



vision

**CITY EL CERRITO**

**ECONOMIC DEVELOPMENT ACTION PLAN**

**February 2006**





# Table of Contents

Project Goals	3
Project Overview	4
Overall Findings	5
Action Opportunities	6
Challenges/Constraints	7
Action Plan	8
1. Sustain Leadership and Support for Implementation of the Action Plan	9
2. Improve the Physical Environment	11
3. Physical Urban Environment – Guidelines	14
4. Product Readiness	19
5. Communications and Promotions	26
Collateral Recommendations	30
Collaterals	31
Tools	37
Next Steps	38
Appendix	39
Business Planning	
Business Resources	
■ Store Design and Construction	
■ Trade Associations	
Resources	





# Project Goals

In order to create an economic development action plan, the first objective is to determine the market opportunity:

- Is there a retail market opportunity?
- Is there resident/shopper desire for shopping locally?
- Is there business support for changing and increasing opportunity?
- Is there a development interest/demand?

Assuming there is “market opportunity”, the second objective is to determine:

- What are the steps we to take to capture these opportunities
- What has the best opportunity for short-term success, and
- What challenges and/or constraints will we have to overcome?



# Project Overview

The project involved four distinct phases which included multiple tasks as outlined in the accompanying Market Assessment Report.

The Action Plan is a guide for implementing strategic actions that will provide the city with the tools to capture new opportunities and realize their vision of enhanced economic development.





# Overall Findings

Overall findings conclude:

1. Market potential
  - Projected retail growth/demand
  - Higher quality, more dynamic urban lifestyle development
  - Desired/demand by residents, businesses and developers
2. Development opportunities
  - Fairmount
  - San Pablo Avenue
  - BART stations
3. Challenges/Constraints
  - Vision
  - Readiness
  - Competition

**“Overall, retail demand projected to grow, despite slow population growth. El Cerrito will continue opportunity for new retail development but will experience heavy competition from surrounding cities that are also trying to improve their retail base.**

**This will require intensified efforts on the part of the city to create an environment that attracts more unique upscale retail and restaurants.”**



# Action Opportunities

1. Sustain leadership for implementation of the action plan
  - Vision
  - Consensus
  - Commitment
2. Improve the physical commercial environment
  - Streetscape improvements
  - Design guidelines
  - Appearance and image of commercial districts
3. Product-ready
  - Area plans for a vision
  - Nodes of opportunity—Fairmount Ave., San Pablo Ave., BART stations
  - Current inventory of infill sites and large retail spaces for retail and mixed use development
4. Collaborative marketing and promotions
  - Residents
  - Targets
  - Commercial brokers and developers
  - Existing businesses
5. Partnership with Richmond



# Challenges/Constraints

1. **Vision**: Inability to implement consistent vision and commit resources in order to attract and retain higher quality, more dynamic retail.
2. **Inconsistency**: Inconsistent response to development opportunities may constrain the goal of improving the overall physical environment for higher quality retail.
3. **Market Competition**: Other communities building up their retail base with many of the types of stores desired by El Cerrito.
4. **Expedient Regulatory Process**: Inability of public agencies to facilitate an expedient regulatory process for new development can constrain new projects vulnerable to market timing.
5. **Market Timing**: If the real estate market for residential and commercial development declines or development costs continue to rise, the potential for mixed use projects, new retail development and increased property values will be more challenging.
6. **Budget and Resources**: Insufficient funding or staff resources to support implementation of actions, programs and projects.
7. **Commitment**: Ability to sustain a long term investment (5 to 15 years).



# Action Plan

Given the marketplace – both opportunity and challenges – El Cerrito needs to develop its own critical mass, create market appeal, generate some excitement and intrigue and tell its own stories to gain awareness and advantage with potential retailers and shoppers.

The city has already taken, and is planning several key actions in addition to this effort, which will progressively move the city forward towards its goal of economic vitality and transition.

The following Action Guide is based on the Market Assessment findings. Four key initiatives are the proposed foundation which could easily incorporate on-going initiatives:

1. Sustain Leadership & Support for Implementing the Action Plan
2. Improve the Physical Urban Environment
3. Product Readiness
4. Communications & Promotions

Each Action Guide outlines one or more tasks for implementation. The format is designed for action planning – commitment by setting milestones and assigning resources.



# 1. Sustain Leadership and Support for Implementation of the Action Plan

<b>GOAL: To create a consistent 2020 vision of El Cerrito's transition to an urban lifestyle environment that attracts high quality development for key commercial areas and sustains a strong sense of community</b>	<b>Time</b>	<b>People</b>	<b>Resources</b>
<p>1.0 Vision, leadership, consensus and commitment</p> <p>1.1 City Council work session</p> <ul style="list-style-type: none"> <li>■ Review findings and recommendations of the market assessment and tactical plan.</li> <li>■ Gain consensus on city-wide vision, priority economic development goals and approach for the long term redevelopment of key areas of the city.</li> <li>■ Provide commitment of funding, resources and staffing for consistent implementation.</li> </ul> <p>1.2 Formalize a conceptual vision for El Cerrito for the year 2020 that integrates the best and most relevant recommendations of previous studies, planning documents.</p> <p>1.2.1 If necessary, have conceptual drawings done for different types of development along key streets and boulevards.</p>			



# DOWNTOWN NOVATO

Example:  
Create a Vision  
and Guidelines





## 2. Improve the Physical Urban Environment

**GOAL: Create a physical environment and stronger sense of place that supports high quality, dynamic urban lifestyle development desired by the market place**

Time

People

Resources

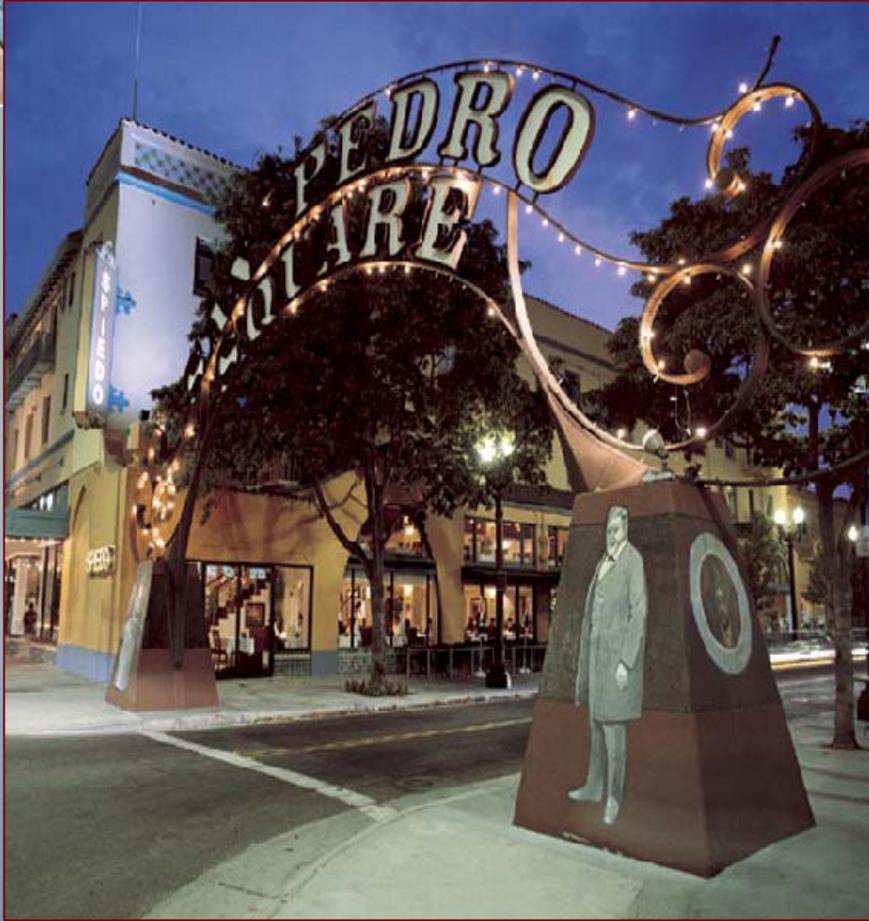
### 2.1 Streetscape

2.1.1 Complete gateway projects for San Pablo Avenue.

2.1.2 Develop a streetscape plan for San Pablo Avenue and key side streets to make them more pedestrian friendly. Plan should include:

- Improvements that slow traffic such as medians, specially designed curbs.
- Pedestrian friendly elements such as lighting, seating, planters, landscaping, and banners, etc.
- Innovative street parking solutions that support pedestrian access.
- Guidelines that encourage outdoor seating and activities that enliven the street.
- Signage and way finding including a gateway marker for Fairmount Ave. such as an arch.
- Incorporate relevant recommendations from previous and ongoing studies and reports.

vision



Example: San Pedro St. is a side street located off The Alameda which becomes Santa Clara St. in Downtown San Jose.

This street does not have contiguous retail space on either side but there are several restaurants. A public parking garage, takes up half the block but does not have retail space at street level.

The archway helped create a sense of place and made a more pedestrian friendly street. An archway would help define Fairmount Ave.



## Examples: Signage & Awnings





### 3. Physical Urban Environment - Guidelines

2.2 Design Guidelines	Time	People	Resources
<p>2.2.1 Create an advisory committee of successful mixed use developers and brokers to advise staff on the development of urban design guidelines.</p> <p>2.2.2 Review previous recommended design guidelines to determine what ideas and standards are relevant to current environment.</p> <p>2.2.3 Continue to investigate best practices (zoning, variances, exceptions, incentives) used by other cities that have successful mixed use projects. (Photo examples provided in “Market Assessment.”)</p> <p>2.2.4 Develop San Pablo Avenue design guidelines for mixed use and commercial projects that incorporate high quality urban design and material standards (but are sensitive to development costs).</p> <ul style="list-style-type: none"> <li>■ Ensure that guidelines have flexibility to accommodate changing market conditions.</li> <li>■ Determine if development incentives should be included in the guidelines.</li> <li>■ Include signage guidelines especially for retail spaces that allow projecting signs and banners.</li> </ul>			

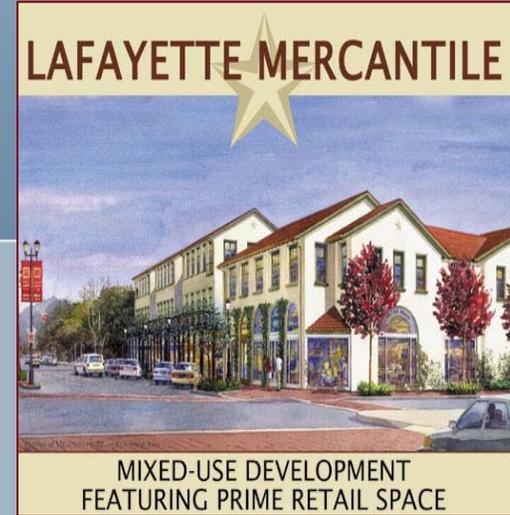
# Examples of Mixed Use Development

Avalon Apartments, San Jose



Railroad Ave., Danville

Lafayette, CA



Retail in these mixed use developments include national chain stores such as Starbucks, a locally owned specialty stores such as a European bakery and a trendy restaurant.

Avalon Apts. San Jose





This older building has banner signs that allow pedestrians to read the name of the business while walking down the street. The awnings also add contrasting color and interest to the building as do the banners on the street poles.



Existing commercial building on The Alameda in San Jose which houses a teak furniture Store.



# Physical Urban Environment

2.2 Design Guidelines	Time	People	Resources
<p>2.2.5 Establish a façade improvement program that provides specific architectural design and engineering services for storefront improvements in designated commercial areas.</p> <ul style="list-style-type: none"><li>■ If façade grant program is not feasible, at least provide architectural design to ensure continuity for any façade or building improvements.</li></ul>			

vision



# Physical Urban Environment

2.3 Appearance and Image of Commercial Districts	Time	People	Resources
<p>2.3.1 In order to create a more pedestrian friendly and upscale image, the city needs to ensure that streets are clean and maintained.</p> <ul style="list-style-type: none"><li>■ Enforce standards that prevent merchants from displaying goods in public right-of-way and regulate signage.</li></ul> <p>2.3.2 Aggressively pursue a joint revitalization plan with the City of Richmond for the San Pablo Mile through a joint power authority in which El Cerrito takes the administrative lead for implementation.</p> <ul style="list-style-type: none"><li>■ A successful outcome will require commitment of a staff person and other resources. The city will need to decide if this is an economic development priority.</li></ul>			



## 4. Product Readiness

**GOAL: Ensure that products (sites) are ready in a timely manner for development that creates greater continuity and achieves the city's vision for higher quality, sustainable urban development**

**Time**

**People**

**Resources**

3.0 Area conceptual plans are a tool for communicating vision, goals and expectations to the development community for the development of these areas. Targeted initiatives are also needed for specific opportunities.

3.1 Develop area conceptual plans for nodes of opportunity:

3.1.1 Fairmount Ave.: The strongest potential for a walkable, pedestrian oriented street lined with shops on either side that connects San Pablo Ave. with El Cerrito Plaza BART station.

3.1.2 Del Norte BART station: Strong potential to improve commercial development around the station using quality mixed use for-sale projects.

3.1.3 El Cerrito Plaza BART station: Potential to better connect the station to San Pablo Avenue and El Cerrito Plaza Shopping Center; strengthen the area with high quality mixed use and retail projects.

3.1.4 San Pablo Avenue: Plan can ensure greater development continuity for infill sites.

VISION



# Product Readiness

3.0 Area plans and specific initiatives	Time	People	Resources
<p>3.2 Area conceptual plans should address:</p> <ul style="list-style-type: none"> <li>■ Design and material guidelines</li> <li>■ Appropriate siting of different types of mixed use projects, i.e. live/work, condos, town homes, etc.</li> <li>■ Appropriate zoning</li> <li>■ Street layout and circulation</li> <li>■ Density and height</li> <li>■ Ownership of key parcels and buildings</li> </ul> <p>3.2.1 Retain the services of an experienced urban planner and/or architect to advise staff on design and materials for mixed use and other commercial projects and how projects can be synergetic.</p> <p>3.3 If new housing and commercial development around BART sites are a priority, dedicate staff and other resources to pursuing these opportunities.</p> <p>3.3.1 Reach an agreement with BART officials that allows the city to manage the development of BART sites with an agreed upon timeline.</p>			



# Product Readiness

<b>3.0 Area Specific Plans and Specific Initiatives</b>	<b>Time</b>	<b>People</b>	<b>Resources</b>
<p>3.4 Review zoning for high priority commercial areas to ensure that desired uses can easily occupy building space or develop on infill sites.</p> <p>3.4.1 Many cities have approved special zoning for retail areas. Tactics used include parking exceptions for high quality, full service restaurants; disallowing office uses in large buildings located on key corners in a downtown or other commercial district; restricting the number of personal service businesses, etc.</p> <p>3.5 Consider providing larger façade or tenant improvement grants to renovate key buildings/stores located at prime nodes of opportunity, especially Fairmount Ave.</p>			

vision



# Product Readiness

3.0 Area Specific Plans and Specific Initiatives	Time	People	Resources
<p>3.6 There are other redevelopment assistance programs but they, too, may trigger prevailing wage requirements on construction. They include:</p> <p><b>Earnable grant program:</b> This can be a non-secured loan, converted to a grant over a five year term and “forgivable” each year for a percentage of the loan amount if certain building maintenance and business operations agreements are met. One city used this program to decrease code enforcement issues with businesses. The grants can be used for small improvements such as doors, awnings, paint, windows, exterior lighting and landscaping.</p> <p><b>Signage grant program:</b> Funds can be used for fabrication of signage for a business or organization, restoration of historic signage, and lighting and fixture elements related to signage. The design of the sign would require approval of staff and an architect or designer to ensure quality and continuity.</p> <p><b>Grants for tenant improvements:</b> To help attract higher end retailers, larger grants could be provided for tenant improvements. Typically, higher end retailers require more customized tenant improvements for retail spaces. A grant can help encourage building owners to make those improvements for the retailer.</p>			



# Product Readiness

3.0 Area Conceptual Plans and Special Initiatives	Time	People	Resources
<p>3.7 Investigate the feasibility of creating a neighborhood business district (NBD) along San Pablo Avenue that would:</p> <ul style="list-style-type: none"> <li>■ Address issues and opportunities in the area.</li> <li>■ Assist with clean-up and store front maintenance issues.</li> <li>■ Provide an opportunity to do marketing and promotions with participating businesses.</li> <li>■ Provide retail experts to assist merchants with merchandising of goods.</li> <li>■ Sustain business retention and expansion efforts.</li> </ul> <p>3.7.1 NBDs are consistent with redevelopment project areas. They can have a planning overlay that allows special considerations for things like signage and outdoor seating for businesses and restaurants.</p> <p>3.7.2 NBDs can have a coordinator or manager who has offices on San Pablo Avenue who reports to city staff. Visibility amongst merchants is critical. NBD is funded by redevelopment.</p> <ul style="list-style-type: none"> <li>■ Potentially services could be provided by the West Contra Costa Business Development Corporation. The WCCBDC could also provide business and technical services to El Cerrito merchants.</li> </ul> <p>(See next slide for example of neighborhood business district program)</p>			



## Example: San Jose Redevelopment Agency NBD Program



- The NBD program physically improves commercial districts by upgrading building facades and signage, constructing street and sidewalk improvements, installing new pedestrian lighting, streetlights, banners and trees, constructing medians and parking lots, and undergrounding utilities.
- The program assists in the establishment, promotion and technical assistance/training of business associations, provides retail recruitment and retention assistance, offers marketing programs and business training, and makes referrals to business development resources.
- There are seven NBDs located in San Jose.



# Product Readiness

3.0 Area Conceptual Plans and Special Initiatives	Time	People	Resources
<p>3.8 Create an inventory of sites and buildings:</p> <ul style="list-style-type: none"> <li>■ Buildings available for retail uses (both large retailers and specialty retailers) desired by the city.</li> <li>■ Infill sites available for mixed use development.</li> <li>■ Inventory should include:               <ul style="list-style-type: none"> <li>■ Zoning</li> <li>■ Ownership</li> <li>■ Rents and price if for sale</li> <li>■ Building specs</li> <li>■ Size of building, parking</li> <li>■ Site map, building photo and aerial</li> <li>■ Contact information</li> </ul> </li> <li>■ Inventory should kept current and made available on city web site.</li> <li>■ Site descriptions with information above should be reviewed by retail brokers to ensure that information is complete.</li> <li>■ Site descriptions should be posted on the website and used for customized packets distributed to brokers, developer and retailers and for trade shows such as ICSC.</li> </ul>			



# Product Readiness

3.0 Area Conceptual Plans and Special Initiatives	Time	People	Resources
<p>3.9 Retain a retail consultant (or experienced retail broker) to review the inventory of available sites and buildings and determine appropriate new retailers based on the findings of the market assessment.</p> <p>3.9.1 The retail consultant can also review proposed mixed use development plans to ensure that spaces meet the needs of retailers and also provide guidance as to appropriate retail tenants.</p>			

vision





## 5. Communications & Promotion

**GOAL: Begin communicating with residents, local businesses, key brokers and developers to create awareness of the market and potential development opportunities in El Cerrito.**

Time

People

Resources

### 4.1 Key Messages

All communications should focus on three or four key messages that becomes the foundation for the communications strategy. Three key messages seem strong for what the city wants people to know:

- Vision
- Opportunity
- Commitment

### 4.2 Communications

Maintaining communications with various audiences could be a full time job. Recommendations focus on simple but consistent tactics to keep a frequent message in front of each audience. Tools and collateral recommendations are closely tied to the tactics to facilitate efficient management of consistent communications.

#### 4.2.1 Residents (options, depending on budget)

- Quarterly One-Page Newsletter – *Moving Up*
- Postcard – can be sent with short bits of news or announcements
- News Articles or Advertorial – local paper, public radio (tell the story of what is happening, future opportunities)
- Annual Shopper Survey

Note: Resident communications could be supported by local businesses as cooperative effort.



ACTION – Communications	Time	People	Resources
<p>4.2.2 Local Businesses (options, depending on budget, should be more frequent than with residents)</p> <ul style="list-style-type: none"> <li>■ Welcome letters</li> <li>■ Bi-Monthly, one-page newsletter focused on market opportunities, redevelopment, planning, regulations, new developments, business seminars               <ul style="list-style-type: none"> <li>■ Information needs to be of value to them</li> </ul> </li> <li>■ Monthly Postcard – focus on one news item, frequency is the key to postcards</li> <li>■ Article in Chamber Newsletter</li> <li>■ Promote website on all materials</li> <li>■ <i>Promotions are activities focused to generate one-on-one meetings (most of these activities are in the planning stages)</i> <ul style="list-style-type: none"> <li>■ Advertising of events or significant developments</li> <li>■ Seminars &amp; Forums – cosponsored with Chamber and businesses, opportunity to present City vision and action plan</li> <li>■ Business Recognition</li> <li>■ Business Outreach – city officials, one on one meetings by appointment</li> <li>■ Business Walk – potential Chamber activity, supplement City Business Outreach, one day a month, chamber teams (2-3) walk in a specific area and visit all the businesses (5-10 businesses) – informal visitation, i.e., questions on business, issues, news of what is happening at the city</li> </ul> </li> </ul>			



ACTION – Communications	Time	People	Resources
<p>4.2.3 Brokers/Developers (options, depending on budget, this should be more long-term, kick off when council adopts specific action or vision). Keep the messaging and print elements to a minimum, drive them to the website.</p> <ul style="list-style-type: none"> <li>■ Event – invite retail brokers and developers and an architectural firm to a conceptual visioning session with the City Council and staff to shape a vision for the priority retail areas and to determine the appropriate retail mix for the market.</li> <li>■ Opportunity Packets – after charrette send package of Market Analysis and conceptals from charrette</li> <li>■ Postcards – keep simple, one frequent message (schedule once month after kick-off, map out news). May or may not be the same news as resident or local business. The message to this audience must be about <i>value to them</i>. Keep to couple of sentences and drive them to the website.               <ul style="list-style-type: none"> <li>■ With this audience, electronic message can be effective (keep short, announce new information on web site, drive to web site)</li> <li>■ Use web site as repository for all planning documents, data, analysis, reports – any significant information that would be valuable to the audience.</li> </ul> </li> <li>■ Development Sites – sites, as well as conceptual plans, guidelines and other materials should be maintained on website for easy updating and ability to print or electronic transmit packages.               <ul style="list-style-type: none"> <li>■ All print should be in color</li> </ul> </li> </ul> <p>4.2.4 Targeting New Retail Businesses – ideally proactive marketing should be put on hold until specific area plans are ready, but the city should respond to any new business inquiries.</p>			



# Collateral Recommendations

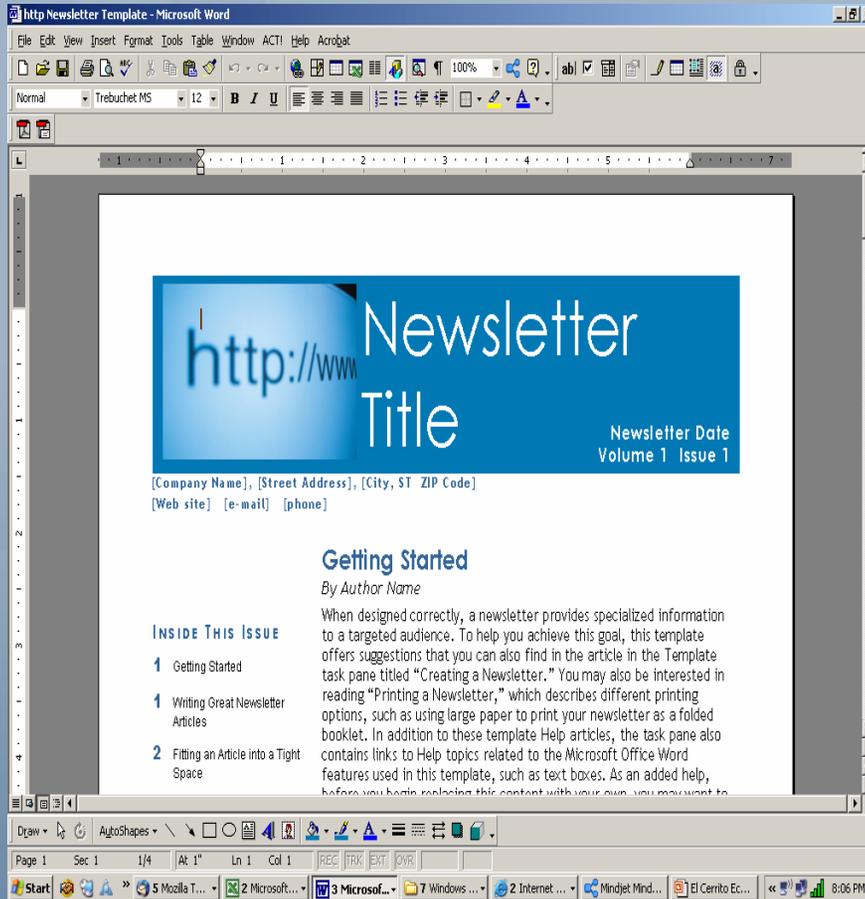
**Following page outlines recommendations for specific collateral materials and tools that should be implemented to begin creating a communications link and awareness between the city, business, residents, brokers and developers.**

**The implementation of a communications and promotional strategy will heighten the awareness among several audiences of the city's vision and action plan.**

**In creating collaterals and tools to be distributed to external business audiences, using a consistent look – logo, image and key messages – will assist in standing out in the pack.**



# Collateral



## ■ Newsletter

A simple way to communicate with all audiences is through a newsletter distributed regularly.

With technology creating newsletters can be done on a desktop. This sample is a word document which guides you while writing the newsletter content.

### Tips:

- Keep to short sentences
- Use lots of white space
- Use pictures as much as possible
- Allow sufficient time to produce
- 8 ½ x 11 fold over is sufficient
- Print on good heavy stock
- Maintain a good database or use a mail house.
- Budget for mailing could be a constraint.
- If emailing as attachment, use permission based databases
- Be consistent



# Collateral

## ■ Post Cards

Post cards are mini-newsletters. They are very effective because they provide a focused, short message, can be scanned by the reader but the point is made. They are quick and efficient for sending messages.

### Tips:

- Post cards should be at least 5x7, or fold-overs (more expensive)
- If using post cards as a newsletter, send more frequently to “break thru the clutter” of mail they receive
- Post card can be pre-printed on one side to handle in office or several vendors are available on-line who produce, print and mail postcard campaigns – use their stock or customize (message should always be customized)
- Provide own database or purchase
- Email postcards should use permission based databases

The collage features several postcard designs for 'Victor Valley' with different themes: 'The spot for manufacturing' (train), 'The spot for living' (house), and 'The spot for play' (golf). Below these is a screenshot of a web-based postcard creation tool. The interface includes a 'Layout Selector' with various design templates, a preview window showing a hand using a mobile device, and control buttons like 'Change Background', 'Zoom In', 'Update Preview', and 'Approve'. It also has fields for 'Company', 'Font', 'Size', and 'Color', and a 'Background Options / Filters' dropdown.



# Collateral

## ■ Website

The City website has two entry levels for local business and prospective new business, developers and investors to obtain data on the city:

- Business Guide, and
- Economic Development

The business has three pages with information for mixed audiences:

1. Welcomes brokers, developers and investors – 3 paragraph overview of city
2. Business directory – list of local businesses
3. Development Opportunities – highlights San Pablo Avenue and Mill & Lumber Site as potential development opportunities

### Recommendation:

Restructure this section as a guide to doing business with the City with links to Economic Development for development opportunities.





# Collateral

## ■ Website

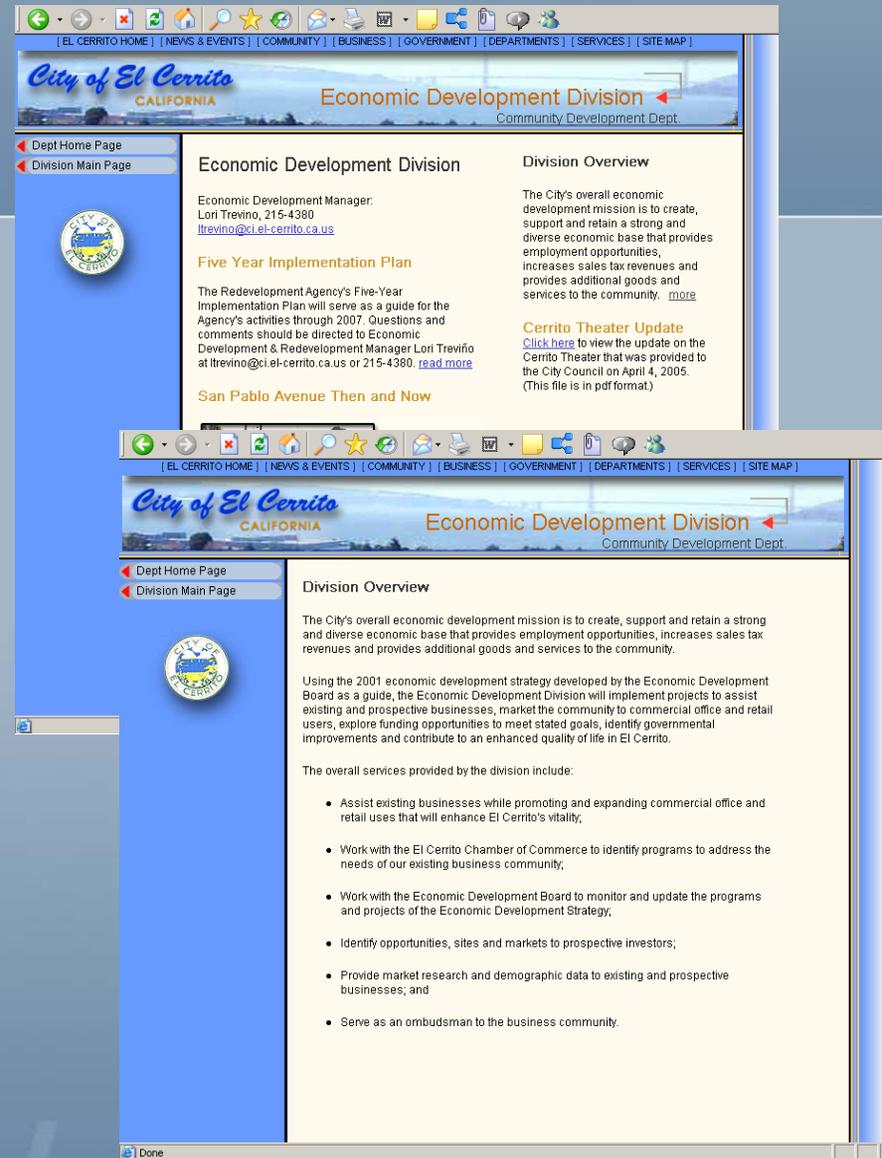
The Economic Development section is currently two pages:

1. Division Main Page
2. Division Overview

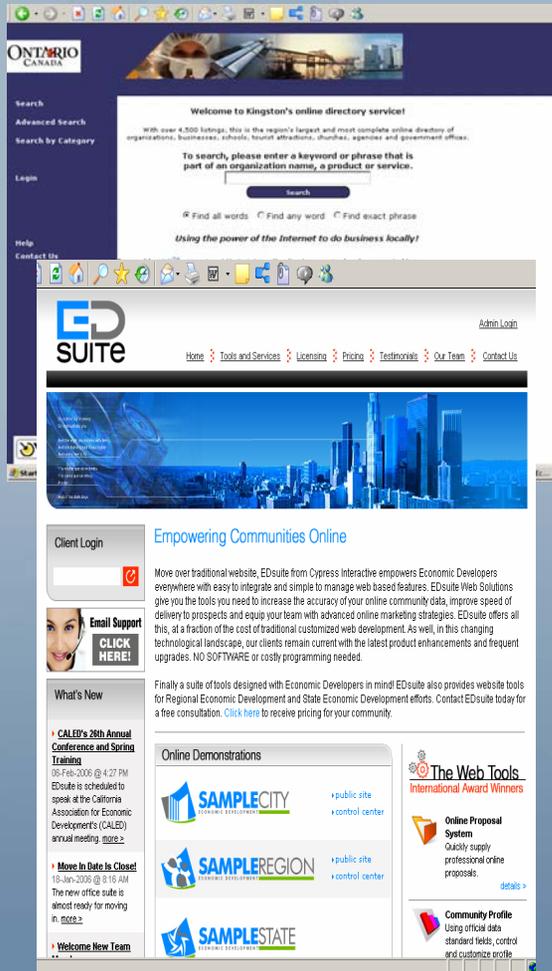
This section of the website should be expanded and focus first on a compelling Business Case – *why a business should be in locate in El Cerrito*.

Second priority is outlining the key services the city will provide and how the city will assist a business with location, expansion or technical resources.

Section should be linked to Business Guide and possibly other areas of the website as well as external resources, such as, Small Business Development Center, Chamber, State Franchise Tax Board, etc.



# Collateral



## ■ Web Site Recommendations

Web sites are one of the most used resources for businesses and customers to search, find and evaluate information. It is a must medium for economic development. This medium must be easy to navigate and data-rich with a compelling business case.

Following are simple recommended changes that would greatly enhance the usability by businesses of City's website, as well as efficient tool for the economic development professionals, for little investment:

1. License the EDsuite economic development module. It attaches seamlessly to the city website but adds standard business development templates which the city administers the content (i.e. fill in the blank. The module provides:

- Community Profile Template
- Site & Building Inventory System (which can be used to print a Development Opportunity Catalog)
- News Module
- Client Tracking
- On-line proposal system

2. Upgrade the Business Directory to a search directory creating a marketplace for local business. This could be a collaborative project involving business and chamber.

3. Restructure content of Business Guide to Doing Business with links to Directory and Economic Development.



## Collateral

### ■ Media Kit

- Media kits and press releases are ideal promotional vehicles for launching a project and getting the word out.

The entire media kit can be burned to CDs, making it easier to encourage editors and news agencies to cover the stories.

- Kits should be in PDF format for download on website.
- Use availability of media kits, projects sheets, development sheets, stories and logo on website for cooperative marketing with business.



**U.S. Environmental Protection Agency**

**EPA Newsroom**

Contact Us | Print Version Search:  GO

EPA Home > EPA Newsroom > Media Kits

### Media Kits

EPA produces media kits and materials including graphics, logos and other content for use by the media in support of various EPA public information programs.

#### Air Quality Index

[Air Quality Index \(AQI\) Logos](#)  
Four formats of the AQI logo and index indicator for media use in reporting the Air Quality Index.

[Air Quality Index \(AQI\) & TV Weather](#)  
Full information for TV weather forecasters about the Air Quality Index, how to report it, and access to animation maps of ozone and particulate pollution.

#### Energy Star Logo Use Guidelines

[Energy Star Logo Use Guidelines](#)  
EPA encourages the use of these new ENERGY STAR marks as soon as possible. Please be sure to comply with the new ENERGY STAR Identity Guidelines included here when using these marks.

EPA Newsroom Home  
News Releases  
Comunicados En Español  
Get News by E-mail  
RSS XML  
Media Contacts  
Visiting Offices & Labs  
Regional Newsrooms  
U.S. Government Newsrooms  
Broadcast Services  
Public Service Announcements  
Image Gallery  
Media Kits



# Tools

## ■ Client Tracking System

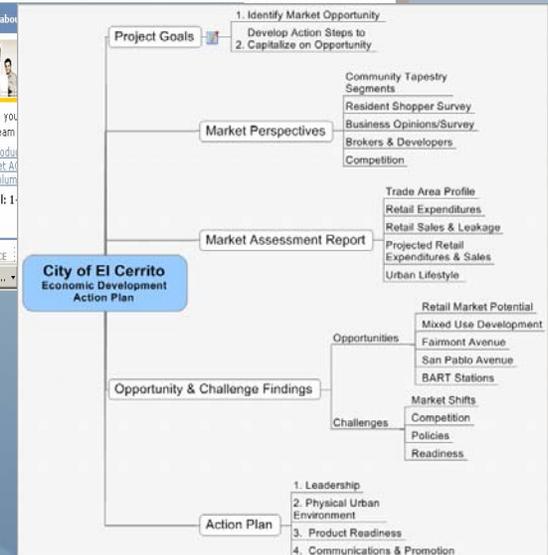
ACT! Is probably one of the most used, off-the-shelf, client tracking systems available. It is not expensive but very dynamic and can be stand-alone, networked or web-based.

A client tracking system is a tool that brings efficiency to the Economic Development program. One tool to manage local business contacts, broker and developer lists, manage campaigns and follow-up with contacts. It is more than a database system as it integrates and records all activities. A must for measuring effectiveness as well as creating reports on the fly.

The system can be easily customized to an Economic Development outreach program or marketing campaign.

## Collaboration Software

Collaboration software will allow project managers and other critical implementers of a program to work from the sample set of files on the Action Plan.





## Next Steps

Based on the Market Assessment Findings and the recommended Action Plan, it is recommended that next phases of the Economic Development Strategy be revised. To move the action plan forward to implementation we believe a better use of the funds allocated for Phase II & III would be to:

1. Hold a Retail Vision Study Session
2. Retain Urban & Landscape Designers  
Deliverables from above should be:
  - Conceptual designs for priority sites and San Pablo Avenue
  - Design Guidelines
  - Viability of work-live space, walkable streets along Fairmount and other key commercial districts
3. Retain a Retail Consultant as an advisor on mixed use projects and other prime retail sites.
4. Acquire economic development tools, upgrade website, development marketing collateral and training on tools and system for immediate implementation to complement the program.

**“For El Cerrito to compete in this marketplace, they will need to develop their own critical mass, create market appeal, generate some excitement and intrigue, and tell their own stories.”**

**Mary Bosch, Marketek  
Downtown Retail Market  
Consultant**



# Appendix

Following is a list of resources which can be helpful in implementing the Action Plan.

## Business Planning

- <http://www.ci.rocklin.ca.us/upload/files/Guide%20to%20Preparing%20a%20business%20plan%201.pdf>  
Guide to Preparing a Retail Business Plan, PDF Download
- [www.bplans.com](http://www.bplans.com)  
The one stop shop for the development of your business plan.
- [www.businessplans.org](http://www.businessplans.org)  
This site offers resources for business planning. It includes different types of tools and examples of various plans. The “strategy insight” portion allows entrepreneurs to test their own business plans.
- [www.chainstoreage.com](http://www.chainstoreage.com)  
The web site for retail executives. Chain Store Age delivers a wealth of information on retailing trends and the forces behind them, with regular sections covering: retail technology; merchandising; shopping center development; marketing; physical support systems; finance; legislative affairs; security; store design and visual display; strategic planning and human resources; distribution and transportation.  
  
Resources found on [www.mspsinc.com](http://www.mspsinc.com) the web site for Main Street Property Services, Inc., a retail real estate services company offering specialized added value leasing, project positioning and remerchandising for retail property owners, investors, tenants and municipalities throughout Northern California.
- [www.downtownresources.com](http://www.downtownresources.com)  
Downtown Resources is California's leading firm at working with ownership groups on developing business improvement districts used to rebuild urban areas.



## Business Resources

- [www.entrepreneur.org](http://www.entrepreneur.org)  
The Entrepreneur magazine site contains information and advice for startups, home business and franchises. The small business center focuses on a different topic every week. The site includes how-to guides, business news and an “opportunity finder” where visitors can browse business prospects based on investment output or category.
- [www.entreworld.org](http://www.entreworld.org)  
EntreWorld delivers useful information, guidance and contacts for the small business owner.
- [www.envirosell.com](http://www.envirosell.com)  
Envirosell is a behavioral market research and consulting company. that specializes in examining consumer shopping behavior using a combination of in-store video recording, observation and customer intercept interviews.
- [www.franchiseopportunities.com](http://www.franchiseopportunities.com)  
Provides you with the Web's largest directory of franchises and franchise business services.
- [www.franchiserestaurant.com](http://www.franchiserestaurant.com)  
Provides a wide variety of restaurant businesses from full service restaurant franchises to the more specialized food service businesses
- [www.mycorporation.com](http://www.mycorporation.com)  
Provides information on Incorporation, LLC Formation, and Trademark Search Services, has helped tens of thousands of companies across the U.S. get their start.
- [www.nrf.com](http://www.nrf.com)  
The NRF Foundation is the center for the collection and dissemination of information about retailing. As such, the Foundation is the link between retailing's past, present and future. The Foundation conducts research and education programs and promotes awareness of retailing's community involvement.



## Business Resources

- [www.retail.com](http://www.retail.com)  
Gives retailers an affordable, accessible and powerful means to communicate and collaborate with everyone in their supply network.
- [www.score.org](http://www.score.org)  
The SCORE association (Service Corps of Retired Executives) is a resource partner with the U.S. small business administration. Score is dedicating to aiding in the formation, growth and success of small business nationwide.
- [www.startupjournal.com](http://www.startupjournal.com)  
The Wall Street Journal Center for Entrepreneurs site includes a searchable database of business opportunities, franchises and companies. Sections also include “how-to,” “ideas,” “financing” and “running a business.” The “toolkit” section includes information on creating a business plan and a function for performing a trademark search.
- [www.teconline.com](http://www.teconline.com)  
TEC International provides monthly forums for entrepreneurs to work on their businesses. TEC facilitates groups for chief executives, key executives, division leaders, professional service providers and high school and college students. On the site is a preview of TEC topics, ranging from setting goals to negotiating business deals.
- [www.toolkit.cch.com](http://www.toolkit.cch.com)  
The information you need to start, run, and grow a successful small business.



## Business Resources

### Store Design and Construction

- [www.corporategraphics.com](http://www.corporategraphics.com)  
Corporate Graphics combine strategic, creative and technical expertise to deliver tools that help our clients communicate effectively and efficiently.
- [www.gwa-arch.com](http://www.gwa-arch.com)  
GWA is a San Francisco based architecture, planning, and interior design firm.  
[www.boma.com](http://www.boma.com)  
The building owners and managers association provides a network forum for industry professionals to discuss mutual problems, exchange ideas and share experience and knowledge.



# Business Resources

## Trade Associations

- [www.icsc.org](http://www.icsc.org)  
International Council of Shopping Centers (ICSC) is the global trade association of the shopping center industry. Its members include shopping center owners, developers, managers, marketing specialists, investors, lenders, retailers and other professionals as well as academics and public officials.
- [www.mainstreet.org](http://www.mainstreet.org)  
Works with communities across the nation to revitalize their historic or traditional commercial areas.
- [www.nationalbusiness.org](http://www.nationalbusiness.org)  
The National Business Association's Web site offers business advice and news as well as links to other sites. The political updates section provides concise descriptions of legislation pending in Washington, D.C.
- [www.uli.org](http://www.uli.org)  
The Urban Land Institute researches, analyzes, and encourages responsible patterns for long-term urban growth, as well as, conducting inquiries into what constitutes sound real estate development projects and practices.



- <http://www.californiadowntown.com/about/>  
The California Downtown Association represents thousands of diversified businesses throughout California within its network of downtown associations, cities, chambers of commerce, business districts, supportive vendors and consultants.

CDA's primary purpose is to exchange information pertinent to business districts and to formulate solutions to mutually shared problems.

- Revitalization Resources – Web Collection  
<http://www2.hawaii.edu/~kleban/Revitalization.htm>  
This collection was compiled for urban planners, landscape architects, architects, city management officials, and concerned citizens involved in revitalizing the inner core of a town or city. Revitalization of a downtown becomes necessary when businesses choose to locate in newer shopping malls or industrial zones rather than building or remodeling in the older downtown area. There are many issues involved in urban renewal. An important one is the land use regulations permitting business use exclusively in central city districts, so that people are no longer allowed to live above or in back of retail shops and offices. This webliography focuses on the re-introduction of mixed use zoning in urban centers, the historic preservation of architecturally and culturally important buildings, and the replacement of overly restrictive and unnecessarily proscriptive building codes with performance-oriented codes that allow compliance alternatives.



- Local Initiative Support Corporation (LISC) Center for Commercial Revitalization, New York  
Critical to the redevelopment of any community is the revival of its commercial corridors, the so-called “main streets” of groceries, drugstores, coffee shops, restaurants, barbershops, hardware stores and services that frequently act as a neighborhood pulse. To create that pulse, business owners, residents, politicians and police must organize around a common vision for neighborhood business revitalization. LISC’s Center for Commercial Revitalization (CCR) helps them do that.

#### Bay Area LISC

369 Pine Street, Suite 350, San Francisco, CA 94104  
(415) 397-7322 – Phone (415) 397-8605 – Fax

- Walkable Communities, Inc. was established in the state of Florida in 1996. It was organized for the express purposes of helping whole communities, whether they are large cities or small towns, or parts of communities, i.e. neighborhoods, business districts, parks, school districts, subdivisions, specific roadway corridors, etc., become more walkable and pedestrian friendly. The services provided by Walkable Communities are: presentations, walkable audits (to help determine specific problems and solutions), training courses, workshops, planning and visioning charrettes to facilitate community planning efforts, and mediation in community disputes over planning issues.

33 E. Pine Street, Orlando, FL 32801  
1-866-347-2734 or 407-839-1789 FAX



- Smart Growth America is a coalition of national, state and local organizations working to improve the ways we plan and build the towns, cities and metro areas we call home. The coalition includes many of the best-known national organizations advocating on behalf of historic preservation, the environment, and open space preservation, neighborhood revitalization and more. Our state- and regional-level members are community-based organizations working to save treasured landscapes while making our towns and cities ever more livable and lovable.

To that end, Smart Growth America provides extensive resources and educational opportunities for members working with citizens across the country to preserve our built and natural heritage, promote fairness for people of all backgrounds, fight for high-quality neighborhoods, expand choices in housing and transportation and improve poorly conceived development projects.

Smart Growth America  
1707 L St NW, Suite 1050, Washington, DC 20036  
202-207-3355 Tel 202-207-3349 Fax  
[sga@smartgrowthamerica.org](mailto:sga@smartgrowthamerica.org)



- Congress for the New Urbanism (CNU) is a Chicago-based non-profit organization that was founded in 1993. We work with architects, developers, planners, and others involved in the creation of cities and towns, teaching them how to implement the principles of the New Urbanism. These principles include coherent regional planning, walkable neighborhoods, and attractive, accommodating civic spaces. CNU has over 2,000 members throughout the United States and around the world. We sponsor annual conferences, known as Congresses, for the sharing and discussion of best practices in New Urbanism.

National Headquarters:

The Marquette Building

140 S. Dearborn St., Suite 310, Chicago, IL 60603

Tel: 312-551-7300

ax: 312-346-3323

[cnuinfo@cnu.org](mailto:cnuinfo@cnu.org)



# Resources

Collaboration Software for implementing the action plan.



Prepared by Chabin Concepts, powered by Mindjet





Delivering Strategic Solutions, Tactics and Tools

530.345.0364

[www.chabinconcepts.com](http://www.chabinconcepts.com)

2889 Cohasset Road, Suite 5, Chico, CA 95973

Chico, CA | Yakima, WA | San Jose, CA