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# AGENDA

## COMMUNITY AND ECONOMIC DEVELOPMENT SUBCOMMITTEE

Wednesday, June 11, 2025  
5:30 PM

City Hall  
First Floor Conference Room, 4B  
65 Civic Avenue  
Pittsburg, CA 94565

### Subcommittee Members

Jelani Killings, Mayor  
Dionne Adams, Vice Mayor

### Planning Commission Representatives on Land Use

Ivelina Popova, Commissioner  
Elissa Robinson, Commissioner

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### Public Comment for Non-Agenda Items

#### City/PPC General Topics

- 1. First Public Hydrogen Joint Powers Authority.** The First Public Hydrogen Joint Powers Authority (FPH2) has been established with the intent to aggregate the market for hydrogen production and sales. The City has been identified as a potential member of FPH2. *Subcommittee feedback requested.*
- 2. City of Pittsburg Branding and Marketing Plan.** On May 5, 2025, the City Council adopted a revised City logo. Staff will now work to finalize the branding standards and marketing guidelines. *Subcommittee feedback requested.*

#### Environmental Services/Waterfront

- 3. Contra Costa Resilient Shoreline Plan.** Staff will provide information on the City's potential partnership with Contra Costa County on development of the Contra Costa Resilient Shoreline Plan and the Ocean Protection Commission grant funding the effort. *Subcommittee feedback requested.*

#### Economic Development:

- 4. Contra Costa County Priority Production Area Planning and Technical Assistance Project.** Priority Production Areas (PPAs) are areas identified as having the capacity to add jobs and spur economic growth. The Northeastern Waterfront of Pittsburg has been designated a PPA. Contra Costa County has secured a grant that will provide technical assistance and analysis for enhancing PPAs to attract job growth. *Subcommittee feedback requested.*

#### Subcommittee and staff reports or remarks

#### Adjournment

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## MEMORANDUM

To: Community and Economic Development Subcommittee

From: Jordan Davis, Director of Community and Economic Development

**Re: Agenda Item No. 1: First Public Hydrogen Joint Powers Authority**

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The cities of Lancaster and Industry have established the First Public Hydrogen Joint Powers Authority (FPH<sub>2</sub>) to facilitate the development and use of hydrogen to power facilities and vehicles.

FPH<sub>2</sub>'s operational model is designed to aggregate hydrogen demand across a wide array of stakeholders including transit agencies, municipalities, and port authorities. This collective demand will enable the procurement of hydrogen at significantly reduced prices compared to current market rates, promoting wider adoption and utilization.

Per the JPA Agreement, FPH<sub>2</sub> has the ability to purchase, sell, and/or resell hydrogen and/or energy; to acquire, construct, provide for maintenance and operation of, or maintain and operate, any buildings, works or improvements; to acquire, hold or dispose of property wherever located; to incur debts, liabilities or obligations; to make grants, loans or provide other financial assistance to governmental and nonprofit organizations, or private retail customers to accomplish any of its purposes; and generally to do any and all things necessary or convenient to accomplish its purposes.

FPH<sub>2</sub> may also issue or cause to be issued bonds; provided, however, FPH<sub>2</sub> shall not issue Bonds with respect to any project located in the jurisdiction of one or more Members unless the governing body of any such Member (e.g., City Council), or its duly authorized representative, shall approve, conditionally or unconditionally, the project, including the issuance of Bonds therefor.

Membership in FPH<sub>2</sub> offers an opportunity to accelerate the use of hydrogen for, among other things, vehicles and public facilities. Membership in the JPA does not require any financial commitment, and any member may withdraw from the JPA at any time, provided such withdrawal will not result in the dissolution of the JPA and the member's obligations have been met. The City of Pittsburg stands to benefit most directly by attracting hydrogen production businesses to the City's heavy industrial zones and creating a hydrogen market that the Pittsburg Power Company can tap into. Further, the expansion of hydrogen usage as a replacement for fossil fuels by local buildings and fleets will have positive impacts on local air quality for residents and visitors.

## MEMORANDUM

To: Community and Economic Development Subcommittee

From: Robert Hicks-Carrera, Economic Development Manager

Re: **Agenda Item No. 4: Contra Costa County Priority Production Area Planning and Technical Assistance Project**

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### Background:

Since 2019, the Metropolitan Transportation Commission (MTC) and the Association of Bay Area Governments (ABAG) have worked with Bay Area cities and counties to implement a program called Priority Production Areas (PPAs). This designation, along with Priority Development Areas (PDAs) and Priority Conservation Areas (PCAs), are used by the regional planning bodies to protect and enhance areas within the San Francisco Bay Area by directing resources and streamlining actions for specific purposes. PPAs are intended to enhance and protect industrial areas that are consistent with current land use designations, and have the capacity to add jobs and spur economic growth.

On January 21, 2020, the City Council adopted Resolution No. 20-13741, designating a PPA of approximately 1,243 acres generally encompassing the US Steel and Corteva industrial land, referred to as the “Northeast Pittsburg Waterfront.” This designation allows the City to receive support for creating policies and seeking investment that protects and expands this usefulness of this industrial land. In 2023, Contra Costa County was awarded \$500,000 in grant funding from MTC for a technical assistance project focused on developing an analysis and frameworks for implementing programs and policies across multiple PPAs within the Northern Waterfront of Contra Costa County.

### Project:

With multiple jurisdictions involved, the County will serve as lead for this project. County Staff has facilitated meetings between the cities that have PPAs within their jurisdictions, including Pittsburg, and have hired Placeworks as lead consultant.

Based on the discussions between all participating jurisdictions (Pittsburg, Antioch, Oakley, and the County), the following deliverables have been identified:

- ArcGIS inventory file of industrial zoned land
  - Industrial Zoned Lands Recommendations
  - Infrastructure Capacity Analysis and Recommendations
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- Transportation/Goods Movement Analysis and Recommendations
- Analysis and Recommendations for the Northern Waterfront Economic Development (NWED) Initiative
- Use Definitions for Economic Development Initiative Target Industries
- Priority Production Area Economic Development Roadmap and Recommendations
- Web-Ready Roadmap or Guidebook
- Toolkit/Template Materials for Implementation Across PPAs
- 40 hours of Toolkit Implementation Technical Assistance

This assistance will provide valuable analysis and information on the PPAs within the County and will be an available resource for all PPA jurisdictions to utilize for enhancing their respective PPAs.

The County and Placeworks continue to meet on routine basis and provide updates to participating cities with PPAs on project progress. Placeworks is currently working on the inventory of industrial zoned land. All project deliverables are currently scheduled to be available by October of 2026.

There is no financial match required by any participating jurisdiction.

#### ATTACHMENTS

1. Attachment A (Scope of Work)

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## ATTACHMENT A

### **PROJECT SUMMARY**

This scope of work supports the overall delivery of two efforts:

1. **Project 1:** The Northern Waterfront Priority Production Areas Technical Assistance Project of the County of Contra Costa, City of Concord, City of Pittsburg, City of Antioch, and City of Oakley.
2. **Project 2:** The East Bay EDA: Leading the Next Generation of East Bay Industrial Buildings and Districts Project for Cities of Fremont, Livermore, Oakland, San Leandro, Union City

### **SCOPE OF WORK**

CONSULTANT's services shall consist of the following tasks:

#### **TASK 1: OVERALL PROJECT MANAGEMENT**

CONSULTANT will hold one kick-off meeting for each project with MTC and the project managers at Contra Costa County and East Bay EDA. Each kick-off meeting will include a review of the scope, schedule, and budget so that any refinements or clarifications can be made before the projects begin.

CONSULTANT will provide an agenda for each meeting no later than two days prior to the meeting and will provide a revised Work Plan for the entire effort in a reasonable time following the meeting. CONSULTANT will be responsible for updating the Work Plan in writing as needed during the course of the projects and submitting any revisions to MTC for approval in writing.

This task also includes regular check-ins with each Project Manager through virtual meetings, phone calls, and email. This scope assumes monthly check in meetings for Project 1 and Project 2. CONSULTANT will provide agendas before all formal meetings on each project and will provide a written record of action items and direction or decisions following all meetings.

CONSULTANT will provide progress reports to MTC and the Project Managers at Contra Costa County and East Bay EDA along with each monthly invoice.

After the two projects are completed, CONSULTANT will work with MTC to evaluate the impact of the two PPA grants, identify next steps for the PPAs, with recommendations for an approach to a PPA program that would support the goals of the regional growth framework.

#### **Task 1 Deliverables:**

- 1.1 – Ongoing Project Management, including Meeting Notes
- 1.2 – Kick-off Meeting and Agenda
- 1.3 – Work Plan, including updates as-needed
- 1.4 – Projects Evaluation Memorandum

**PROJECT 1: NORTHERN WATERFRONT PRIORITY PRODUCTION AREAS TECHNICAL ASSISTANCE PROJECT**

This project covers multiple PPAs in five jurisdictions: Contra Costa County, Concord, Pittsburg, Antioch, and Oakley. Within unincorporated Contra Costa County, this work will be an important step in implementing and furthering the concepts of economic development and environmental justice embedded in the Envision Contra Costa General Plan and Climate Action Plan, which are anticipated to be adopted in late 2024.

CONSULTANT will collaborate with MTC and Contra Costa County in the early stages of this effort to determine the overall conceptual design for the web-ready Roadmap, so that the content of interim deliverables in Tasks 1, 2, and 3 are prepared in formats that can be efficiently imported into the Roadmap.

### TASK 2 – INVENTORY OF INDUSTRIAL LAND

CONSULTANT will develop a GIS-based inventory of industrial land across each PPA and prepare a memo that summarizes the opportunities and challenges for these lands.

#### Task 2.1: Inventory of Industrial Zoned Land:

CONSULTANT proposes to build the inventory of industrial zoned land in ArcGIS Online with functionality that allows users to search, zoom, turn layers on and off, customize the base map, and add data. Building the inventory online will enable a seamless transition to the web-ready guidebook and toolkits in Tasks 4 and 5. The inventory will leverage existing resources that are still relevant, such as the Northern Waterfront Atlas from 2014.

Layers of the inventory will include city limits, parcel lines, ownership, current use, vacancy status, General Plan designation, zoning designations, habitat and open space areas, federal and/or military lands, airports, ports, rail lines, infrastructure and facility locations, and Equity Priority Communities/Environmental Justice communities, as locally identified. CONSULTANT will gather data from CoStar, the County Assessor's Office, and other sources on ownership, current use and tenancy, vacancy status, and degree of utilization of industrial properties. CONSULTANT will develop the inventory based on available data. To the extent MTC BASIS and/or UrbanSim-derived land use and site datasets are not available to the CONSULTANT, the CONSULTANT will assemble, clean and reconcile land use and site data from alternative sources. This scope does not include creation of new data or extensive efforts to provide metadata for existing data sources.

CONSULTANT will work with the County and MTC to help clarify how we might inventory "industrial land" in different categories: land with an industrial designation currently in a non-industrial use; land with an industrial use that is not designated industrial, etc. Some data, such as zoning designations, will vary based on jurisdiction, so CONSULTANT will make recommendations for displaying data in a uniform way across all PPAs. This scope assumes that the inventory and mapping for all PPAs in all jurisdictions will be created, maintained, shared, and reviewed in a single online tool; we are open to building it on MTC's account for seamless transition to MTC at the close of the project.

### Task 2.2: Industrial Zoned Lands Recommendations Memo

CONSULTANT will prepare a memo that summarizes key findings from the inventory, such as identifying existing land use patterns or zoning designations that may be detrimental to attracting or retaining industrial users and the proximity of large and/or vacant sites to infrastructure. In collaboration with staff, the memo may also provide recommendations that build on past work on the Northern Waterfront, including the existing Northern Waterfront Economic Development Initiative Strategic Action Plan from 2019. CONSULTANT will apply an economic and market lens and focus on competitiveness for key tenant types and industrial sectors.

#### Task 2 Deliverables:

2.1: Inventory of Industrial Zoned Land

2.2: Industrial Zoned Lands Recommendations Memo

### TASK 3– INFRASTRUCTURE CAPACITY ANALYSIS

#### Task 3.1: Infrastructure Capacity Analysis and Recommendations Memo

CONSULTANT will build on the mapping and inventory created in Task 1.1 to refine maps of the PPAs with a focus on infrastructure, then gather and analyze data from maps and other sources such as infrastructure ownership and capacity to find what is available, what it can currently support, and what will be needed. The infrastructure analysis will cover access roads, interior road networks, storm drainage mains and site-specific lines, potable water lines and laterals, sanitary sewer facilities, power, and communications. This will require access to both the PPA land areas and information from infrastructure owners to assist in the analysis. CONSULTANT will also meet with utility owners and examine base maps to assess capacity and possibilities and engage with relevant shareholders to understand improvements needed to supply development-ready sites.

CONSULTANT will support this work effort and assist in summarizing the unique infrastructure requirements of various industrial sectors identified as most attractive and well positioned to thrive in the PPAs.

CONSULTANT will compile this data and analysis into an Infrastructure Capacity and Recommendations Memo. The memo will identify service gaps, inefficiencies, and shortfalls in facilities available and will discuss needed expansions and upgrades.

#### Task 3.2: Transportation/Good Movement Analysis and Recommendations Memo

CONSULTANT will prepare an infrastructure capacity analysis that evaluates transportation and goods movement access to the relevant PPAs. The analysis will document and describe existing and planned future roadway, rail, and maritime (deep-water) facilities using graphics, tables, and text as necessary. Existing and future volumes and capacities will be assessed for primary truck routes in the PPAs for all facilities designated as arterial or greater in the relevant General Plan Circulation

Elements. CONSULTANT will also gather information for roadways designed as collector or local streets that improve key goods movement functions. The primary source of this data is expected to be base and future year volumes and capacities from the MTC travel demand model. However, CONSULTANT will also assemble or collect existing volumes for a limited number of key access and constraint points from recently published documents and/or new counts to be collected in the field.

Similar data will be collected for all rail lines and deep-water maritime facilities serving the Northern Waterfront PPAs. This information is assumed to be available from readily available public sources; this scope does not include new counts of rail and/or shipping activity.

Based on the good movement analysis, CONSULTANT will identify locations where operational or capital/physical improvements are necessary to serve existing and future volumes. Improvements will be developed and proposed at a conceptual level and described using graphics and text as needed; recommendations will also note relevant stakeholders that would need to be engaged as part of implementation. CONSULTANT will provide draft and final versions of the Transportation and Goods Movement Analysis and Recommendations Memorandum.

#### Task 3 Deliverables:

3.1: Infrastructure Capacity Analysis and Recommendations Memo (draft & final)

3.2: Transportation and Good Movement Analysis and Recommendations Memo (draft & final)

### TASK 4 – STUDY UPDATE OF NORTHERN WATERFRONT ECONOMIC DEVELOPMENT INITIATIVE

#### Task 4.1: Analysis and Recommendations for the Northern Waterfront Economic Development (NWED) Initiative Memo

CONSULTANT will review the previously completed NWED Initiative Strategic Plan (NWEDI) and supporting documents, and the accompanying background documentation for those reports. CONSULTANT will meet with County staff to discuss the status of the NWEDI and the progress with current and recently completed projects. This scope also assumes one meeting of CONSULTANT with the County Supervisors that currently comprise the NWEDI Ad-Hoc Committee. The discussion will provide an overview of the work done to date, and how changing regional and global economic conditions have affected the role of the NWEDI, and obstacles that have impeded progress. CONSULTANT will also follow up with some of the NWEDI regional partners to understand how the collaborative framework has worked and not worked so far.

The NWEDI is structured around five core industry clusters (advanced transportation, advanced manufacturing, biomedical/biotech, ag tech/food processing, and clean tech). The original background studies were started in 2013, and the market conditions for the industries that comprise those clusters have shifted considerably. CONSULTANT will update the industry cluster analysis using data from the State of California Zoom Prospector analytical tool to identify employment and establishment formation (where available) information for the core sectors, and identify areas of strength and weakness

within the clusters. Where applicable, CONSULTANT will use JobsEQ and other readily available sources to corroborate the findings. The analysis will also evaluate the extent to which these clusters' recent growth trends and employment concentration places them among the growing base industries, emerging industries, or declining base industries.

In addition, CONSULTANT will use input-output modeling data from IMPLAN and/or JobsEQ to analyze the supply chain patterns for the core cluster sectors. The supply chain analysis will go over the extent to which the existing supplier relationships depend on trade relationships with establishments outside of Contra Costa County and/or the Bay Area, and which ones have strong existing trade patterns in the county.

In consultation with County staff, CONSULTANT will evaluate the market conditions for the NWEDI communities using a variety of public and private data sources and by contacting real estate brokers and developers familiar with the area. The interviews will look at recent trends, the types of businesses choosing to locate along the Northern Waterfront, and what current and prospective tenants view as the advantages and liabilities. The discussions will look at how the existing building stock fits with the needs of those types of industries, and what else is needed in the market to serve future needs.

The interviews will be supplemented by a review of the commercial real estate market indicators using CoStar. This will provide the general trends, such as inventory, vacancy, absorption, and lease rates.

In addition, CONSULTANT will evaluate the labor force and commute trends and identify the extent to which cluster-based business expansion and attraction can rely on existing local or regional workforce and the extent to which job growth in the Northern Waterfront area can meet the needs of the local labor force. CONSULTANT will look at the most recent growth projections from JobsEQ and Woods & Poole, as well as public agencies such as MTC/ABAG, to revise the growth scenarios in the current NWEDI Strategic Plan and look at how that potentially changes the future demand for the types of buildings needed for accommodating cluster growth. Those industries with the highest growth potential will be evaluated as priority industry targets.

Using the priority target industries as a guide, CONSULTANT will identify the site selection criteria for those uses and match them to the available land inventory identified in Task 1. The site criteria will include a combination of location, infrastructure, space, transportation access, workforce availability, and other site selection considerations. Information from the broker and developer interviews will be supplemented by other information and industry research. In consultation with County staff, CONSULTANT EPS will conduct up to 10 site studies and assess their suitability for various industries that would potentially be accommodated in the Northwest Waterfront area..

In addition to the qualitative review of site development needs for target industries, CONSULTANT will also leverage the analytical work the proforma and other financial analysis being done as part of Task 4.1 to identify potential ranges of development costs

and funding gaps. As an optional task, CONSULTANT can conduct more specific proforma analysis for other industrial prototypes.

#### Task 4 Deliverables:

4.1: Analysis and Recommendations for the Northern Waterfront Economic Development Initiative (NWEDI) Memo (draft & final)

### TASK 5 – DEVELOPMENT OF A WEB-READY ECONOMIC DEVELOPMENT ROADMAP AND RECOMMENDATIONS FOR SITING INDUSTRIAL PROJECTS IN PRIORITY PRODUCTION AREAS

#### Task 5.1: Use Definitions for Economic Development Initiative Target Industries

CONSULTANT will facilitate up to four virtual interviews and discussions with the Economic Development Directors, local planning agencies, permitting and regulatory entities, utility and service districts, and developers of major industrial developments. Concurrent to and building on work in Task 3, CONSULTANT will review the existing industry cluster and corresponding NAICS industry classifications (establishment codes) as set in prior studies for the NWEDI, and the existing definitions of “large” or “major” development projects, seeking the ranges of square footage of built industrial space and land use that are relevant to the East Bay and Northern Waterfront contexts. CONSULTANT will submit a definitions glossary with correspondence and breakout tables for multivalued terms, and a technical memorandum defining large industrial project size ranges and tiers.

#### Task 5.2: Priority Production Area Economic Development Roadmap and Recommendations

CONSULTANT will compile information to identify the entities that must be coordinated to permit a large industrial project. Reference sources will include, but not be limited to, websites and document portals for the County and Northern Waterfront Cities; the power, water, wastewater, and other utility districts providing service to the Northern Waterfront, as identified in Task 2; air quality and other environmental protection districts; and the CEQANET database. CONSULTANT will contact each identified permitting entity to request confirmation of the assembled list of required permits and approvals, seeking clarification of approval conditions and permit process and timing as needed. The compiled directory will list the permits and approvals required by entity based on the responsiveness of each entity, and tag where feasible the industry clusters and groups and geographic area(s) to which the permits and approvals apply.

The PPA Economic Development Recommendations Report will bring together the analysis, organization, and evaluation of information on land and site use and industrial development economics and procedures gathered in this and preceding tasks, facilitating recommendations to remove or reduce regulatory obstacles and to clarify and expedite the siting, permit, and approval of large industrial projects in the five target industry clusters. Drawing on what we learn in the Stakeholder Engagement and Economic and Market Analysis, and on the findings of the Infrastructure Capacity Analysis (Task 2) and the Economic and Market Analysis (Task 3), CONSULTANT will recommend regulatory changes that can help local jurisdictions more successfully

implement the recommended economic development strategies. will prepare a series of recommended economic development strategies that can serve as a critical element of the roadmap for PPA economic development.

#### Task 5.3: Web-Ready Roadmap or Guidebook

CONSULTANT will develop a web-ready roadmap aimed at applicants interested in developing industrial projects in the Northern Waterfront PPAs. This scope anticipates an online roadmap that exists as a website or set of webpages under a single URL, integrating GIS tools and maps. CONSULTANT will meet with MTC and Contra Costa County to confirm the goals and outline of the roadmap, develop a wireframe, receive feedback on the wireframe, build the draft online roadmap, receive feedback on the roadmap, then publish. We are assuming a single roadmap relevant to all PPAs. The web-ready roadmap will publish content generated in other tasks; this task is focused on the online publication of content and does not assume substantial edits to content or generation of new content.

As an OPTIONAL TASK, CONSULTANT can create the roadmap to serve as a platform for continuous and transparent communication with all stakeholders throughout the planning and implementation phases. In this optional task, the roadmap would be developed so that it is a vehicle for providing updates and feedback to stakeholders and as a way for stakeholders to give their input so that strategies and actions can continually be refined. Decision makers would be able to use this to revisit and update the economic development roadmap based on changing conditions, stakeholder feedback, and the outcomes of implemented strategies.

#### Task 5 Deliverables:

- 5.1: Use Definitions for Economic Development Initiative Target Industries
- 5.2: Priority Production Area Economic Development Roadmap and Recommendations
- 5.3: Web-Ready Roadmap or Guidebook

### TASK 6 – DEVELOPMENT AND IMPLEMENTATION OF TOOLS AND TEMPLATE MATERIALS ACROSS PPAs

#### Task 6.1: Toolkit/Template Materials for Implementation Across PPAs

CONSULTANT will identify or develop implementation tools and template materials for an audience of local jurisdiction staff that can respond to challenges facing owners, developers, and tenants to assist with project evaluation, entitlement, infrastructure financing, and other efforts across PPAs. The content and functionality of the toolkit will build on existing resources and policies, including datasets from the California Community and Place Based Data Tool, the Resilient East Bay Industrial Land Use Toolkit and the County's existing Policy on EIFDs.

CONSULTANT will provide instructions for how to set up various financing tools that might be required, for example, CFD impact fees, public-private development agreement, and other P3 structures. The County's adopted EIFD policy has not yet been utilized; the interviews in Task 4.1 will surface causes for this so that the toolkit is responsive to the needs of local jurisdictions.

CONSULTANT could provide templates of Stakeholder Mapping Tools to identify and engage with key stakeholders, including private sector, community groups, and other government entities; Collaboration and Partnership Development models and model agreements for city and county staff to use as examples of tools that city staff can customize for use to enter into with each other to formalize collaborative partnerships; and/or Legal and Compliance Resources (checklists) to ensure compliance with State and federal laws during the implementation of economic initiatives and regulatory changes.

This scope anticipates that the outcome of this task will be an online toolkit that exists as a website or set of webpages under a single URL, integrating and/or efficiently linking GIS tools and maps. CONSULTANT will meet with MTC and Contra Costa County to confirm the goals and outline of the toolkit, develop a wireframe, receive feedback on the wireframe, build the draft online toolkit, receive feedback on the toolkit, then publish. We are assuming a single toolkit that will serve all jurisdictions. We are also assuming that linking the strengths of other existing toolkits like the California Zoom Prospector, EPA's Smart Location Database and the Census/BLS On The Map tools will facilitate prospective developer evaluations of Northern Waterfront sites while minimizing duplication of coverage and reducing maintenance and updating costs going forward.

#### Task 6.2: Toolkit Implementation Technical Assistance

CONSULTANT will provide up to 40 hours of technical assistance to help with the implementation of the material that we develop. This technical assistance will consist of in-person training sessions to ensure that staff are aware of the elements of the Economic Development Roadmap and regulatory processes and user-friendly written materials to help build the capacity of local governments to achieve the economic development goals outlined in the roadmap.

The CONSULTANT budget includes up to 40 hours of staff time for technical assistance. Additional technical assistance after completion of the study would be available as an optional task.

#### Task 6 Deliverables:

6.1: Toolkit/Template Materials for Implementation across PPAs

6.2: Toolkit Implementation Technical Assistance