations, and the City of Brentwood joining the Northern Waterfront Initiative. Supervisor Burgis reviewed her office's recent activity relating to unmanned aerial vehicles, and the applicability to NWEDI.

B. REVIEW Northern Waterfront Economic Development Initiative Conceptual Framework – Community and Human Capital Development Strategy, and FORWARD it to the full Board for review and acceptance

Staff introduced consultants Keith Archuleta and Iris Archuleta of Emerald HPC International, who reviewed the Conceptual Framework with the Committee and audience. Questions and discussion followed, touching on the shortage of industrial space, incubator plans in the works, and timeline for implementation.

The Committee approved staff's recommendation to forward the full report to the full Board for review and acceptance (meeting date TBD).

C. REVIEW NWEDI Strategic Action Plan's Target Industries, Goals, and Objectives and next steps; and FORWARD to the full Board a recommendation to approve a proposed time extension for the Craft Consulting contract

Staff introduced consultant Gary Craft of Craft Consulting Group, who presented the trajectory of the NWEDI's target industries and goals, and identified the next steps involved in finalizing the Strategic Action Plan, the remaining consultant work plan item. Questions and discussion addressed the opportunities and challenges of the rise in cannabis businesses, capitalizing on GoMentum Station's activity, and the community college-workforce development connection. The Committee forwarded to the full Board a recommendation to extend the timeline of the Craft contract from June 30, 2018 to December 31, 2018 to allow sufficient time to complete the SAP. Supervisor Glover emphasized his interest in seeing increased activity and action around the Northern Waterfront.

5. Adjourn to next meeting (date to be determined in fall 2018)

The meeting was adjourned at 2:43 PM.

Meeting record prepared by Amalia Cunningham, Economic Development Manager



Contra Costa County Board of Supervisors

Subcommittee Report

AIR-35325

NORTHERN WATERFRONT ECONOMIC DEVELOPMENT INITIATIVE AD HOC CTE

Meeting Date: 10/02/2018

Subject: Northern Waterfront Economic Development Initiative Recent and Upcoming Activity

Submitted For: John Kopchik, Director, Conservation & Development Department

Department: Conservation & Development

Referral No.:

Referral Name:

Presenter: Amalia Cunningham

Contact: Amalia Cunningham

Referral History:

Since the Ad Hoc Committee meeting in May, staff has been working on various projects that are consistent with the goals of the Northern Waterfront initiative, beyond the consultant work and reports that are discussed in Agenda Items #4.B and #4.C. This staff work has seen progress on many fronts.

Referral Update:

Through the efforts of the transportation planning group, the County was awarded an Economic Development Administration grant for a short-line rail feasibility study. Using the Northern Waterfront Atlas, DCD staff identified the areas relatively close to both Class I rail lines, and honed in on the Wilbur Avenue industrial corridor as the study area. The project scope of work is being finalized, and will go out as a Request for Proposals this fall.

DCD staff began work on a magazine-style marketing handout, with significant contributions from the consultant team. Staff worked with other agencies to advocate for NWEDI issues, such as ABAG-MTC's Priority Production Area program in development, and supporting CCTA's inclusion of a Countywide goods movement plan in its work plan for 2019. The Economic Development Manager reinvigorated outreach and interest in the NWEDI through giving presentations to many community and civic groups, including Antioch Chamber of Commerce Economic Development Committee, Center for Human Development Community Leaders, EC2, the Eco-Services and Shell Community Advisory Panels, and Envision East County Summit. DCD continues to seek out funding resources, such as researching options for assuming water-related leases in unincorporated areas and continued monitoring of the Opportunity Zone federal tax credit program.

In addition to following up on these items, carrying out the stakeholder outreach process described in Agenda Item #4.B, and continuing management of the NWEDI consultant work, other NWEDI-related staff work plan items slated for coming months include:

- Supporting transportation staff in the short-line rail feasibility work;
- Participating in CCTA's upcoming goods movement plan process;
- Collaborating even more closely with the City of Concord on its Concord Naval Weapons Station reuse project, especially the education campus and possible Military Ocean Terminal Concord (MOTCO) joint land use study;
- Identifying the key opportunity sites in the unincorporated areas and developing marketing materials in conjunction with partner cities and organizations, and pursuing trademarks on key marketing taglines;
- Ongoing business outreach, focusing on largest employers in the target industries.

Recommendation(s)/Next Step(s):

RECEIVE report regarding recent activities related to the Northern Waterfront Economic Development Initiative.



Contra Costa County Board of Supervisors

Subcommittee Report

AIR-35328

NORTHERN WATERFRONT ECONOMIC DEVELOPMENT INITIATIVE AD HOC CTE

Meeting Date: 10/02/2018

Subject: Draft Strategic Plan Summary

Submitted For: John Kopchik, Director, Conservation & Development Department

Department: Conservation & Development

Referral No.:

Referral Name:

Presenter: Amalia Cunningham

Contact: Amalia Cunningham

Referral History:

The May Ad Hoc Committee meeting featured a presentation about the five target industries: Advanced Manufacturing, Clean Tech, Agriscience and Food, Biotechnology, and Advanced Transportation Technology. At this meeting, consultant Gary Craft of Craft Consulting will present the specific objectives and actions intended to foster those industries now and in the future.

Referral Update:

The Strategic Action Plan's intent is to develop a menu of the options which the County and partners can choose to tackle individually, or in many cases, in groupings that make sense for each project. An example of this is the short-line rail feasibility study underway now, in which the County is the lead agency but the study area includes Antioch and Oakley, and has full cooperation from those cities. That project is also an example of an implementing action that's been in the works for some time so isn't waiting on completion of the SAP. However, once all agencies adopt or accept the SAP, all the actions will have been vetted and can proceed as conditions allow. The SAP codifies many of these ideas that have been floated since the inception of the Northern Waterfront Initiative, as well as many actions successfully underway already in one or more partner agencies.

This summary version distills the much longer full document that Craft Consulting is working on, in order to highlight the actions which are the heart of the strategy. The goal is to bring the full SAP to each city after the Board has approved it late this year. Following today's meeting, staff proposes to reach out to the partners to review any changes in the recommended actions thus far. Then Craft Consulting will finish a draft version of the full SAP which will be the public review draft. At the discretion of the Ad Hoc Committee, it can come back at a meeting of this body to be scheduled in

November/December, or straight to the Board of Supervisors for review in December. The County's contract with Craft Consulting expires on December 31, so the plan is to have all the substantive work on the SAP complete by then.

NWEDI Strategic Action Plan Finalization Process

Review of summary SAP at Ad Hoc Committee – October 2018

Review of summary at City Council subcommittees – Fall 2018 (Optional for cities)

Review and approval of SAP by full Board – December 2018 (Option to push that back a bit to accommodate an additional Ad Hoc Committee meeting)

Review and approval of SAP by City Councils of city partners – Early 2019

Recommendation(s)/Next Step(s):

1. Review the Northern Waterfront Economic Development Initiative (NWEDI) Strategic Action Plan summary, receive presentation from Craft Consulting, and give feedback to the team.
2. Direct staff to seek consensus on the Strategic Action Plan's (SAP) recommended actions with city partners, other organizations, and interested parties, as part of the process to finalize the SAP.
3. Recommend the full Board review the document and consider approval. (No budget impact.)

Attachments

Strategic Action Plan presentation

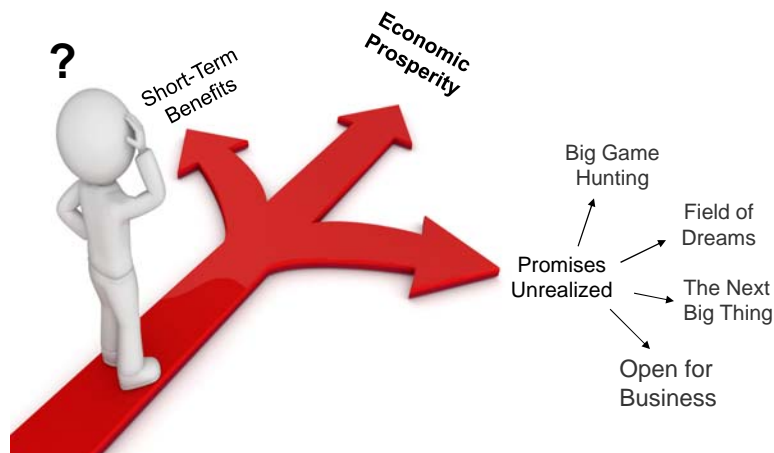
Northern Waterfront Economic Development Initiative Strategic Action Plan



Northern Waterfront Ad Hoc Committee
October 2, 2018

Economic Development Strategy

Which Road to Take?



Guiding Principles



- **Economic Opportunity**
 - Create local job opportunities for all residents with career pathways leading to jobs paying livable wages
 - Pursue clean and green 21st century jobs
 - Promote emerging industry clusters that are the engines of economic growth
- **Environmentally Sustainable**
 - Improve public access to the waterfront
 - Incorporate placemaking principles into community plans
- **Talent Driven**
 - Develop training programs to improve access to jobs
 - Develop a pipeline of skilled workers
- **Tax Base Enhancement**
 - Increase capacity of local governments to fund public services and infrastructure
- **Collaborative**
 - Work with local, regional, & community partners to advance the region's economic prosperity

Vision



Development of a vibrant regional economy that creates quality job opportunities for all residents and contributes to healthy, sustainable communities.

Target Industries



Biomedical



**Agriscience/
Food
Processing**



**Advanced Materials &
Diversified Manufacturing**



**Advanced
Transportation
Technologies**



**Clean
Technology**

Strategic Focus



Goals

1. **Develop a Strong Inclusive Regional Economy**
2. **Build a Globally Competitive Workforce**
3. **Enhance Regional Competitiveness**
4. **Promote Innovation & New Business Formation**
5. **Attract New Business Investment**

Goal 1: Develop a Strong Inclusive Regional Economy

Objectives:

1. Strengthen the Northern Waterfront as a Premier Location for the Target Industries
2. Expand Local Economic Opportunities for All Residents
3. Develop Capabilities to Avoid, Withstand, and Recover from Economic Dislocations
4. Invest in Regional Infrastructure to Support Business Growth and Expansion
5. Develop Healthy Vibrant Communities that are Safe, Sustainable and Distinctive

Goal 2: Build a Globally Competitive Workforce

Objectives:

1. Align Workforce Training with Industry Needs
2. Assist Residents with Employment Barriers Secure Jobs Leading to Sustainable Wages and Benefits
3. Attract and Train the Next Generation of Workers for the Advanced Manufacturing Sector

Goal 3: Enhance Regional Competitiveness

Objectives:

1. Support the Retention and Expansion of Existing Businesses
2. Strengthen Targeted Industry Clusters

Goal 4: Promote Innovation & New Business Formation

Objectives:

1. Cultivate an Entrepreneurial Environment that Fosters Innovation and New Business Formation
2. Support Entrepreneurship

Goal 5: Attract New Business Investment

Objectives:

1. Promote the Northern Waterfront as a Competitive Location for Target Industries
2. Utilize Targeted Development Incentives to Support Business Retention, Expansion, and Attraction

Representative Implementation Actions

Goal 1 Actions

- Maintain an adequate supply of industrial zoned land to support employment growth and business expansion
- Offer concierge services to facilitate the permitting approval process
- Form a Manufacturing Innovation District

Goal 2 Actions

- Align workforce training with industry needs
- Establish manufacturing apprenticeship training programs
- Assist Residents with Employment Barriers Secure Jobs Leading to Sustainable Wages and Benefits
- *Reduce Employment Barriers* by connecting the unemployed/underemployed with regional training providers
- Adopt a First Source Local Hire Policy

Representative Implementation Actions



Goal 3 Actions

- Invest in regional utility and goods movement infrastructure
- Expand and connect regional trail systems
- Improve broadband capacity

Goal 4 Actions

- Develop a *Regional Business Retention & Expansion Program*
- Expand the *Made in Contra Costa Initiative*
- Encourage the development of *Makerspaces*
- Facilitate development of targeted industry clusters
- Develop incubators/accelerators/co-working spaces

Representative Implementation Actions



Goal 5 Actions

- Develop a unique regional brand and market the region
- Strategically recruit businesses in target clusters
- Utilize targeted incentives to support business retention, expansion, & attraction

Strategic Partners



Cities/County



Workforce Development
Board/Community Colleges/CBOs



Cities/County, CCTA, Special
Districts, Industry Associations



SBDC, East Bay Leadership Council



Cities/County, EBEDA, GoBiz



Contra Costa County Board of Supervisors

Subcommittee Report

AIR-35329

NORTHERN WATERFRONT ECONOMIC DEVELOPMENT INITIATIVE AD HOC CTE

Meeting Date: 10/02/2018

Subject: Northern Waterfront Economic Development Initiative Conceptual Framework – Community and Human Capital Development Strategy

Submitted For: John Kopchik, Director, Conservation & Development Department

Department: Conservation & Development

Referral No.:

Referral Name:

Presenter: Amalia Cunningham

Contact: Amalia Cunningham

Referral History:

Emerald HPC, LLC, entered into a contract with the County in 2017 to develop a framework for the human capital element of the Northern Waterfront Economic Development Initiative. At the May Ad Hoc Committee meeting, principals Iris and Keith Archuleta presented the final human capital framework, and the Committee recommended an extension and expansion of the contract to cover additional public meetings and presentations, until August 31, 2018. Emerald will be present at the Oct. 2 meeting to provide the Ad Hoc Committee with an update of their work to support the human capital framework since the May meeting.

Referral Update:

Recommendation(s)/Next Step(s):

Receive verbal report from Emerald HPC, LLC, regarding recent activities related to the human capital element of the Northern Waterfront Economic Development Initiative.
