

EastLake Mainstreet Commercial Revitalization Strategy

TABLE OF CONTENTS

EastLake District Map _____	2
EastLake Is _____	3
EBALDC's Work in EastLake _____	3
What Can EastLake Become? _____	3
What Will It Take To Get There? _____	4
About this Document _____	4
<i>Physical Improvements</i> _____	5
Major Project – Clinton Park Master Plan– Streets and Sidewalks _____	6
Major Project – Clinton Park Masterplan – Park Improvements _____	7
Other Projects: _____	8
<i>Promotion</i> _____	9
Major Project – EastLake Promotional Campaign _____	10
<i>Safety</i> _____	12
Projects _____	12
<i>Business Development</i> _____	13
Major Project: Model Businesses _____	14
Major Project: Business Attraction Campaign _____	15
<i>Neighborhood Jobs</i> _____	16
Major Project – Neighborhood Jobs Program _____	16
Other Projects: _____	17
<i>Organization</i> _____	18
Ongoing Efforts: _____	19
Major Project: Business Improvement District _____	20
Other Projects: _____	21

EastLake District Map



EastLake Is

EastLake is a commercial district located in the San Antonio District of Oakland along East 14th Street (International Blvd) and East 12th Street from 1st to 14th Avenue, just east of Lake Merritt. The district has commercial businesses serving a multiracial working class neighborhood composed of Asian, Latino and African American populations. Ethnic restaurants, auto repair shops and auto dealerships, ethnic grocery stores, beauty shops and personal services, and garment manufacturers comprise the majority of the current business mix in the EastLake district. Like many low-income neighborhoods, EastLake faces many challenges to its continued sustainability. Crime and safety, empty storefronts and unmaintained properties, overcrowded and substandard housing and lack of access to economic, educational and political resources are among the major issues for the neighborhood and commercial district.

Like other low income and people of color communities, EastLake has lacked the political clout necessary to convince the City to make substantial economic investment in the district. EastLake needs a thoughtful revitalization strategy that reflects the community's values and beliefs. This revitalization strategy would provide access to language appropriate technical assistance for businesses, build understanding among the district's ethnically diverse communities and implement a collective vision for the economic uplift of the district. EastLake must strengthen and retain its existing vital businesses and attract new businesses to rebuild the kind of safe, pedestrian-friendly, family-oriented district that the community desires.

EBALDC's Work in EastLake

The East Bay Asian Local Development Corporation began working in EastLake in 1995 as part of our Lower San Antonio Neighborhood Planning project. At that time the area was widely known as New Chinatown in spite of the fact that neither the residents nor the business owners were majority Chinese. EBALDC brought together a diverse group of merchants who selected the name EastLake as a more inclusive title for the diverse business district. The EastLake Merchants Association was created in 1996. Since then EBALDC has helped to grow the Association and worked closely with merchant leaders and the City of Oakland's Neighborhood Commercial Revitalization Program on a variety of projects. We have helped to build the association to over 55 paid members, created bylaws and held two contested leadership elections. We have raised money for a number of public improvements including new street banners, new lights for the park, new street trees and storefront improvements. We have helped Merchants successfully advocate for increased community policing and code enforcement. We have changed street sweeping hours to allow more parking.

What Can EastLake Become?

Racism and cultural mistrust remain central forces in urban development. With its diverse population, EastLake is a natural site for community building across borders of race and ethnicity and social and economic status. Thoughtful commercial revitalization can both strengthen the district economically and create opportunities for community building by encouraging dialogue about the future of the district. We envision a commercial district which provides relevant goods and services as well as desirable jobs to its surrounding neighborhoods. Businesses in the district

are rooted in the community's concerns and future and work collaboratively with residents to stabilize and improve the district as a good place to do business and to live and work. EastLake can be the kind of multiracial community where diversity is celebrated; where neighborhood residents feel strong loyalty to local businesses; where businesses support the community and provide quality jobs to those same residents; where the businesses are partners with other institutions in making a better life for everyone.

What Will It Take To Get There?

The EastLake Mainstreet strategy maps out a path to that future. Fully realizing the neighborhood's potential will require a coordinated effort by a wide range of stakeholders. The Mainstreet project builds an ongoing capacity to keep that full range of interests at one table working toward one future. Building and maintaining a network of support for the neighborhood among merchants, residents, public officials and institutions serving the community is the centerpiece of the strategy. This network is cultivated and maintained through a series of special projects which engage people's creativity, deliver measurable change and generate a sense of excitement about where the neighborhood is headed. Major projects include:

- 1) **Clinton Park Master Plan:** Capital improvements to Clinton Park and surrounding streets to create a strong sense of place in the center of a more pedestrian friendly commercial district.
- 2) **EastLake Promotional Campaign:** A series of posters and print ads coordinated with special events to build an identity for EastLake as a multicultural shopping and dining destination.
- 3) **Model Businesses Project:** In depth technical assistance to 3-5 representative businesses to serve as models of "quality" to others in the area. Training workshops for all businesses will be developed based on the needs identified by the models.
- 4) **Business Attraction Campaign:** Coordinated effort to identify and recruit businesses that meet the community's priorities.
- 5) **Neighborhood Jobs Program:** Job linkage program that builds on our relationship with area businesses to offer jobs to low income neighborhood residents and youth.
- 6) **Business Improvement District:** An organizing project to involve merchants in the passage of a Business Improvement District tax as a means of sustaining the ongoing effort to improve the district.
- 7) **Hands On Leadership Training:** Leadership development process where merchant leaders identify needed skills to develop through the regular work of leading the association. Structured feedback is provided to leaders on their progress in acquiring those skills.

About this Document

This work requires the coordinated involvement of a large number of independent individuals, public agencies and community organizations. This document summarizes priorities for EBALDC's work toward the revitalization of the EastLake Commercial District. While we are proposing to continue playing a coordinating role, we cannot succeed in any of these tasks alone. Where possible we have tried to indicate where our work is dependent on commitments of time, money or other resources from city agencies, the EastLake Merchants Association or other community agencies.

The EastLake Merchants Association (ELMA), though founded and staffed by EBALDC, is increasingly an independent organization with its own agenda. While our priorities for this initiative are consistent with the feedback we receive from merchants, this document represents EBALDC's priorities for the coming years and is not intended as a workplan for ELMA.

Physical Improvements

“When I was 16, I got shot by other students at my high school. I was filled with hate for a long time. But now that I’m older, I know that the answer isn’t hate, it’s love. Working together in Clinton Park is about love. It’s the only thing that is going to overcome the differences we have.”

- Professor Tran, community resident & workshop participant

“Our elders can remember when there were drumming sessions at night in Clinton Park. People are too afraid to be there now.”

- Alberta Tenorio, Intertribal Friendship house

VISION:

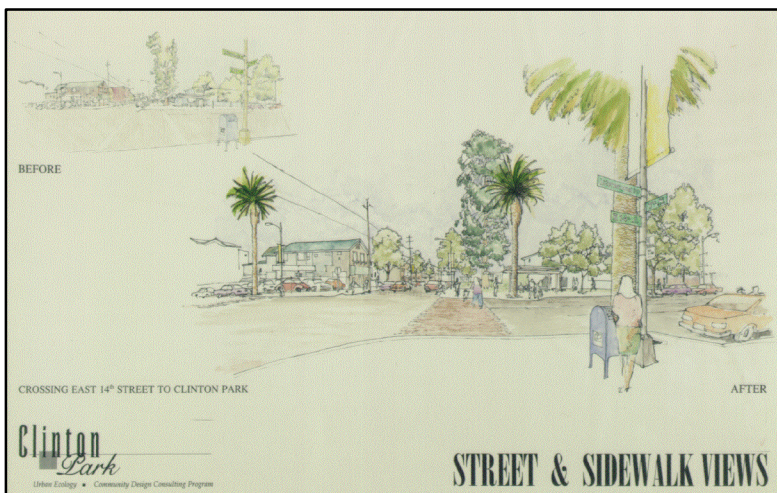
The neighborhood has been neglected and suffers from the symptoms of disinvestment. By increasing both public and private investment, cleaning up the streets and sidewalks, restoring storefronts and planting new trees, we can make the district feel safer and more vibrant.

The EastLake District Redesign Strategy focuses revitalization efforts on a specific geographical point as an anchor for the entire district and as a catalyst for broader growth. The community has identified Clinton Park as that specific point of focus. This strategy acknowledges the importance of focusing investment on a central location – creating a place that people are drawn to and a place that people would immediately think of when considering a visit to EastLake. Clinton Park will become a unique and safe community-gathering place which will symbolize EastLake’s diverse community. Redesigned, redeveloped, and maintained, Clinton Park can be a source of pride and a center for community activities in Lower San Antonio’s EastLake neighborhood. Clinton Park will become a symbol of what merchants and residents can accomplish through collective efforts to improve the neighborhood.

The Clinton Park site represents a significant opportunity. Clinton Park covers one city block in Oakland’s San Antonio District, which lies between Downtown Oakland and the city’s Fruitvale District. The park is bounded by East 12th and East 14th Streets and 6th and 7th Avenues. East 12th and East 14th between First and Fourteenth Avenues are the main commercial strips in the EastLake Business District. An adult school and children’s playground are contained within the park boundaries. Clinton Park has long been utilized by residents and merchants as a community center for family activities and to meet educational needs; however, it remains underutilized.

Over the past 2 years we have developed the Clinton Park Masterplan in partnership with Urban

Ecology as a blueprint to guide investment in improvements in and around the park. Around the park, the plan calls for traffic calming elements and specially textured crosswalks and prominent and unique street trees on the corners surrounding the park. These elements are designed to contribute to the sense of having arrived at a “Place.” Functionally, the traffic calming elements and landscaping improve pedestrians access and



encourage pedestrian usage by creating a more pleasant urban design. Within the park, specific site developments proposed include: a Community Stage, Community Plaza, Central Lawn, Children's Area, Community Garden, and a Heritage Oak Tree. These improvements help make the park a safe gathering place and vibrant centerpiece of the neighborhood. If these capital improvements are made throughout the park, special events held at the park, like our annual festival, will have a greater impact. New cultural and arts programming in conjunction with local artists and the Oakland Museum will also welcome increased park usage.



Along with this attraction, our strategy will connect this central point to the broader EastLake area, which encompass the seven blocks before and after Clinton Park along E. 14th and E. 12th Street. Street beautification, storefront façade improvements and other forms of major physical transformation must take place throughout the district to create a sense of place and a connection to Clinton Park as a neighborhood center. Beautification projects should make a strong visual impact, and be creative and instill community pride, such as large murals, planting of trees and flowers, and ongoing cleaning and consistent maintenance of Clinton Park and the surrounding area.

Goals:

1. *Create a "Sense of Place" so that people can recognize when they have arrived at the center of EastLake*
2. *Increase quality of life by making streets more safe, walkable and pedestrian-friendly during all hours and by calming traffic on streets bordering the park*
3. *Increase parking throughout the district to enable increased access to businesses*

Major Project – Clinton Park Master Plan– Streets and Sidewalks

Objectives

1. *Improve the bus stop plaza located at the park*
2. *Improve the sidewalks at the corners of Clinton Park*
3. *Install signature trees and landscaping in the park and along E. 14th and E. 12th Streets*
4. *Install additional sidewalk and bus plaza lighting*
5. *Construct corner bulb outs to slow traffic on E. 12th St.*
6. *Install sidewalk ramps for disabled pedestrians or wheelchairs*
7. *Install textured pavement for pedestrian crosswalks*
8. *Traffic calming through design solutions like street restriping*

Resources:

In Kind City of Oakland Transportation Planner and Project Manager
 \$830,500 Capital Improvement Costs
 (Source: MTC or other source and Oakland local match of 12%)
 EBALDC Staff

Workplan:

Planning Phase

- Working with Transportation Planner, complete traffic calming and transit design project planing work to broaden the geographic area of the plan to 14 blocks and consider alternative design solutions
- Develop cost estimates and budget
- Lobby at City level for local match
- Organize and coordinate Project Education Forums with area residents and merchants
- Apply to MTC for Funding

Implementation Phase

- Assist City to implement Traffic Calming and Transit Design Project
- Provide community support to Project Manager
- Confirm budget, funding sources and timeline
- Inform community about capital improvement project timeline

Major Project – Clinton Park Masterplan – Park Improvements

Objectives

1. *Community Plaza*
2. *Community Garden*
3. *Children's Area*
4. *Community Stage*
5. *Heritage Storytelling Oak Tree seating and improvements*
6. *Interior Pathways & Corner Entrances*
7. *Lighting & Visibility*
8. *Site Fixtures: Involve local artists in treating park fixtures as sculpture*
9. *Routine Maintenance*

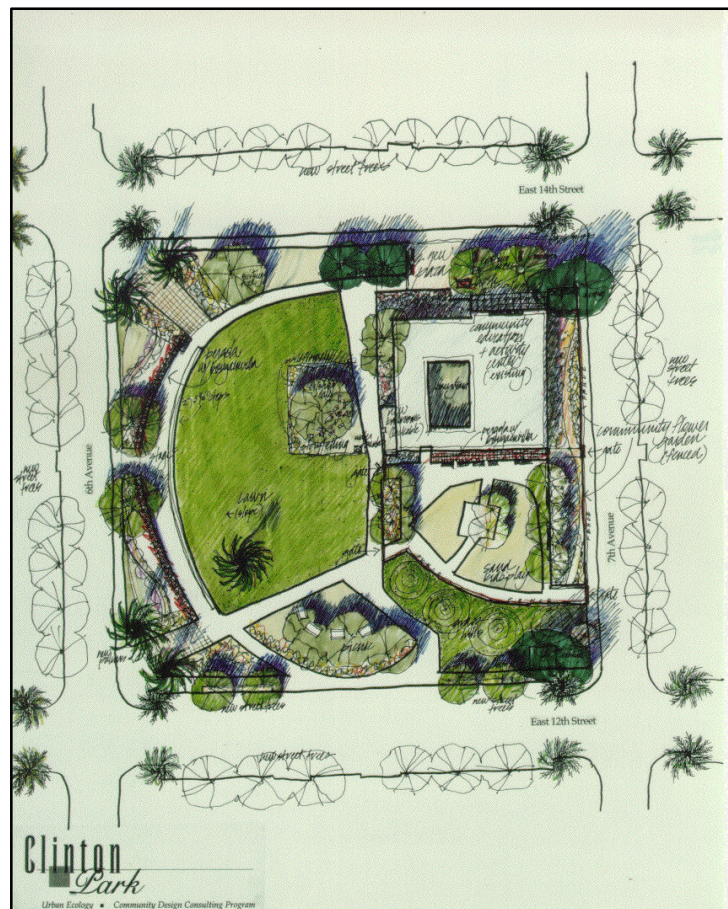
Resources:

\$715,000 Redesigned Clinton Park
In Kind Project Manager from
 City of Oakland
 EBALDC Staff

Workplan:

Planning Phase

- Develop cost estimates and budget with necessary city staff
- Lobby at City level for funds
- Organize and Coordinate Project Education Forums on specific site developments with residents and merchants



Implementation Phase

- Confirm budget, funding sources and timeline
- Notify community on capital improvement project timeline
- Work with Parks and Recreation to implement park improvements
- Assist Parks and Recreation to link to community resources like local artists

Other Projects:**Support Merchant involvement in the City's Storefront Improvement Program**

- Establish a list of contractors used for storefront façade improvements
- Establish priority list with Theresa Navarro – including EastLake Plaza, King of King, Chico Fan's property, Caravelle Restaurant, Miramontes Bakery

Create cultural art projects with San Antonio youth and families

- Schedule series and content of projects with EBAYC, Oakland Museum and ELMA including murals, performances, and Oakland Museum family explorations.
- Estimate cost of project materials per projects

Promotion



VISION:

We envision a promotional campaign that will produce two results:

1. *A strong and positive identity that encompasses all that EastLake has to offer today and in the future.* We want the promotional campaign to highlight the best of what EastLake has to offer. The identity must inspire and prompt people to shop and explore EastLake and to continue their patronage.
2. *An increase in the number of shoppers living within a ten block radius in EastLake.* We will create a campaign that will primarily target local residents. We need to also be aware of our existing market

and must maintain that base. The campaign must provoke the curiosity and willingness to try something new – to try EastLake. Oakland residents and others would be the secondary market focus. We believe that the synergy that is built within our local resident community will then prompt others to join in.

The promotional campaign will be based on EastLake's current position in the market, including its major market groups and its opportunities for growth. EastLake's current market position statement follows:

EastLake is an eclectic and active marketplace of goods and services. EastLake meets many of the basic everyday needs of local residents in a colorful, and bustling environment. EastLake is a familiar place to many locals but for others EastLake can be a new experience of "finding something new". Its businesses do their best to cater to Eastlake's diverse clientele by providing a wide range of products from all over the world at affordable prices. EastLake also offers a particularly good selection of Vietnamese and Mexican cuisine. In addition to a vibrant marketplace of food products, EastLake offers a wide selection of car services – from vintage motorcycle detailing to basic oil changes. EastLake's central location in Oakland and just east of Lake Merritt, makes it a convenient destination for customers. Customers can easily park and shop, since EastLake still offers free parking throughout the district. Its primary market consists of consumers who live within a ten block radius. Over half are large immigrant working families of varying ethnicities with low to moderate incomes. Artists, musicians and other alternative lifestyle type households make up another distinct group of consumers. There is a large concentration of artists and musicians residing in EastLake. There is a growing unity among this distinctly diverse district and an appreciation of local traditions and values which are reflected in its appearance, its way of doing business and its celebrations.

Because EastLake holds a distinctly diverse clientele, our strategy must cater to this diversity that utilizes one common concept. The campaign will focus on featuring a variety of local people and personalities who have had an experience of eating and/or shopping in EastLake – what they enjoy and love about EastLake and what others might also love and enjoy. We will produce a series of "People of EastLake" posters over a planned period of time. The concept is simple and straight forward – promoting EastLake through the perspectives and opinions of the people living and working there.

In an effort to continue effective promotional efforts in the second and third year, we will need to define selected segments of our local residents and gain a deeper understanding of their attitudes about EastLake and their buying patterns. We will then be able to effectively shape our future promotional efforts. We will use a customer survey to define these selected segments.

Overall, the campaign will be an ongoing effort designed to build a strong and positive image of EastLake and to combat any negative perceptions of the area. It will help us establish a marketing identity, which can be used to set the stage for the necessary promotional activities that are planned: EastLake Discount Card, Retail Specials, EastLake Business Directory, and the Annual EastLake Unity Festival. Our image building campaign will also provide us with a vehicle for publicizing the Main Street program's successes. We will work in conjunction with our business attraction and model business projects. The knowledge gained through effectively promoting EastLake to our target markets will certainly inform how we can effectively strengthen our strategy of attracting new businesses and expanding existing businesses.

Goals:

1. *Reduce the leakage of neighborhood dollars out of the district by increasing the number of local resident who shop and dine in EastLake.*
2. *Increase the awareness of EastLake as a destination by residents*
3. *Develop a unique and recognizable "identity" for the district which builds on its multiculturalism.*

Major Project – EastLake Promotional Campaign

Objectives:

1. Produce "People of EastLake" Poster series
2. Hold Annual EastLake Unity Festival
3. Conduct customer survey in order to refine promotional strategy

Resources:

\$12,000	Designer & Ad writer
Pro bono	Marketing Consultant
	EBALDC Staff Time
\$5,000	Survey Implementation
\$10,000	Printing\Media - Annual

Workplan:

Promotional Team Coordination

- Convene Promotion Team
- Refine and Plan Campaign and timeline with Team
- Establish Promotional Calendar of Events
- Integrate Discount card, Retail Specials and Unity Festival into Poster Project
- Track Sales Growth month to month
- Evaluate the visibility and impact of Campaign

"People of EastLake" Poster Project

- Assist designer and writer in design and content of poster series
- Develop comprehensive and relevant Media mediums and distribution points
- Estimate Cost of Campaign

Expand use of 10% Discount Card

- Expand number of business establishments who accept card - focusing on food and retail establishments
- Track usage of discount card

Retail Specials

- Identify participating merchants
- Assist in design, layout and timing of advertisement
- Identify relevant print media
- Track effectiveness of advertisement

EastLake Business Directory

- Recruit additional business entities to join directory
- Update directory
- Print and distribute directory
- Update distribution points

Special Event – Annual EastLake Unity Festival

- Arranging for food service
- Scheduling local stage performances
- Coordinating various overlapping activities
- Arranging for trash collection, set up crew and clean up crews
- Arrange for traffic and parking management
- Coordinate the provision for security and safety
- Secure site
- Develop budget and funding
- Arranging amenities and festival space planning

Customer Survey

The survey will cover the following subjects:

- The shopper's reasons for being in EastLake
- How often the shopper visits EastLake
- Types of EastLake businesses the shopper regularly patronizes
- The shopper's attitudes about EastLake
- Where the shopper lives and works
- Newspaper, TV and radio station preferences
- Confidential household data, such as income, number of incomes, and the number and ages of household members

Safety



VISION:

Safety is a primary concern for everyone in the community and it is a major motivating force behind all of our work in EastLake. Over the past few years, there has been a concerted effort to increase police involvement in and accountability to the community. As a result of merchant and resident efforts, particularly in the wake of a series of unsolved arson fires, police presence in the EastLake district has been dramatically increased. We now have a multi-lingual walking officer dedicated exclusively to EastLake. People report feeling safer and merchants appear to be more likely to report problems to the police.

However, in spite of this success, few people see the police as the ultimate key to neighborhood safety. Community building efforts such as the Merchants Association and Crime Prevention Council, combine with the physical and economic improvements described throughout this strategy to create a safer and more vibrant neighborhood. Keeping the neighborhood clean, improving the appearance of storefronts, bringing new businesses into vacant sites are all efforts intended to increase the sense of EastLake as a "safe" place.

Goals:

1. *Improve the perception of EastLake as a safe place to live, work and shop.*
2. *Maintain a high level of police and community involvement in Eastlake's safety.*

Projects

Neighborhood Crime Prevention Council

- See Description under Organization Section

Build accountability with Service Delivery Team

- Help NCPC to gather merchants' input for the top 5 crime and safety concerns as a guide to their goal setting work.
- Work with the local NCPC to coordinate a neighborhood forum to ensure city agency accountability for maintenance and draw attention to crime and safety issues.
- Outreach to ELMA merchants to ensure their participation in the neighborhood forum
- Advocate for routine maintenance by Parks and Recreation

Clean up Events

- Identify youth cleaning crews through EBAYC or Team Oakland to maintain the areas in and around Clinton Park and develop clean up schedule
- Hold yearly clean up activity as part of the City of Oakland Earth Day event

Business Development

VISION:

We envision a vibrant commercial corridor of international businesses, which serve EastLake's diverse population. Quality businesses that provide quality services and products to the neighborhood and that are successful, stable and/or growing are key to the revitalization of EastLake. Quality businesses create a good place to work for their employees and are rooted in and concerned about the betterment of the community as a whole. In order to strengthen the business district, we must strengthen individual businesses. Working with every business in EastLake is not possible since EastLake's commercial corridor currently contains over 200 businesses. Therefore, our program strategy will focus on assisting a smaller group of diverse businesses to become model businesses. The improvements made by these smaller businesses will then be publicized as an example for the larger business district.

We will develop a strong technical assistance program that is relevant and useful to merchants and other potential businesses in order to assist them to improve their business and workplace. Group and tailored individualized technical assistance will be used as a retention and improvement strategy to help businesses stabilize, expand and develop model business practices. In order to foster the growth of progressive business practices, we will provide merchants with resources, education and follow-up that enhance the employer's ability to improve their employees' work place, economic opportunities and quality of life. Over time, the success of the model businesses project will make EastLake a more attractive location for other businesses.

Business attraction will then be utilized to improve the business mix in EastLake. Businesses which contribute to the neighborhood's stability, activate the arts and culture and/or improve the residential quality of life will be the focus of our business attraction work. We will foster homegrown businesses and bring new businesses to the district. We will assist interested existing businesses in EastLake with the interest and potential to expand either their existing business or to expand into a new type of business. We will also utilize the mainstreet model of business attraction to bring in new businesses to the area. Our merchants have established that a new bank or credit union, post office, childcare center, entertainment venue and new retail stores are the priority businesses needed to effect EastLake's economic revitalization. A new bank or credit union and a post office would fulfill the basic financial and practical needs of businesses and residents. A childcare center would assist the district's significant family populations to take advantage of local employment opportunities. A theater or another arts and cultural venue which reflects the multiethnic, multiracial and multigenerational character of EastLake would create a night-time attraction to supplement the current restaurants and increase foot traffic in the area. New retail such as a hardware/garden store, shoe store, bookstore, art supply store, restaurants and cafes would make EastLake more of a destination and enable residents to take care of more of their shopping needs in the district. We see EastLake having these types of businesses in the future.

Goals:

1. *Improve the "quality" of businesses in EastLake as places to shop or work*
2. *Attract new businesses which complement the existing business mix*

Major Project: Model Businesses

Objectives

1. Improve the all around quality of 3-5 targeted businesses to serve as models for other neighborhood businesses to emulate.
2. Identify training needs of those businesses, and make this training available for all area businesses.

Resources:

EBALDC Staff: Business Support person
EBALDC Staff: Program Manager
In-Kind Trainers
\$2,000 Annual Training Event Cost

Workplan:

Assessment Phase:

- Identify short list of potential model businesses in the district
- Develop description of Model Business Program to share with Businesses
- Develop participation agreement for program – describe responsibilities of business and EBALDC
- Perform individual Business Baseline Assessment for up to 10 target business including the following elements:

Business planning	Financial management
Store presentation	Merchandise presentation
Customer service	Marketing
Accounting and record keeping	Inventory control
Employee Benefits	Lease Status
Payroll Tax Status	Workplace Safety
Bank Relationships	
- Meet one on one with each business owner to review results of assessment
- Based on results of assessments, select 5 businesses to proceed with program.

Individual Support Phase:

- Develop individualized improvement plans with each selected business
- Provide resources and referral for areas of identified weakness
- Track business owner's action on referrals
- Summarize common problems or needs in a brief report

Training Phase:

- Develop a day-long training and resource event (open to all area merchants) based on common challenges faced by model businesses.
- Model businesses from EastLake and outside businesses share their experiences with EastLake businesses

Evaluation:

- Evaluate the improvement of each selected business as a result of the project

Major Project: Business Attraction Campaign

Objectives:

1. *Bring 3 new businesses from our priority list to the EastLake district.*

Resources:

	Business Attraction Committee
	EBALDC Staff
\$20,000	Consultant for market study
City	Permitting and Zoning Department collaboration, City of Oakland
In-Kind	Broker

Workplan:

Research and Planning Phase:

- Conduct survey of merchants and residents to refine the list of target business types
- Form Business Attraction Committee
- Contract with market research consultant to conduct market research to ensure there is adequate financial support for these businesses
- Identify government agencies and develop commitment of these agencies to assist in bringing in these types of businesses through assisting with permitting and providing technical assistance and by notifying the Business Attraction Committee of a potential business visiting the area
- Identify strategic sites for new business locating, eg. EL Plaza
- Establish a relationship with 2 brokers who can assist new businesses to locate
- Develop a system for maintaining an inventory of available sites

Implementation Phase:

- Develop business attraction materials to market the district to these businesses (EastLake district promotional material, EL plan, market study, list of potential sites for new businesses)
- Share the list of priorities with the existing businesses in the neighborhood that are ready to expand or develop new businesses
- Identify target businesses which match the business types prioritized and target individuals who may be interested in starting a new business
- Sales Visit: Form teams of two to meet with and market EastLake to potential new business owners
- Prospect Visit: Give a tour of the district to the prospective business owner
- Provide interested businesses with technical assistance and other resources necessary to expand or start a new franchise or new business

Neighborhood Jobs

VISION

EastLake serves the community not just as a shopping destination but also a place of work for thousands of people. Many of the jobs available in the neighborhood are relatively low wage or offer few benefits. We know that neighborhood residents need to look beyond the neighborhood for the best career opportunities. However we also know, from our research on Welfare to Work, that these neighborhood businesses are the first place that people turn when they begin looking for work. By themselves EastLake businesses cannot fulfill the employment needs of the entire neighborhood, but as part of a coordinated jobs strategy they can serve as stepping-stones to self-sufficiency. This is especially true for the neighborhood's limited English speaking workers who need the work experience (and income!) that neighborhood jobs provide while they develop the language skills that they will need to compete in the regional economy.

Our strategy is to use our established relationships with merchants to link local residents to local jobs and to provide information about training and other resources to the employees of those businesses. Through our Welfare to Work Collaborative, EBALDC has developed a network of job programs focused on this community. These agencies have ongoing relationships with neighborhood residents who are looking for work. Our neighborhood jobs program will formalize our role as broker between these jobs programs and the employers we work with. At the same time we are working with a number of youth agencies and see opportunities to broker jobs for youth with EastLake businesses. By supporting youth in merchant sponsored, creative and seasonal employment that involves the cultural arts, we will create opportunities for youth to develop contact with merchants that can lead to permanent jobs.

At the same time, we will provide EastLake employers with educational resources that could be offered to their employees, such as available classes and other programs such as EBALDC's IDA program, Healthy Families medical insurance for children and other relevant resources and updates on volunteer projects and community initiatives. In this way we hope to improve the quality of our neighborhood jobs and help EastLake's workers see where their current jobs can lead them.

Goals:

1. *Increase the extent to which local businesses hire qualified low-income residents and youth from the neighborhood.*
2. *Increase the extent to which employees of local businesses take advantage of available job training and other resources.*
3. *Involve employees of neighborhood businesses in neighborhood improvement projects.*

Major Project – Neighborhood Jobs Program

Objectives

1. Secure voluntary commitments to participate in a hiring program from 25 businesses (15 in year 1 and 10 more in year 2)
2. Provide resource information to employees of 25 businesses
3. Provide educational resources to EastLake employees through their employers
4. Follow up with employees and employers on impact and usage of resources

Resources:

EBALDC Staff
In Kind Active Partnership with the East Bay Asian Youth Center and Harbor House on Youth Jobs programs.

Workplan

EastLake Local Hiring

- Identify 15 businesses with interest and potential to provide jobs to targeted employees.
- Interview initial businesses about their current positions including
 - Occupations employed
 - Qualifications
 - Pay and benefits
 - Hours of work
 - Required skills
- Establish a network of job placement referral partners based on specific needs identified in initial business interviews.
- Receive notice of openings in selected businesses and provide employee referrals through referral network.
- Track hiring outcomes for candidates referred
- Recruit additional employers to expand the program

Resources for Employees

- Provide support and Technical Assistance to participating employers who apply for hiring tax credits
- Training and Resource Needs Assessment
 - Conduct employer meeting to identify employee needs
 - Employee focus groups to identify training and resource needs
- Develop an Employer Based Individual Development Accounts Program for EastLake businesses to offer to their employees
- Set up and assist in the distribution and presentation of workplace educational material to employers including: basic workers rights information like working under the table, workplace safety, minimum wage and tax law to share with employees, health insurance for children and families and adult education classes
- Establish mechanism to distribute information about activities of NCPC to employees
- Follow up on results and usage of resources by employees

Other Projects:

EastLake Youth Employment

- Work with EBAYC and Harbor House to develop a youth program that provides temporary jobs for youth working on cultural projects and creates opportunities to interact with area merchants.
- Identify youth hiring subsidies and develop referral relationship for these positions.

Organization



VISION:

The EastLake Mainstreet project will involve the coordinated effort of many different entities. The projects described above can only be accomplished with the active involvement of the merchants and residents of EastLake and the partnership of several departments of the City of Oakland. Nonetheless, we recognize that in order for the entire project to fit together into a coordinated strategy, EBALDC will need to play a central role managing the overall process.

For the duration of this 3 year project, EBLADC will serve as coordinating agency and will employ project staff. Responsibility for the project will ultimately rest with the Board of Directors of EBALDC and its Neighborhood Economic Development Advisory Committee. However much of the content of the project will be determined through the input of community residents, merchants city staff and other community organizations through a number of forums including:

- EastLake Merchants Association (ELMA)
- EastLake Neighborhood Crime Prevention Council (NCPC)
- EastLake Promotion Committee
- EastLake Business Attraction Committee

While EBALDC has no intention of backing away from this work in the foreseeable future, we see our strongest contributions being in the areas where new strategies are being developed. We will look to the Merchants and the city to maintain capital improvements and sustain ongoing efforts such as promotion and business attraction. One of our major objectives for the project is to increase the capacity of the EastLake Merchants Association to provide leadership to the process, both financially and politically. While EBALDC has been staffing the Association, ultimately we believe that the Association can be independent of EBALDC with control of its own budget for sustaining neighborhood improvements over time.

We are exploring the idea of a business improvement district in the EastLake commercial district as a method of sustaining ELMA and its work over the next three years and potentially a method to support EastLake Mainstreet. We envision cohesive leadership and greater independence for ELMA developing through group decision making and responsibility for allocation of funds to priority projects. Whether through a BID or other means, we would like to see the merchants fund some of the ongoing work including a staff position to coordinate the Association and sustain certain aspects of the initiative. Whether they choose to contract with EBALDC to provide that staff or hire their own staff directly, merchants would provide the funding and therefore they would set direction for the person's time. Our vision is of an independent EastLake Merchants Association where merchants make collective decisions with direct impact on the welfare of the district. In order to make this vision a reality, EBALDC recognizes that we must continue to play a foundation building, leadership development, networking and technical assistance role within the EastLake Merchants Association for the next few years.

Our hands on leadership training strategy provides merchants an opportunity to identify their own strengths and weaknesses as leaders and uses the ongoing work of the Association as a structured

opportunity for training in leadership. Our merchants are generally reluctant leaders and have little time for formal leadership training. We have developed a matrix which tracks the involvement of merchant leaders and their growth in several distinct leadership skills. Our hands on Leadership training process begins with one on one assessment meetings where each elected leader identifies goals for their own growth for the coming year. From there we structure intentional opportunities for each leader to practice the specific skills that they have identified. These opportunities occur within the normal functioning of the Merchants Association, especially at monthly membership meetings. Following the meetings we provide feedback in one on one meetings and leadership team meetings to help each leader evaluate their progress toward their goals.

Goals:

1. *Maintain a strong and active Merchants Association which can provide leadership in the development of the district*
2. *Maintain a Neighborhood Crime Prevention Council which can engage residents in the improvement of the area.*
3. *Maintain a strong network of public and private agencies to support the neighborhood.*
4. *Develop a sustainable source of funding for neighborhood improvement efforts.*

Ongoing Efforts:

Resources:

EBALDC Staff

Organizational Support for EastLake Merchants Association

- Assist merchants in monthly facilitation of membership meeting
- Assist in ongoing recruitment of new members
- Assist in ongoing outreach to current members
- Facilitate Leadership Meetings
- Participate in Monthly ELMA meetings
- Assist project team leaders to coordinate their work

Organizational Support for Neighborhood Crime Prevention Council

- Co-facilitation of monthly meetings with Oakland Police Department Service Coordinator
- Assistance in outreach for new participants
- Coordination of ELMA merchant involvement in NCPC activities
- Coordination of NCPC member involvement in ELMA activities

Maintaining network of support

Regular meetings with

- City Council Member John Russo
- City of Oakland's Neighborhood Commercial Revitalization
- Oakland Parks and Recreation Staff (Jim Ryugo)
- Oakland Planning and Zoning staff (Calvin Wong)
- Oakland Merchants Leadership Forum
- Oakland Traffic & Engineering

Maintain contact with

- Edward Shands & Clinton Park Adult School

- Technology Center - Career Center
- East Bay Asian Youth Center
- Harbor House
- News Media
- Frutivale Mainstreet

Major Project: Business Improvement District

Objectives:

1. *Establish a leadership committee to drive the outreach and formal BID approval process.*
2. *Develop a formal EastLake BID Management Plan with a diverse group of merchants*
3. *Obtain a majority support from those merchants paying 51% of the BID assessment*
4. *Organize a positive and sustained turnout for all BID hearings*
5. *Incorporate ELMA*
6. *Establish a Business Improvement District for EastLake*
7. *Implement the BID Management Plan according to its timetable*
8. *Utilize the BID to leverage other city resources*

Resources:

In Kind	Support of Councilman John Russo and the City Council
In Kind	Leadership by an ELMA BID Formation Committee
In Kind	Leadership on major projects from ELMA members
\$12,000	BID Consultant
\$5,000	Other BID Set Up Costs
	EBALDC Staff

Workplan:

BID Organizing Phase:

- Introduce the concept of the BID as a long-term sustainability tool to the ELMA officers through the officers meeting, Lakeshore BID site visit, consultant presentation and one-on-one follow-up meetings.
- Hire a consultant to assist in strategizing with the formation committee and EBALDC on how to gain merchant support.
- Create a “sales package” promoting the benefits of the BID and elements of the district plan to date to use in merchant and property owner outreach.
- Identify and concentrate outreach on merchants whose support is particularly needed.
- Conduct extensive local outreach and education to include non-ELMA merchants, property owners in the development of the BID Management Plan.
- Conduct petition process for the BID and submit to the City Council
- Establish a leadership committee to implement the BID including the ELMA officers and any other EastLake merchants or property owners.

BID Planning Phase:

- Develop estimates of the potential revenues that can be generated through different levels of special assessments through a BID in EastLake
- Shore up city support and learn about new city policy.
- Rearrange tasks and timeline based on the new City BID policy.
- Develop BID outreach materials and conduct outreach with the formation committee
- Prepare final detailed description of the proposed BID: service area boundaries and assessment area boundaries, scope of services, improvements/amenities, assessment formula

- Complete the district plan through a series of group and one-on-one meetings, Finalize budget, staffing & timeline.
- Elect Advisory Board composed of merchants and property owners and decide a structure for the management of the BID.
- Develop an assessment of the level of services the district currently receives with municipal agencies.
- Write formal EastLake BID Management Plan from the district plan for submission to the City Council.

Formal Approval Process:

- City will send out legal notice and ballot to business or property owners.
- Continue large-scale outreach for support for the BID during the ballot time and the approval process.
- Organize a large supportive turnout for the two Public Hearings.

Operational Phase: Year 2 onward

- Finalize job description for the BID manager and have Board hire the BID manager.
- Submit assessments to county property tax assessor or city with list of assessment formula and business or property owners to be assessed by a specific date each year.
- BID manager begins to implement prioritized district plan.

Project 2 - Hands On Leadership Training

Objectives:

1. *Strengthen Leadership Skills of four leaders each year*
2. *Evaluate the attainment of skills of four leaders each year*

Resources:

EBALDC Staff

Workplan

Self Assessment

- Conduct one on one meeting to help merchant identify his/her desired skill(s)
- complete leadership tracking matrix for each leader

Skills Sessions and Hands On Experience

- Design needed training opportunities with desired skill
- Provide hands on practice projects

Evaluation of Skill Attainment and Hands on Experience

- Assist merchant in evaluating his/her own learning throughout the year.
- Refine existing leadership tracking matrix to better understand the stages or process merchant experiences as he/she become invested in building the organization.

Other Projects:

California Mainstreet

- Apply to become a designated California Mainstreet & attend Mainstreet Training Conferences.