



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
Information Contact:

Rich Seithel, Chief, Annexations & Economic Stimulus Programs
Phone (925) 674-7869
rich.seithel@dcd.cccounty.us

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

Wednesday, April 11, 2017
Agenda Item #3

To: Supervisor Federal Glover, District V
Supervisor Diane Burgis, District III
Ad-Hoc Committee

From: Lashun Cross, Principal Planner

Subject: Approve Minutes of the Contra Costa County Board of Supervisors March 2, 2016 Northern Waterfront Economic Development Initiative Ad-Hoc Committee

Introductions item number 1:

Supervisor Piepho opened the meeting with introductions.

Attendees: Supervisor Mary N. Peipho representing District III and the Board of Supervisors, Supervisor Federal Glover representing District V and the Board of Supervisors, Tomi Riley (Dist. III), Gary Craft (Craft Consulting Grp), Kevin Stichter (Craft Consulting Grp), Earl Flewellen (Bull Valley Agricultural Center), Josh Huber (EBLC/CCEP), Michael Kent (Contra Costa Health Svs), Iris Obregon (Coco County Elected Womens Network), Vin Rover (EC2), Tom Guarino (PG&E), Carolyn Phinney (CoCo Sus Farm, Aglantis), Mike McGill (Board Member Central San), Brian Nunnally (City of Concord), Paul Craig, Eric Rehn (Kennedy Wilson), John Kopchik (CCC Dept of Cons&Dev Dir.), Dean Gottlieb (CCC Dept of Agriculture), Chad Godoy (CCC Dept of Agriculture), Kalli Graham (Pittsburg Defense Council), Amanda Mitchell (Pittsburg Defense Council), Craig Neomayer (Pittsburg Defense Council), Pennie Opal Plant (Idle No More SF Bay/BARCC), Tom Griffith (BARCC/MEG), Will McGarrey (CCC Interfaith Council), Jan Warren (Interfaith Climate Action Network), Sean Wright (Antioch Chamber of Commerce), Monica Couture (Pittsburgh Chamber of Commerce), Lindy Lavender (Dist. IV), Richard Pagano (Antioch Chamber), Charles Davidson, Linus Eukel (JMLT), Kristin Connelly (President, EBLC), Rich Seithel (CCC)

Public Comments item number 2:

Mike McGill – A Board Member of Contra Costa County (CCC) Sanitary District and wanted to share some of the initiatives looking at such as solar on the Northern Waterfront, recycled water, agriculture and a Peaker plant possibility including taking water out to the Central Valley via a 40-mile pipeline connecting to the delta/canal. Central Sanitary has an excellent safety record and received 17 platinum awards, which

means 22 years of no permit violations. Also, the Chair of the WorkForce Development Board and interested in job creation in CCC and addressing the issue of poverty. LAFCO (Local Agency Formation Commission) member and CalLafco. The NW is important in this job creation regard. A part of EC2 (East Contra Costa County Collaborative) the goal is to create economic stimulus and get cars off the highway. At the East Bay EDA awards, the only business in Contra Costa County to win was Delta Diablo for their recycled water program.

Carolyn Phinney - person putting a farm on Central San property the first highest physical need is security, second highest need is physical survival that means we need healthy food in CCC. 1 out of 8 people use food banks where we need good and healthy food. Asked to put healthy food as one of the main goals of this committee and board, it is not a topic any of the presidential candidates are speaking on despite this is the most basic thing. CCC can provide, and we are an Ag county. Greenhouses get 40 times of the productivity for only 10% of the water. Medium tech jobs on the waterfront greatly reduce the carbon footprint and Promote food.

Pennie Opal Plant - my concern is Fossil fuels and any type of toxins that go into the air, water, and soil and I want to remind folks that where we are geographically and in time and in a place where more people are willing to put down equipment that is destroying anything that has to do with the environment or air, water, and soil, any plans for or contacts with other businesses that do that, we will do our very best to make sure that doesn't happen.

Tom Griffith - with BARCC (Bay Area Refinery Corridor Coalition) have requested, along with a number of other groups, a Citizen Oversight Commission for the NWEDI. First, to explain, what we mean by this is access to all information to the types and sizes of all businesses coming in the area when site permits are required to operate. Why do we need a COC? It is not a new concept it occurs when not enough information is provided to trust the process and govt. may be doing potential harm to the community and we believe this is the situation. Another reason is transparency, when we bring up transparency; we mean the public has a right to give input and to attend public meetings. We do not know what is brought to the public meeting and planned behind closed doors. Staff has successfully secured support from many different county and regional institutions, which you regard as success but for us just more backroom deals from decision-makers who do not live here. Also, no legal requirements for disclosure despite the fact the Initiative has the potential to make massive changes to our community, seems to be no legal requirement governing public access to information. We have been told the initiative is a framework not a project it not part of any General Plan amendment process and not subject to the Brown Act. Dangerous industries have already come into the area and it is possible this project could bring in a highly toxic company without triggering any public review. It has already happen the Air District

issued a ministerial permit without public review to bring crude-by-rail. Last, fast-tracking permits circumvents environmental protection. CEQA (California Environmental Quality Act) is a California State Law and government should not be trying to get around that.

Jan Warren- The Climate Interfaith Action Network is concerned about is coal by rail coming through the County and have been working with groups in West Oakland to prevent this from happening. One of the things, We hope for is that the initiative leads to a much greener future and reduction in health disparities- any part of the plan that is working to decrease the amount of emissions in the industries and refineries in Contra Costa County?

Kalli Graham - Pittsburg Defense Council is concerned about comments in the previous minutes (January 7, 2016), referenced about the situation in Hawaii where the resort is next to a refinery and would like to ask did anyone speak to the communities around the refinery or the employees at the resorts and if they had they may find the conditions unacceptable in regards to safety and health. The comment made in regards to Agriculture produce grown near chemical plants is insulting and should never be justified along with fracking water ponds used to irrigate crop, in no way should be a practice that is green-lighted for capital gain and should never be justified. Please do not make decisions for the public or comments on areas of environmental health until you have thoroughly educated yourself on the matter. The comment that we all get our food this way is not a good argument and is incorrect. This is 2016, for the past decade or more we have been living in a world of advanced technology/communication. Transparency is no longer a request we now demand it and hiding is no longer an option just because you can does not mean you should. The NWEDI has the opportunity to bring innovation and social responsibility to CCC and an opportunity to have a strong legacy as well as to be an example to others in the area of renewable energy, job creation, and clean living. In order to succeed we can no longer accept wineries near refineries or for agriculture and water production next to toxic manufacturing. We need our local leaders to step out front and lead in demonstrating innovation. Appreciate the outreach Gary and Rich have done for them and willingness to answer any questions and can call at any time and get answers and if they do not have the answers they will find them for me. However, wish more inclusive for communities involved that will be impacted by this, so that we can celebrate or raise flags on things that may have been missed.

Sean Wright - Thank you for the over 200 community meetings already done. The City of Antioch have ½ a job per households in Antioch, which means many are getting in their cars and travelling somewhere else contributing to the carbon footprint. My commute is about 5-minutes to work so I do not have a lot of contribution to the carbon imprint. Because my commute is so small. We want to see these cars off the streets to reduce the carbon input. Pleased with the work to bring the necessary jobs to create an

environment. The NWEDI has been very inclusive to our community. You are not hand selecting or telling our City what we can or cannot do with property. You are helping to create an environment in which we can take advantage of some of the work you're doing and the opportunities to bring in the jobs we need for our communities. I am here to support.

Eric Rehn - Speaking as a person involved in the commercial real estate industry in the area. We have a small business within the area that we employ about 15 people, small warehouse. The concern we have is when the Initiative started out, it focused on underutilized and existing industrial lands in the area and how to bring companies to the area, it seems like the process has been diverted with a focus of whether we want to shut down the refineries and to me that's a big concern because in trying to establish and bring business into the area seem like a very different issue of whether the refinery needs to operate or not it's not a question or a debate of an oil refinery because literally those are spaces they do not trade in industry and their will not be any new refinery coming here or more than likely these sites not selling and going. We have a very big concern that the focus has been taken away from what we started out to do instead its diverted to on why we don't need refineries in the area which is a totally different issue. To respond to the person who made a comment in regards to farms being near chemical plants because that was me, my family are farmers and I lived right next door to a chlorine plant and the buffer zone depended on how they ran the crops that year was either about 10-feet or as much as space it needed a tractor to turn around so I know about living next to a chemical plant and growing crop. Having a leak occur from the plant that wiped out our bean field.

Minutes Item number 3:

Supervisor Glover closes item number #2 as no additional speakers and moves into item number 3. Both Supervisor Federal Glover and Supervisor Mary Piepho approved the Northern Waterfront Economic Development Initiative Ad Hoc January 7, 2016 meeting minutes.

Work Program, Timeline Budget Item number 4:

Rich Seithel, The Chief Annexations and Economic Stimulus Programs, for Contra Costa County presented the work program for the next phase and associated budget. Suggested additional outreach meeting to acknowledge the additional concerns expressed and visions for the Northern Waterfront, suggested Townhall meetings to address the 8 policy areas, and 2 town hall community meetings to be added to the work program. In addition, we would like to move on to Phase 2, which involves the studies we have recommended. What was not in the original work plan was the White Paper. The White Paper would represent the accumulation of information gathering

from Phase 1 and presented in a document to be discussed at the BOS, at a public hearing to give folks an opportunity to comment.

The studies we recommend would include a fiscal study, types of land use, identify the parcels and attributes associated with the parcels (the size, sewer, water) to have more knowledge rather than saying its 60% industrial, a better understanding of the CSLC (California State Lands Commission) program and the leasing of the CSL along the shoreline. The City of Pittsburg and City of Richmond is involved and I believe the City of Martinez is working with CSL. A great opportunity for us to have better local control of the shoreline and revenue generator to be spend back into the community. It is time sensitive and we would like to hire someone to look at that, and last take a look at Goods Movement. Goods Movement is critical for the NW. We briefly discussed the Alameda study. Goods Movement analysis we would like to engage in. In addition, we find out more each day when we receive calls looking for property about our broadband infrastructure. It is a bit of elusive not easy to find this type of information. Given the age of the NW, it is appropriate to get a handle on the broadband since it is not a new development, having this information would help with digital divide and businesses.

Supervisor Piepho - Would East Bay Leadership Council (EBLC) or Sunny McPeak have information and data on that? I would get it, would be valuable.

Kristin Connelly - Linda Best and I met with Rich and John and discussed taking a deeper dive into this, we have not lead that conversation but we would be glad to. It is part of a larger initiative we are pushing for not just the Northern Waterfront.

Rich Seithel - We have spent some time discussing performance indicators, it's easy to say it's how many net jobs we are producing but a movement is happening to develop a performance index or genuine performance indicators that take into account the social, economic and environmental issues. We think it would be appropriate for the NW to take this approach.

We have discussed these type of studies with the City and they have expressed interest in working with us on these studies.

Timeline

Rich Seithel advises that once funded and the informational studies completed, we could be on course to develop a conceptual framework for public review in approximately one year.

Budget

Rich Seithel - In order to do the outreach the data development and analytics I mentioned earlier and the Draft Strategic Plan we are looking at a budget of about

\$600,000 of which we have identified some funding from the Livable Communities Trust Fund as well as potential funding from the Northeast Antioch Annexation Agreement to fund Phase 2.

Supervisor Glover - Rich that was the report of what has taken place and timeline of what it looks like going forward. In terms of budget information you have identified where possible funding would come from but these actions would have to go before the Board with the exception of the Annexation Agreement. In agreement, the Board would have a larger discussion and, that would be the proper place to have that dialogue take place.

Supervisor Piepho - Our goal here as a County was to include the support and involvement of the Cities and community members to primarily protect industrial zoned land for economic development and to create jobs. It's not to support refineries, refineries are an industrial business but industry is a very wide and broad spectrum of jobs, potential job creators and companies and industries. This is an integration effort with Cities, Counties and how we are looking at land uses and how we can grow a greener economy in CCC and move us forward into the 21st Century and help people work within their own communities. Let us not lose focus of what we are trying to do. No project here but opportunity, let us not attack a process before we have a project.

Supervisor Glover - It is important people understand the intent; we are not advocating over flooding this place with industry we look for recreation and manufacturing and want to do it with best practices. We want to keep moving forward but with what we initially set as the intent.

Supervisor Glover - Relative to the Budget and timeline I am good with saying we should move forward and onward to the Board, if Supervisor Piepho is good, that is the direction we are giving.

Government/Organizational Structure

Rich Seithel- 4 options for government/organizational structure continue as is with staff coordinating with oversight, expand original work group to include active participation; form a steering committee of elected staff or formal structure and decision-making body

Request for Public comment regarding the report work program, timeline, budget and governance -

Eric Rehn - comment on timeline real estate goes in a cycle and development has a cycle too we are in upswing of a cycle meaning spaces are getting leased up and higher demand and that is when developers start to build. The concern I have is a lot of these reports when received will be at the downside of a cycle.

Mike McGill - speaking of missing opportunities with a focus on Central Sanitary we are currently dumping/discharging 35-40 million gallons per day of treated wastewater out to Suisun bay with a permit. Tremendous need exist to put that water to use. Appreciative of the work by staff on NW. We need these kind of studies to move along so people can make decisions on how to use these resources. Iron house, Delta diablo, and Central Sanitary have the area piped already and we need to start using the resources.

Charlie Davidson - It is very important to look at the brownfields and community choice aggregation along the NW.

Kalli Graham - thanked both Supervisors for bringing back the focus of the intent and purpose of the NWEDI want to make sure the information provided is correct, unfortunately, some incorrect info had been given out initially with the EC2 conference that left a negative impression and the inability to reach anybody. Understand the market and need to bring jobs but not at the negative cost of the community.

Vin Rover - What was the misguided information by EC2 that you received.

Kalli Graham - A huge sales pitch about how making a waterfront and bringing in more dirty industry 19th century and someone spoke of winery next to the industry it was those things we got along the way which alerted us to what was going on. Many people thought the launching board was EC2 for the NW.

Supervisor Piepho - People have to be responsible for their own knowledge too. EC2 is a separate organization not a function of the BOS and not a function of this committee it is a community action organization that was created by individuals in which they have taken information on what we have taken action on and put it out within the community.

Sean Wright - All we did was help put on the event. All speakers were chosen by the County we are a separate entity all we did was help. Any misinformation is just from people not listening to what was shared.

Supervisor Glover - Total engagement in the process is important but bringing into the cove that this is what this initiative is doing bringing industry like refineries is not the direction it is going to go. Transparency is necessary let us offer suggestions and listen to the dialogue because it has many opportunities.

Adjourned

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

Wednesday, April 11, 2017
Agenda Item #4

To: Supervisor Federal Glover, District V
Supervisor Diane Burgis, District III
Ad-Hoc Committee

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

Subject: RECEIVE update regarding Northern Waterfront Economic Development Initiative work program

As discussed at the January 31 Board of Supervisor Retreat, the Northern Waterfront Economic Development Initiative (NWEDI) is transitioning into phase 2, consisting of four critical elements: Outreach; Data Development and Analytics; Draft Strategic Action Plan; and Organizational Structure.

I. Outreach:

Outreach and community engagement are fundamental to the success of the NWEDI and the broad community participation and support thus far have been integral to advancing and improving the waterfront's economic prospects. To-date, the phase 1 outreach has consisted of hundreds of meetings that have been held with a variety of community-based organizations, residents, business groups, Municipal Advisory Councils, economic and workforce development associations, regional planning agencies, and national environmental and economic development agencies. The phase 1 outreach was a "ground-up" approach – the involvement of local stakeholders including the population at large, economic and social interest groups and representative public and private institutions. Capacity building is an essential component of the bottom-up approach.

This community engagement process has served as an important tool for: 1) recognition of concerns, 2) identification of issues, 3) shared analysis, and 4) identification of a common community vision of the NWEDI. Although not contemplated in the original board order authorizing the work program, the preparation of a white paper, or list of expressed ideas/issues/concerns/goals, was considered at the March 2, 2016 Ad-Hoc Committee meeting. Staff is compiling a list of expressed ideas/issues/concerns/goals for review at the next Ad-Hoc Committee meeting.

The phase 2 outreach/community engagement process will:

1. Assess how to continue effectively incorporating public involvement into the program,

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

uncertainty about factors that might make one community or region more competitive than another.

The Craft, “Revitalizing Contra Costa’s Northern Waterfront” report’s initial research identified four assets: power; water; transportation infrastructure, and; competitively priced industrial zoned property. Staff recommends a more thorough analysis, including asset-mapping and profiling to determine comparative and competitive advantages, help drive cluster-development, and serve as a cornerstone for marketing efforts. (Attached is an example of a competitive advantage profile (Attachment #2)).

- 5) Performance Indicators:** Performance indicators not only monitor progress and provide metrics they 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.

III. Draft Strategic Action Plan:

Based on the Board’s direction, a Draft Strategic Action 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 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. The Draft Strategic Action Plan for the future of the Northern Waterfront will be available for public review and comments. The Final 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 Action Plan.

The Draft Strategic Framework includes four elements:

1. Prepare a Strategic Framework and Draft Action Plan incorporating public and stakeholder input.
2. Coordinated development of the Strategic Framework and Draft Action Plan with Project Partners (Contra Costa County, Hercules, Martinez, Concord, Pittsburg, Antioch, and Oakley) to support economic development, job creation, and revitalization of the Northern Waterfront.
3. Developing a strategic framework that is a comprehensive picture of the Initiative’s strategy. The Strategic Framework will articulate the values, mission, goals, objectives and approach that will guide the development of the Draft Strategic Action Plan.

4. Develop a Draft Strategic Action Plan that will outline economic development strategies and recommended actions to address identified issues and opportunities affecting the competitiveness of the Northern Waterfront as a manufacturing location.

IV. 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 with the Board's Ad Hoc Committee and DCD staff as currently structured; (B) expand original work group to include active participation by city managers, in addition to planning/economic development staff; (C) form an informal steering committee of elected officials and/or city managers representing the participating jurisdictions, or; (D) formal structure and decision-making body consisting of elected officials (MOU or JPA).

It is staff's recommendation that through 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 Strategic Action Plan a more formal structure should be entertained for implementation of the Northern Waterfront Economic Development Initiative.

Budget:

Following is a proposed budget for the phase 2 work program (Northern Waterfront Initiative Phase 2 Budget).

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	

INDUSTRIAL PARCEL DATABASE FACTORS SAMPLE

1. Name of site (*if applicable*) and address
2. APN
3. Parcel size in acres
4. Current General Plan designation
5. Zoning designation/description
6. Building size (square feet) (*if applicable*)
 - a. Office square footage
 - b. Warehouse square footage
 - c. Production square footage
 - d. Clear ceiling height (ft.)
 - e. Number of dock level truck doors
 - f. Number of grade level truck doors
7. Environmental constraints Identified wetlands, threatened or endangered species
8. Brownfield – contamination; clean-up status
9. Site access at property (ingress/egress)
10. Distance to regional highway network
11. Rail access
12. Airport access (miles to site)(commercial/passenger)
13. Proximity to water port
14. Utilities:
 - a. Electric – provider name; location at or proximity to property
 - b. Natural Gas – provider name; location at or proximity to property
 - c. Water – Provider, capacity of water system, provider name; location at or proximity to property
 - d. Telecommunications – current fiber optics at the site or provide the distance to the nearest fiber optic point in feet or miles. Name of POP provider
 - e. Sanitary Sewer – Provider, treatment plant capacity, location at or proximity to property

Milwaukee's Freshwater Advantage for Business

The Milwaukee Water Works (MWW) is a national leader in providing high-quality drinking water and water quality monitoring. While contributing to a healthful quality of life, the utility provides water-related business, manufacturing, and research a reliable supply of high-quality water at a low price. Milwaukee's abundant supply of water, with its return to Lake Michigan, is a key advantage for water intensive and water technology businesses to perform competitively and profitably. Freshwater is Milwaukee's competitive advantage.

Business Leaders recognize a high-value service

- **"Miller-Coors'** roots run deep near the shores of Lake Michigan in Milwaukee. Water flows through every step of the brewing process, making it vital to our products. This location is key to the success of our business because the water here is plentiful, high quality, and the water utility provides sterling water quality service."
Kim Marotta, Vice President Corporate Social Responsibility, MillerCoors. March 2012

- **Coca-Cola Refreshments** "We require safe and sustainable water resources. Lake Michigan provides an ample source of very high quality water. We appreciate assurances that Milwaukee's water utility has strong preventive maintenance programs and a sound capital investment program." **Tom Petrilli, Plant Manager** March 2012. In 2005, Coca-Cola Enterprises expanded its bottling line in Milwaukee to produce *Dasani* for Midwest distribution. Company officials cited the availability and high quality of Milwaukee water in their decision.

- **King Juice Co.** King Juice Co., Inc. is a premier, mid-size packager of non-carbonated liquids based in Milwaukee. The firm also produces its own line of Calypso Branded juices and fruit drinks in a 123,000-square foot facility. King Juice Co. is the 29th largest of Milwaukee Water Works' manufacturing customers. The company recently completed a 54,000-square foot expansion to add a second production line. King Juice benefits from the advantage of the Declining Block Rate and is certified to receive a discounted rate from MMSD.

"We need good water for our products. We love the water here, and we're happy to know that we receive discounted rates. We distribute to 46 states and recently completed a significant expansion to add a second production line, proving our commitment to Milwaukee." **Tim Kezman, President** February 2012

- **Palermo Villa, Inc.** Founded by Italian immigrant Gaspare Fallucca only 40 years ago, today Palermo Villa, Inc. is one of the fastest-growing frozen pizza manufacturers in the country. In 2011, the company completed a \$22 million, 110,000-square foot expansion to its Milwaukee facility in order to extend its national distribution and respond quickly to increased product demand.

"A great pizza starts with a great crust and a great crust starts with great water," said Giacomo Fallucca president & CEO of Palermo Villa Inc. "The high quality water supply we have access to in Milwaukee is just one of the advantages of doing business here." **Giacomo Fallucca, President and CEO** February 2012

- **Cintas Corp. Industrial Laundry** City of Milwaukee and regional business recruiting efforts helped the Cintas Corp. locate an \$8.5 million industrial laundry in Milwaukee. The decision to create 125 jobs was driven by Milwaukee's superior water supply and distribution system, according to the Milwaukee Economic Development Corp.

Rate Advantage for Business

The utility provides a declining block rate (DBR) in which cost per unit volume decreases with increased usage. This rate structure is appropriate where there is an ample supply of water and treatment, and distribution capacity; all water is returned to the source, and construction of additional facilities to meet demand is not necessary.

The DBR applies to customers who use more than 34 Ccf of water per month (25,000 gallons/month) or more than 100 Ccf of water per quarter (75,000 gallons/quarter). A customer using 6,000 Ccf of water/month would pay \$10,380.00/month at the base rate for water use without the DBR. With the DBR the customer pays \$9069.73, a savings of \$1311.27/month.

On the wastewater side of the water cycle, the Milwaukee Metropolitan Sewerage District charges only for wastewater discharged to the sewer, not for water used in the product or that which is evaporated.

Milwaukee water is conducive to water-intensive industry use and research

Milwaukee water is clean and pure, providing an ideal platform for manufacturing, processing, and research.

- Reliable pressure and fire flow pressures exceed state standards. Range: 40- 74 pounds per square inch (psi). Higher elevations may have slightly lower pressures.
- Consistently cool temperature decreases energy used for cooling. Median Value, 55°F; Range, 40°-77°F
- Low total dissolved solids. Median Value, 175 mg/L; Range, 150-266 mg/L
- Moderate Hardness. Median Value, 7.5 grains per gallon; Range, 6.7-8.5 grains per gallon and Median Value, 92 mg/L (as CaCO₃); Range, 83-102 mg/L

The water treatment process uses ozone gas as a primary disinfectant. Ozone destroys illness-causing microorganisms and harmful compounds, reduces the formation of disinfection byproducts, and removes taste and odor. Particles are removed through coagulation, flocculation, sedimentation, and biologically active filtration. Fluoride is added to reduce dental cavities in consumers of the water. A phosphorous compound is added to control pipe corrosion to prevent lead and copper that may be present in pipes from leaching into the water. Chloramine disinfection maintains a residual to ensure high quality water throughout the distribution system.

Milwaukee is a national leader in providing high quality water and water quality monitoring

Milwaukee's water quality meets or exceeds EPA and DNR standards. The Milwaukee Water Works' water quality monitoring and screening activities include organisms and contaminants that are not yet regulated but considered of emerging concern. The utility tests source and treated drinking water for over 500 contaminants even though the EPA requires tests for only 90. This is done as a precaution to ensure safe water, to collect baseline data for study, to help increase the understanding of how contaminants may affect public health, and to meet future regulations. Milwaukee was one of the first U.S. cities to test its source and treated water for emerging contaminants. None have been found in Milwaukee's treated drinking water. Milwaukee was the first U.S. city to post the results on the Internet, demonstrating a commitment to water quality and transparency.

In 2008, the Associated Press cited Milwaukee as one of only 28 major utilities in the U.S. to test source and treated water for EDCs and PPCPs (Endocrine Disrupting Compounds and Pharmaceuticals and Personal Care Products). Neither testing nor disclosure of results is required under the Safe Drinking Water Act. Milwaukee's water quality monitoring system was in compliance five years ahead of time with new EPA regulations to control disinfection byproducts.

Water Supply and Capacity

Lake Michigan is the sixth largest freshwater lake on earth. Water treated and used in Milwaukee is returned to the lake. This translates into excess supply of water for Milwaukee.

The Milwaukee Water Works also has excess treatment capacity. The utility has seen a steady decline in water sold in the past four decades, the combination of more efficient water use and conservation, and changes in the industrial landscape. Water sold dropped from 58 billion gallons in 1976 to 33 billion gallons in 2012. For 2012, average daily pumpage was 104 million gallons. The utility could provide over 100 million additional gallons per day while maintaining an adequate safety margin of supply for emergency fire suppression.

Regional availability of Milwaukee water

Milwaukee water is distributed in a service area of 172 square miles with the physical connections and capacity to expand. Communities served include Brown Deer, Butler, Franklin, Greendale, Greenfield, Hales Corners, Menomonee Falls, Mequon, Milwaukee, New Berlin, Shorewood, St. Francis, Thiensville, Wauwatosa, West Allis, and West Milwaukee.

Excellent customer service

MWW works in partnership with business and industrial customers. The Water Marketing Specialist serves as liaison with commercial customers, providing information about permits and water rates and troubleshoots any water-related issue a customer may present. A founding sponsor of the M7 (FaB) Food and Beverage Milwaukee Network and a member of the Milwaukee Water Council, the Milwaukee Water Works is engaged in economic development efforts encouraging business to expand or locate in its service area and the Milwaukee region.

The Water Quality Manager is available during business hours for consultation and a 24-hour Control Center covers after-hours concerns and emergencies. Commercial Meter Readers read the meters of 1,000 largest customers on a monthly basis, and identify changes in season or monthly patterns and report discrepancies for timely corrective action. Customers can view and compare monthly or quarterly water use by accessing their account online.

Infrastructure Maintenance

The Capital Improvements Program provides for long term improvements to utility infrastructure to ensure a reliable supply of high quality water. The program includes treatment process facilities, laboratories, pumping and water storage, equipment, water mains, hydrants, and meters. The current emphasis is on the distribution system, including remote pumping and storage facilities and water mains and backup power generation. Since 1993, the Milwaukee Water Works has invested \$417 million in its infrastructure.

Security and reliability

To ensure continuous water service, ongoing efforts are improving the physical, cyber, and procedural security of water plants and other infrastructure. The utility maintains and tests its Continuity of Operations Plan (COOP) to ensure the utility has sufficient resources to continue essential operations should critical infrastructure be affected by an adverse event.

The utility has passed the mid-point of a program to provide backup power generation for five critical water infrastructure sites. While public health is the primary consideration in the delivery of water, Milwaukee Water Works systems were designed to provide sufficient water to suppress major fires.

The Milwaukee Water Works has been recognized by the EPA for its relationships with local, state, and national health and environmental agencies. A working group has met for 20 years to maintain a program of enteric disease surveillance and response.

A utility strategy to operate as efficiently as possible

As water use and revenues fall, the Milwaukee Water Works has focused on reducing costs and making operational efficiencies. The strategy results in savings in energy, chemicals, manpower, and other costs to maintain low and reasonable water rates.

The utility has adopted supply-side conservation techniques to save water and energy. The Milwaukee Water Works saved over one billion gallons from 2006 to 2012 through operational changes in treating and distributing water, flushing mains and hydrants. It would take decades of conservation by customers to equal these savings. The American Water Works Association (AWWA) recognized the Milwaukee Water Works' efforts with two awards for water efficiency in 2008. A consumer outreach program to help customers find and fix leaks, "Use Water Wisely," led to the 2011 Utility Special Achievement Award from the Wisconsin Water Association.

Please visit www.milwaukee.gov/water and GreatMilwaukeeWater.com

Contact information

Carrie M. Lewis, Superintendent, (414) 286-2801; Carrie.Lewis@milwaukee.gov

Rosalind Rouse, Water Marketing Specialist, (414) 286-2803; Rosalind.Rouse@milwaukee.gov

About the Milwaukee Water Works

The Milwaukee Water Works is a national leader in providing high quality, healthful drinking water and water quality monitoring. The MWW is the publicly owned utility of the City of Milwaukee; policy is set by the Mayor and Common Council. The utility is regulated by the EPA and the Wisconsin Department of Natural Resources (DNR) for facilities, operations, and water quality; and the Public Service Commission of Wisconsin (PSC), for rates and accounting.

The Milwaukee Water Works serves wholesale clients who operate their own water utilities, bill customers, and maintain distribution systems in Brown Deer, Butler, Greendale, Menomonee Falls, Mequon, New Berlin, Shorewood, Thiensville, Wauwatosa, and West Allis. The MWW provides water wholesale to the Milwaukee County Grounds. Retail customers receive full water service, including billing and distribution system maintenance: Greenfield, Hales Corners, St. Francis, Franklin (a portion); West Milwaukee receives billing services from MWW and maintains its distribution system.

Milwaukee Water Works Customer Service Center, Monday-Friday, 7:30 a.m. to 5 p.m., (414) 286-2830

TDD (414) 286-8801 Fax (414) 286-5452 841 N. Broadway, Room 409, Milwaukee, Wisconsin 53202

24-Hour Water Control Center (414) 286-3710

Email for non-emergency contact: watwebcs@milwaukee.gov

www.milwaukee.gov/water

Para una explicación en español, por favor llame al (414) 286-2830.

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

Wednesday, April 11, 2017
Agenda Item #5

To: Supervisor Federal Glover, District V
Supervisor Diane Burgis, District III
Ad-Hoc Committee

From: Jody London, Sustainability Coordinator

Subject: CONSIDER extending the Adapting to Rising Tides study to eastern Contra Costa

Early in 2015, the Bay Conservation and Development Commission (BCDC) convened and staffed a planning process, Adapting to Rising Tides (ART), to understand how current and future coastal and river flooding may affect communities and shoreline in Contra Costa County from Richmond to Bay Point. The project investigated how flooding may impact transportation and utility networks, industrial facilities and employment sites, residential neighborhoods and community facilities, and shoreline park and recreation facilities. The project considered the consequences of flooding, both within and beyond the project area, and in particular the potential for disproportionate impacts on certain community members. Data from the study will inform the upcoming update of the County's General Plan, particularly the safety element, and can be similarly used by the other jurisdictions and organizations in the study area.

County staff from several departments participated in ART, including staff from Conservation and Development, Public Works, Health Services and the Office of Emergency Services. Staff from the Cities of El Cerrito, Richmond, San Pablo, Pinole, Hercules, Martinez, Concord and San Pablo participated, as well as affected water districts, sanitary districts, the East Bay Regional Park District, Mosquito and Vector Control, the Resource Conservation District, transit providers, regional agencies, State agencies, federal agencies, railroads, PG&E, refineries, other large industrial facilities, and community organizations.

The ART planning process concluded in November 2016. A presentation by BCDC staff to the Board of Supervisors is tentatively scheduled for May 23. In addition to summarizing results of the ART process, the presentation will also discuss potential next steps. There may be a further role for the County in participating in or helping coordinate interagency adaptation to rising sea levels, but what this role is, who would perform it and how this would be paid for have yet to be determined.

The ART study area did not include the eastern part of Contra Costa County. That region is not in BCDC's jurisdiction, even though it will likely experience rising tides due to climate change. The Delta Stewardship Council has approached County staff and

BCDC about extending the study to the eastern part of the County, and has funding for this purpose. Staff finds this to be an exceptional opportunity to extend the study at little or no cost to the County. This will assist the cities in eastern Contra Costa County as well as the County and other stakeholders. Although this area is not in BCDC's jurisdiction, BCDC is best positioned to continue the work it started with the western part of the County. When performing studies outside of its geographical boundaries, BCDC requests that affected cities and counties request BCDC's involvement. Staff therefore recommends that the Board of Supervisors invite BCDC to extend the ART planning process to eastern Contra Costa County.

The fiscal impact of participating in the next phase of the study will be zero or minimal, as the grant from the Delta Stewardship Council would include \$10,000 to cover time for County staff.