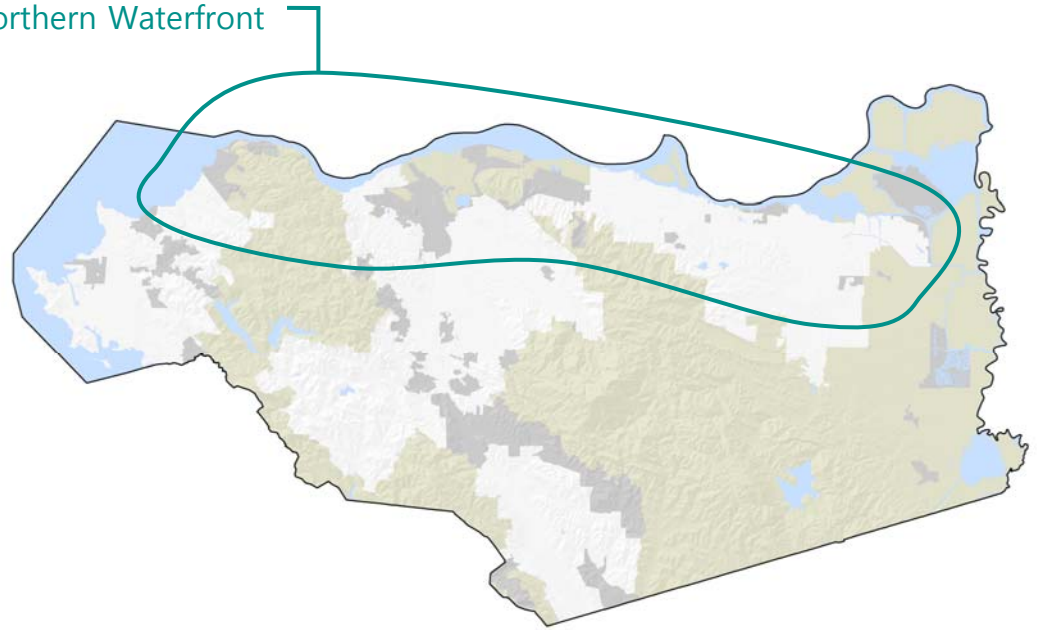


The Northern Waterfront Economic Development Initiative

A commitment to revitalize Contra Costa County's Northern Waterfront into a 21st century economic asset

December 2018 DRAFT

Contra Costa County
Northern Waterfront



Introduction

The Northern Waterfront Economic Development Initiative (NWEDI) is a multi-pronged economic, workforce, and community development strategy for revitalizing the economy in Contra Costa County's northern edge, between Highway 4 and the Carquinez Strait/San Joaquin River.

NWEDI was started to improve the economic opportunity and quality of life for residents—a major impetus was to give residents access to good jobs with better commutes. The NWEDI accomplishes this mission by actively working to keep and grow manufacturing jobs in the Northern Waterfront, with a focus on emerging clean sectors. Environmental sustainability is another impetus.

The Initiative relies on a collaborative team approach. The cities of Antioch, Brentwood, Concord, Hercules, Martinez, Pittsburg, Oakley, and the unincorporated communities of Rodeo, Crockett, Port Costa, Clyde, Pacheco, and Bay Point are considered part of the Northern Waterfront. Collaboration among these partners will effectively address the workforce development, infrastructure investment, environmental sustainability, and regional competitiveness necessary to improve the region's economic prosperity and quality of life.



Initiative's Goals

Eight goals aim to revitalize the Northern Waterfront as a vibrant 21st century regional economy.

1. Develop a Sustainable, Resilient, Inclusive Regional Economy
2. Create a Globally Competitive Workforce that Meets Industry Needs and Supports the Expansion of the Advanced Manufacturing Sector
3. Create a Business Environment that Allows Manufacturing Firms to Flourish and Expand
4. Facilitate New Business Formation and Entrepreneurship in the Manufacturing Sector
5. Establish a Regional Brand Identity to Attract New Business Investment
6. Encourage Existing Business Expansion and Small Business Incubation
7. Enhance Workforce Training and Partnerships with Education
8. Build Strategic Regional Partnerships that Include Barrier Removal Services

Target Industries



Biomedical



Advanced
Transportation
Technologies



Food
Processing/
Agriscience



Clean Technologies



ADVANCED
MANUFACTURING

Background

Historically, the Northern Waterfront provided access to water transportation for shipping, inexpensive land, and a cheap source of power. These assets attracted large-scale industrial plants that produced explosives, chemicals, petroleum, sugar, cement, lumber, silver, lead, and steel products. These resource-based industries formed the basis of the Northern Waterfront's economy during the late-19th and early-20th centuries.

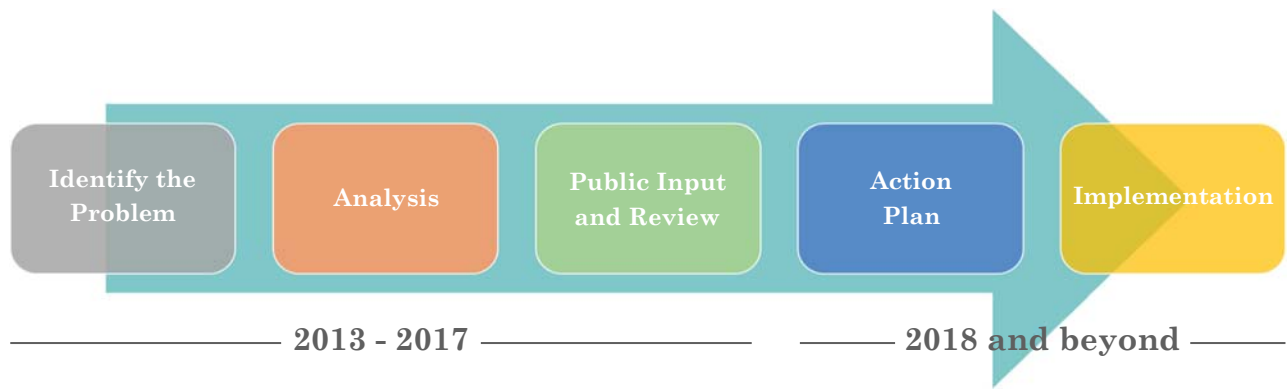
Industrial development came early to the Northern Waterfront beginning in the late 1800s. Manufacturing grew to become the dominant employment sector by the mid-1900s. By 1962, almost 40% of the county's workforce was employed in manufacturing. Today less than 6% of the workforce is employed in the manufacturing sector.

As manufacturing employment declined, the region was left with older neighborhoods, aging infrastructure, and pockets of poverty and unemployment in its wake. The physical development of the area, which began over 100 years ago, was based on a different model for manufacturing and goods distribution, one that was well suited to the infrastructure and building types of the time. Declining investment in infrastructure and facilities over the past several decades has reduced the Northern Waterfront's ability to remain competitive as a working waterfront.

Today, the question faced by local governments is how best to adapt this older industrial area to meet the needs of modern advanced manufacturing firms.



The building now occupied by C&H Sugar predates the Carquinez Bridge!



The Planning Process

In early 2013, the County Board of Supervisors launched an initiative to engage stakeholders along the Northern Waterfront, from both the private and public sectors, who are concerned about its economic future. The stakeholders could share information and exchange ideas about the emerging trends and issues affecting the Waterfront with a specific focus on how maritime and landside transportation influences the Northern Waterfront's current and future economic prospects.

Six cities (Hercules, Martinez, Concord, Pittsburg, Antioch, and Oakley) were engaged stakeholders from the beginning, while the City of Brentwood was welcomed to the partnership in 2018.

Initial activities included analytical assessment of the Northern Waterfront which culminated with a report titled "Revitalizing Contra Costa's Northern Waterfront: How to be Competitive in the 21st Century Global Economy", published in January 2014. A Northern Waterfront Atlas was published as a companion piece in February 2014. The Northern Waterfront Initiative Forum was held on January 10, 2014, where stakeholders from the public and private sector came together to discuss the economic revitalization of the Northern Waterfront.. Policy themes that emerged from that meeting became the topic of intense study and stakeholder involvement for the next couple of years.

Since then, goals, objectives, and proposed actions have been developed in a pair of guiding plans, the Strategic Action Plan and the Human Capital Framework. Both lay out proposed actions to be taken by the County, participating cities, Workforce Development Board, community based organizations, and other key partners and stakeholders. The implementation phase kicked off in 2019.

NWEDI oversight is through a Board of Supervisors ad hoc committee comprised of the two Board members whose districts constitute most of the Northern Waterfront area.

The Strategic Action Plan

The Northern Waterfront Economic Development Initiative sets out a common vision, realistic goals, and specific opportunities for all residents, and improve the quality of life for local communities.

The Strategic Action Plan includes an Implementation Program, which includes expected outcomes, timeline, e

GOAL #1 | Develop an Environmentally Sustainable, Resilient, Inclusive Regional Economy

- Strengthen the Northern Waterfront as a premier location for advanced manufacturing
- Expand local economic opportunities for all residents

Sample Implementation Actions:

- ⇒ *Form a Manufacturing Innovation District*
- ⇒ *Conduct a Regional Goods Movement Transportation Study*



GOAL #2 | Create a globally competitive workforce to meet industry needs and support the expansion of the advanced manufacturing sector

- Align workforce training with industry needs
- Assist residents with employment barriers secure jobs leading to sustainable wages and benefits
- Attract and train the next generation of workers for the advanced manufacturing sector

Sample Implementation Actions:

- ⇒ *Industry-led roundtables*
- ⇒ *Provide upskills to incumbent workforce*
- ⇒ *Encourage employers to attract and train next generation of workers in the target industries (career clusters in H.S. and colleges, work-based learning opportunities, outreach programs, expand/strengthen existing industry-led partnerships)*

GOAL #3 | Create a business environment that allows manufacturing firms to flourish and expand

- Minimize the loss of jobs while facilitating the expansion of existing businesses
- Strengthen industry clusters that have the greatest potential for expanding the Northern Waterfront's economy

Sample Implementation Actions:

- ⇒ *Support entrepreneurship via the Makers Movement & Makerspaces*
- ⇒ *Industry cluster analysis (mapping, supply chain, key drivers, industry meet-ups, cluster-driven branding & promotions, etc.)*

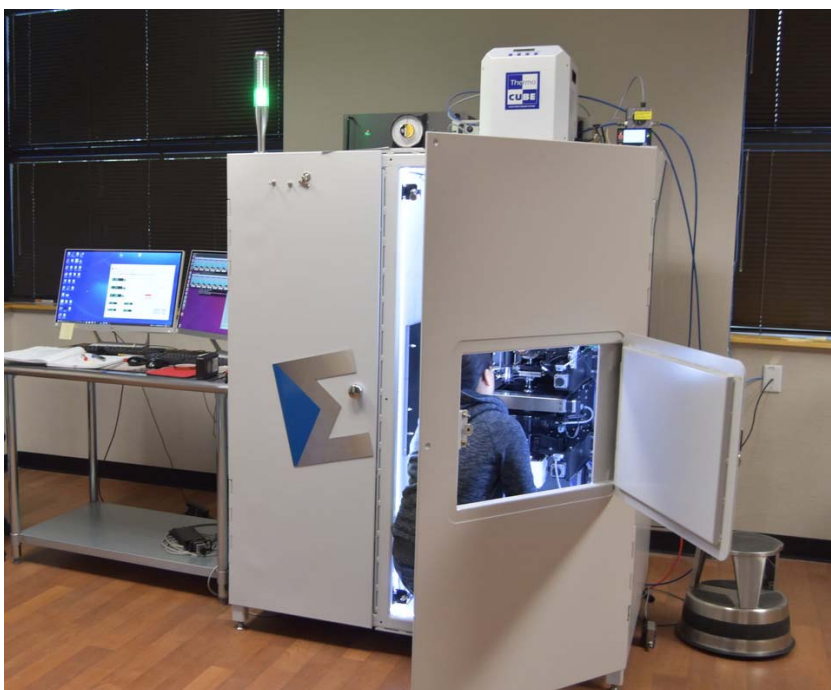
ic strategies that can be implemented over the next 20 years to grow the local economy, expand economic
estimated budget, and potential funding sources in order to offer a clear path for execution of each strategy.

GOAL #4 | Facilitate new business formation and entrepreneurship in the manufacturing sector

- Cultivate an entrepreneurial environment that fosters innovation and new business formation

Sample Implementation Actions:

- ⇒ Investigate models for incubators: e.g. an Advanced Manufacturing Incubator/Accelerator, non-profit cleantech accelerator, a Commercial Kitchen Food Incubator
- ⇒ Facilitate local companies/start-ups acquiring intellectual property/tech transfer via local universities & labs; work with tech transfer offices or staff to raise awareness of NW location opportunities



GOAL #5 | Establish a regional brand identity to attract new business investment

- Promote the Northern Waterfront as a competitive location for business and industry
- Utilize targeted development incentives to support business retention, expansion, and attraction

Sample Implementation Actions:

- ⇒ Create a globally recognized brand identity for the Northern Waterfront (brand development, marketing program, materials & tools to support it including online and collateral)
- ⇒ Strategically recruit businesses in the target clusters, using brokers, industry associations (trade shows & other events), supply chain vendors, etc.

Community and Human Capital Development Strategy

SMALL BUSINESS INCUBATION AND SUPPORT FOR EXISTING BUSINESS EXPANSION

- Support for the expansion and growth of existing business
- Incubation of and investment in new business development in emerging industries

This enhances the region's core competitiveness and reduces talent leakage out of the region. The strategy will put local residents to work in livable wage jobs and give local professionals employment opportunities in the city where they live (current average commute for residents living in the Antioch 94531 zip code is an hour and half one way).

WORKFORCE TRAINING AND ENHANCED PARTNERSHIPS WITH EDUCATION

- Support for resident job training and local job placement in livable wage jobs in high demand middle skill occupations coordinated and aligned with employers' needs
- Partnerships between workforce training providers and educational institutions to create and strengthen career pathways and workforce education and training opportunities for local residents

We have an opportunity through the NWEDI to create a much needed effective, adaptable and superior system of cooperation, coordination and collaboration that will ensure that workers gain skills that match employers' needs, and in turn, attract businesses to the area while helping to stabilize and grow the capacity of existing businesses.

STRATEGIC REGIONAL PARTERSHIPS THAT INCLUDE BARRIER REMOVAL SERVICES

- Build and support strategic regional partnerships to reach hard to serve populations; remove barriers to health, employment, job training, housing, reentry, family reunification, and educational services; and increase equitable access to health and wealth opportunities and participation in the local economy

The NWEDI will require close work with philanthropic, mental health, preventative, and primary care organizations to make these services available to the entrepreneurs involved in the incubator, as well as to the workforce trainees who are restarting their lives and developing careers.





By adopting a regional economic development strategy, the Northern Waterfront has the potential to become a more attractive location, capable of capturing its share of the Bay Area's projected growth in manufacturing employment.

By acting collectively, decisively, and strategically, local policy-makers have a unique opportunity to develop the Northern Waterfront into a 21st century economic asset.

"I see the revitalization of the County's Northern Waterfront as vital to anyone concerned with economic development in Contra Costa County... I believe if we act as a regional group, we can wield more influence than if each of us tried to act alone. The Northern Waterfront is one of the County's greatest economic assets, but underutilized. I want to change that."

Supervisor Federal D. Glover, District 5

"The Northern Waterfront partnership is a great resource to build regional economic growth. It captures the spirit of Contra Costa, with cities and the county moving forward together."

Supervisor Diane Burgis, District 3



January 2019 Draft

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