

**CITY OF OAKLAND
AGENDA REPORT**

OFFICE OF THE CITY CLERK
OAKLAND
2004 FEB 11 PM 5:12

TO: Office of the City Manager
ATTN: Deborah Edgerly
FROM: Community and Economic Development Agency
DATE: FEBRUARY 24, 2004

RE: RESOLUTION AUTHORIZING THE CITY MANAGER TO ENTER INTO A CONSULTING SERVICES AGREEMENT WITH TONI COOK TO PROVIDE MAIN STREET CONSULTING SERVICES FOR ESTABLISHMENT OF A MAIN STREET PROGRAM IN COUNCIL DISTRICT SIX IN AN AMOUNT NOT TO EXCEED \$68,000.

SUMMARY

This report provides a recommendation and resolution to authorize the engagement of consulting services for the implementation of a Main Street Program in Council District 6 along the Foothill/Bancroft commercial corridor. Council allocated \$375,000 of Neighborhood Commercial Revitalization (NCR) funds for Main Street Programs specifically in Council Districts 3 and 6.

FISCAL IMPACT

This proposed legislation commits the City of Oakland to an expenditure of \$68,000 (plus \$2040 for contract compliance) from Community Development Block Grant funds allocated to the NCR Program. Funds are carried forward from prior fiscal years and are available in the FY03-04 budget (Fund 2108; Organization 88569; Project G83200). Long-term impacts should include an increase of sales tax and business license tax to the City as vacant commercial stores are filled with new tenants.

BACKGROUND

During the adoption of the FY03-05 budget the Council discussed the desire to have funds earmarked for Main Street efforts in two Council districts. Staff obtained a tape of the meeting and confirmed that the City Manager and Director of Housing stated to the Council that \$375,000 of NCR funds would be earmarked for Main Street programs in Districts 3 and 6 during the budget cycle.

Staff met with affected Council members and discussed potential areas where such programs would be most beneficial. Programs in both areas will require resources beyond that which can be provided by staff in the NCR unit primarily due to the significant commitment of time required to achieve the level of community organizing necessary for a successful Main Street program. The Main Street approach is most effective when City staff can partner with Main Street program participants to implement revitalization activities.

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CED Cmte.
February 24, 2004

The Main Street program is expected to provide a foundation for future redevelopment activities and funding to augment CDBG funding currently available.

Staff has interviewed the recommended consultant and found her qualified to develop the Main Street program as outlined in the "scope of services" attachment to the resolution.

PROJECT DESCRIPTION

The Main Street program's success is based on a comprehensive strategy of work, tailored to local needs and opportunities, in four broad areas, called the Main Street Four Point Approach:

1. **Design:** Enhancing the physical appearance of the commercial district by rehabilitating historic buildings, encouraging supportive new construction, developing sensitive design management systems, and long-term planning.
2. **Organization:** Building consensus and cooperation among the many groups and individuals who have a role in the revitalization process.
3. **Promotion:** Marketing the traditional commercial district's assets to customers, potential investors, new businesses, local citizens and visitors.
4. **Economic Restructuring:** Strengthening the district's existing economic base while finding ways to expand it to meet new opportunities -- and challenges from outlying development.

A fifth optional component is Public Safety, which can include coordination and cooperation with City Police, and implementation of various measures to reduce crime.

The Main Street Philosophy:

The National Main Street Center's experience in helping communities bring their commercial corridors back to life has shown time and time again that the Main Street Four Point Approach succeeds only when combined with the following eight principles:

1. **Comprehensive:** A single project cannot revitalize a commercial neighborhood. An ongoing series of initiatives is vital to build community support and create lasting progress.
2. **Incremental:** Small projects make a big difference. They demonstrate that "things are happening" on Main Street and hone the skills and confidence the program participants will need to tackle more complex problems.
3. **Self-Help:** Although the National Main Street Center can provide valuable direction and hands-on technical assistance, only local leadership can initiate long-term success by fostering and demonstrating community involvement and commitment to the revitalization effort.
4. **Public/private partnership:** Every local Main Street program needs the support and expertise of both the public and private sectors. For an effective partnership, each must recognize the strengths and weaknesses of the other.

5. Identifying and capitalizing on existing assets: One of the National Main Street Center's key goals is to help communities recognize and make the best use of their unique offerings. Local assets provide the solid foundation for a successful Main Street initiative.
6. Quality: From storefront design to promotional campaigns to special events, quality must be the main goal.
7. Change: Changing community attitudes and habits is essential to bring about a commercial district renaissance. A carefully planned Main Street program will help shift public perceptions and practices to support and sustain the revitalization process.
8. Action-oriented: Frequent, visible changes in the look and activities of the commercial district will reinforce the perception of positive change. Small, but dramatic improvements early in the process will remind the community that the revitalization effort is under way.

KEY IMPACTS

The expected long-range impacts are revitalization of the Foothill Boulevard, Bancroft Avenue and MacArthur Boulevard/73rd Avenue commercial corridors, bringing needed goods and services closer to the residential community, and increases in City sales tax and business license tax receipts. Public and private investment in the commercial corridor will also increase property values and tax revenue. Additional street activity is also expected to reduce crime.

SUSTAINABLE OPPORTUNITIES

Economic

This Main Street effort will help rehabilitate properties, bring new businesses to the area, fill vacant commercial space, and better utilized underutilized commercial space. The additional new businesses, and growth of existing businesses, will generate job opportunities to residents.

Environmental

By better utilizing commercial land in already built-up areas, this project reduces the pressure to build on agricultural and other undeveloped land, and contributes to the prevention of urban sprawl.

Equity

The project will expand the supply of rehabilitated commercial space, and improve the physical and economic climate for investment. Where public funds are used for rehabilitation, compliance with Small/Local Business Construction Program, the Small/Local Business Professional Services Program (L/SLBE) and the Local Employment Program will be required. All of the workers performing construction work for Agency funded projects must be paid prevailing wage rates.

DISABILITY AND SENIOR CITIZEN ACCESS

Physical improvements must be compliant with the requirements of the Americans with Disabilities Act.

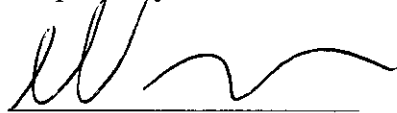
RECOMMENDATIONS AND RATIONALE

Staff recommends authorization to utilize consulting services for the establishment of a Main Street Program in Council District Six. Current NCR staff does not have the capacity to add this duty. The Main Street program will be complementary to new redevelopment efforts being developed by the Project Area Committee (PAC). The Project Area Committee is in the process of developing a set of priorities for economic development along the commercial corridors of East Oakland. The Main Street program will give the new redevelopment area a head start since redevelopment funds for such activities will not be available until next fiscal year, and such a program would have to compete with many other objectives the PAC is considering. The funding for these consulting services is already in place and will complement façade improvement work already being done in this Council district.

ACTION REQUESTED OF THE AGENCY

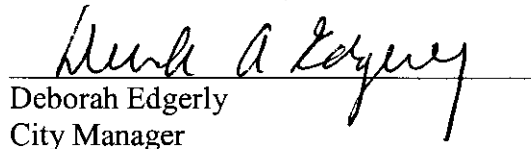
Staff recommends that the City Council authorize the City Manager to negotiate and enter into an agreement with Toni Cook for the establishment of a Main Street program in Council District Six in an amount not to exceed \$68,000.

Respectfully submitted,



Dan Vanderprien
Director of Redevelopment, Economic
Development and Housing

APPROVED AND FORWARDED TO
THE COMMUNITY AND ECONOMIC
DEVELOPMENT COMMITTEE



Deborah Edgerly
City Manager

Council District Six Main Street Program
Scope of Services

Task #1: Conduct an assessment of proposed Main Street target areas in Council District Six to determine their ability to support and utilize the Main Street approach, focusing on the areas of 73rd and Macarthur, and Seminary and Foothill. Provide a written analysis of each area based on the assessment criteria. Develop supporting data as identified below.

- Assessment to include an inventory of activities currently underway in selected target area. This includes redevelopment/economic development, housing, public works, public safety initiatives, neighborhood improvement activities.
- Identify community organizations in target areas and various stakeholders vested or interested in the target area. Consideration for Main Street target area selection to include identification of established and viable community based organizations involved in neighborhood revitalization activities. Assess the area's ability to sustain a Board of Directors and requisite Main Street committee structure. The presence of such an entity is critical to the establishment of a sustainable Main Street program. Meet with the Director's of these organizations to determine their willingness and capacity to participate in and lead Main Street efforts after Main Street consultant departs.
- Develop an inventory of resources available to support the District Six Main Street program. This includes organizations and institutions that can provide expertise and technical assistance to Main Street committees. Resource list must include contact names, telephone numbers and a description of the resources that are available to Main Street efforts.
- The work products from this section shall include:
 - A computerized data base that contains primary and secondary information pertaining to each of the for profit, non-profit, and "home-based" businesses located in and around each of the Main Street commercial corridors
 - A computerized data base that identifies information pertaining to each of the merchant associations located in the Main Street target area; connect with the leadership, attend the meetings, and on as needed basis provide technical assistance as it pertains to building the organizational capacity of the various merchant organizations located in the Main Street target area.
 - The development of computer based maps, in collaboration with Urban Strategies Council, which provides descriptive information pertaining to the location of schools, public housing, public/private sponsored low

Council District Six Main Street Program Scope of Services

income and affordable house, schools, parks, neighborhood-based crime prevention groups, organizations, home owners associations, etc.

- Present assessment and recommendation for Main Street target area selection to CEDA staff and Councilperson Brooks.
- Develop benchmarks and timelines for remaining tasks.

Task #2: Initiate community organizing efforts to support Main Street program.

- Develop an outreach campaign to facilitate participation in the Main Street program. As part of outreach efforts, plan and implement a workshop to educate and inform perspective participants on the Main Street approach. Workshop invitees to include Council District six community based organizations, neighborhood merchants, property owners and other stakeholders interested in revitalization. Develop a mailing list of workshop participants for future potential volunteers.
- Coordinate with Councilperson Brooks and CEDA staff to identify prospective members for Main Street committees based on attributes including interest, willingness to make a commitment of time, contribution of expertise and leadership capacity.
- Plan, schedule and facilitate regular meetings of Main Street organization's Board of Directors and of the four Main Street committees including, Organization, Design, Promotion, and Economic Restructuring during the contract term. Facilitate each committee's selection of a chairperson at first meeting.

Task #3: Develop and implement training curriculum for Main Street committee chairpersons and community based organizations that will lead Main Street efforts.

- Develop and implement a leadership development curriculum. Provide leadership training for Main Street committee chairpersons and community based organization that will lead the District Six Main Street program after Main Street consultant's contract term expires. Training to include consensus building techniques, meeting management and facilitation and in depth information on the four pronged Main Street approach, plus the public safety component.
- Work with committee chairpersons to facilitate the development of Main Street committees' goals.

Task #4: Develop and present a succession plan for the Main Street program that includes perspective funding sources. Identify community based organizations that will implement the District Six Main Street program after Main Street consultant contract term expires.

Council District Six Main Street Program Scope of Services

- Obtain a commitment from Board of Director's of the community based organization that will lead Main Street efforts after Main Street consultant's contract term expires. Develop position description and for Main Street Coordinator.
- Identify potential funding sources for District six Main Street program, including Local Initiative Support Corporation (LISC), foundations, etc. Develop and submit proposals seeking operating funds for the District six Main Street program.
- Provide staff support to the Organization Committee in the development of their Main Street "certification" calendar, and schedule of community meetings, and promotional activities needed to select permanent Main Street target areas and secure "certification" as an "official" main street site. In addition, consultant is expected to provide the technical support needed to support the executive committee in formalizing their Main Street organizational goals and objectives which includes, but limited to development of the organization's by-laws, 2-5 year operational budget, as well as submission of any, and all, applications needed to secure a state and federal non-profit status.
- Provide staff support to the Promotions Committee in the development of a Main Street "events" calendar. Such events include, but are not limited to, promoting the official opening of the 6th District Main Street office, the Millsmont Farmer's Market, sponsoring walking tours through the Main Street "target area," highlighting the availability pf after school recreational and academic activities, sponsoring "walking tours" through the Main Street target area, and promoting neighborhood-based events that may be sponsored by merchant associations, home owners associations, or neighborhood crime prevention groups. Other activities, including building an interactive 6th District Website as well as a 6th District Main Street newsletter, both of which would be used as an informational and marketing vehicle to promote activities such as Councilmember Brooks monthly community meetings, merchant and neighborhood "clean up" activities, as well as the opening of new businesses in the Main Street Target area.
- Provide staff support to the Economic Restructuring Committee in the development of their Main Street "goals and objectives," establishment of priorities and development of a multi-year work plan. Consultant is expected to work this committee in the conduct of a business and property inventory of the Main Street "target area," identify transportation challenges, assist merchant associations in the provision of small business educational workshops, monitor any housing and commercial development/construction activities being proposed for location in the Main Street target area as well as identifying resources needed to stabilize existing businesses, as well develop "out of the box" strategies for attracting new businesses to locate within the Main Street target area.
- Provide staff support to the Design Committee in the development of their Main Street "goals and objectives, establishment of priorities, as well as their multi-year

**Council District Six Main Street Program
Scope of Services**

“work plan.” In addition, consultant is expected to serve as a linkage between OCCUR and the merchants (and their associations) in the implementation of their Façade Improvement Program. Consultant is also expected to “connect” with the appropriate City of Oakland CEDA staff to identify resources needed to address public works issues such as sidewalk replacement and/or expansion along the commercial corridors located in the Main Street target area, and implementation of streetscape improvements. In addition, consultant is expected to work with the merchant associations to address issues of signage; *blight* as well as work with the appropriate City of Oakland officials to identify properties located in the Main Street “target area” that may be currently listed on the Historical Preservation Register and/or eligible to be listed on the referenced registry.


- Provide staff support to the Public Safety Committee in the development of their Main Street “goal and objectives” establishment of priorities, and construction of their multi-year work plan. In addition, the consultant will provide the support needed for this committee to develop a collaborative and on-going relationship with OPD, OFD, NCPC organizations, neighborhood watch groups, public school officials, as well as officials from the City of Oakland Public Works Department, Parks and Recreation, and any other *public, non-profit* and/or neighborhood-based organization that addresses public safety issues.

Task #5: Prepare and submit a bi-weekly report as it pertains to the implementation of the tasks noted in the Scope of Work. The report should also address issues/challenges, as well as budgetary and/or equipment resources needed to fully implement the tasks and/or activities noted in the Scope of Work.

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COMMUNITY & ECONOMIC
DEVELOPMENT CMTE
FEB 24 2004

2004 FEB 11 PM 5:12

APPROVED AS TO FORM AND LEGALITY:


Deputy City Attorney

OAKLAND CITY COUNCIL

RESOLUTION No. _____ C.M.S.

RESOLUTION AUTHORIZING A PROFESSIONAL SERVICES AGREEMENT IN AN AMOUNT NOT TO EXCEED \$68,000 WITH TONI COOK TO PROVIDE MAIN STREET CONSULTING SERVICES FOR ESTABLISHMENT OF A MAIN STREET PROGRAM IN COUNCIL DISTRICT SIX

WHEREAS, commercial corridors located in the Central City East redevelopment area in Council District Six are blighted and suffer from physical deterioration and disinvestment; and

WHEREAS, the National Trust for Historic Preservation's Main Street approach to commercial district revitalization can serve as a model to organize community stakeholders, promote neighborhood assets, improve the physical appearance of the corridors and encourage private investment; and

WHEREAS, implementing the Main Street approach is expected to provide a foundation for future redevelopment activities; and

WHEREAS, funds are carried forward from prior fiscal years and are available in the FY 03-05 budget (Fund 2108; Organization 88569; Project G83200) for Main Street efforts in Council Districts Three and Six; and

WHEREAS, the City wishes to enter into a contract with Toni Cook and finds that she is qualified to develop a Main Street program, and that these services are of a professional nature and will be temporary in nature; and

WHEREAS, the City finds that this contract will not result in the loss of employment or salary by any person having permanent status in the competitive service; now, therefore, be it

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FEB 24 2004

RESOLVED: That the City Manager is hereby authorized to negotiate and enter into an agreement with Toni Cook for the development and implementation of a Main Street program for Council District Six in an amount not to exceed \$68,000; and be it

FURTHER RESOLVED: That the City Manager or his or her designee is authorized to take whatever action is necessary with respect to this contract and the work thereunder consistent with this Resolution and its basic purpose; and be it

FURTHER RESOLVED: That the agreement will be reviewed and approved for form and legality by the Office of the City Attorney and a copy will be placed on file in the City Clerk's Office.

IN COUNCIL, OAKLAND, CALIFORNIA, _____, 2004

PASSED BY THE FOLLOWING VOTE:

AYES- BROOKS, BRUNNER, CHANG, NADEL, QUAN, REID, WAN, AND
PRESIDENT DE LA FUENTE

NOES-

ABSENT-

ABSTENTION-

ATTEST:

CEDA FLOYD

City Clerk and Clerk of the
Council of the City of Oakland,
California

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