

Written materials relating to an item on this agenda that are distributed to the legislative bodies within 72 hours before the item is to be considered at its regularly scheduled meeting will be made available for public inspection at the Library, 251 South "A" Street and the City Clerk's Office, 300 West Third Street 4th Floor during customary business hours. Any materials to be presented at this meeting will be made available electronically 24 hours prior to the meeting, at the end of this agenda. The agenda reports are on the City of Oxnard web site at www.oxnard.org.



AGENDA
OXNARD CITY COUNCIL
OXNARD COMMUNITY DEVELOPMENT COMMISSION SUCCESSOR AGENCY
Council Chambers, 305 West Third Street
December 19, 2016
Special Meeting - 5:00 PM

A. ROLL CALL/POSTING OF AGENDA

THE FOLLOWING LEGISLATIVE BODIES ARE MEETING: City Council, Successor Agency

B. OPENING CEREMONIES

Pledge of allegiance to the flag of the United States.

C. PUBLIC COMMENTS ON ITEMS NOT ON THE AGENDA

At this time, the legislative body will consider public comments for a maximum of thirty minutes. A person may address the legislative body only on matters not appearing on the agenda and within the subject matter jurisdiction of the legislative body. Speaker cards will not be accepted after the beginning of the general public comment period. Based on the number of speaker cards submitted, the presiding officer may impose time limits per speaker. Typically, speakers are limited to three minutes, but shorter time may be established as deemed necessary. A person not able to address the legislative body at this time because the thirty minutes expires may do so just prior to adjournment of the meeting. The legislative body cannot enter into a detailed discussion or take action on any items presented during public comments at this time. Such items may only be referred to the City Manager/ Executive Director/Secretary for administrative action or scheduled on a subsequent agenda for discussion. Persons wishing to speak on public hearing items should do so at the time of the hearing.

D. REPORTS

Economic Development Department

1. SUBJECT: Economic Development Collaborative of Ventura County ("EDC-VC") and SCORE Update (15/15/15)

RECOMMENDATION: To receive a verbal report and presentation on the role of the Economic Development Corporation of Ventura County (EDC-VC).

Legislative Body: CC

Contact: Kymberly Horner

Phone: 385-7407

In compliance with the Americans with Disabilities Act, if you require special assistance to participate in a meeting, please contact the City Clerk's Office at 385-7803. Notice at least 72 hours prior to the meeting will enable the City to reasonably arrange for your accessibility to the meeting.

City of Oxnard internet address: www.oxnard.org.

2. SUBJECT: Downtown Vision Plan Implementation Plan Three -Year Implementation Plan (10/20/35)

RECOMMENDATION: That City Council approve the Three-Year Implementation Plan ("Implementation Plan"); and Oxnard Community Development Commission Successor Agency ("Successor Agency") receive the report; and

That City Council authorize and direct staff to commence Phase 1 of the Action Plan and proceed with the development of Phase 2.

Legislative Body: CC, SA Contact: Kymberly Horner Phone: 385-7407

3. SUBJECT: Downtown Capital Improvement Projects (10/20/10)

RECOMMENDATION: That City Council: 1) receive a report on the implementation and programming of the \$6.15 million Settlement Funds to benefit the downtown and provide direction to City Staff pertaining to the proposed allocation of funds and area to begin the reinvestment in downtown Oxnard; and 2) approve a tentative budget of \$1,855,000 for Downtown Revitalization and Downtown Capital Improvement Projects. This budget amount includes \$1,395,000 from the Downtown Settlement Fund and proposes to seek other sources of funding to be secured through future budget allocations, grants and other potential funding sources. As each project is proposed and the identified funding is fully committed, staff will return to Council for the project's full consideration and approval.

Legislative Body: CC Contact: Kymberly Horner Phone: 385-7407

E. PUBLIC COMMENTS ON REPORTS

At this time, a person may address the legislative body only on matters appearing on the reports. The presiding officer shall permit a person to address the legislative body after the staff presentation on the report and before the consideration of the report by the legislative body. The presiding officer shall limit public comments to three minutes.

F. ADJOURNMENT



**CITY COUNCIL
AGENDA REPORT**

TYPE OF ITEM: Report
AGENDA ITEM NO.: 1

DATE: December 19, 2016

TO: City Council

THROUGH: Greg Nyhoff
City Manager

A handwritten signature in blue ink, appearing to read "Greg Nyhoff".

FROM: Kymberly Horner
Economic Development Direct

SUBJECT: Economic Development Collaborative of Ventura County ("EDC-VC") and
SCORE Update (15/15/15)

CONTACT: Kymberly Horner, Economic Development Director
Kymberly.Horner@oxnard.org, 385-7407

RECOMMENDATION:

To receive a verbal report and presentation on the role of the Economic Development Corporation of Ventura County (EDC-VC).

BACKGROUND

Overview

The Economic Development Collaborative – Ventura County (EDC-VC), is a public/private partnership that provides businesses with professional consulting, training and lending services to help businesses thrive and create new job opportunities.

EDC-VC is primarily service driven, with activities organized around business retention and expansion, business attraction and the acceleration of entrepreneurship.

EDC-VC direct services are organized around three key activities summarized below:

Small Business Advising

The EDC-VC hosts the Small Business Development Center (SBDC) for Ventura and Santa Barbara counties. They are part of a nationwide SBDC program that partners with federal and private entities to provide small business owners access to management consulting,

entrepreneurial education and other valuable business resources.

EDC-VC deploy a corps of some 30 professional consultants, available to businesses at no cost, who provide expertise in fields ranging from finance, management/operations, marketing and sales, strategic planning, legal and human resources.

The overall program is specifically outcome oriented and provides services to over 500 firms annually. In 2015 EDC-VC assisted in creating or retaining 489 jobs at-risk. Firms served had an increase in sales of more than \$26.7 million, and through EDC-VC assistance these firms accessed \$35.3 million in new capital, representing nearly a doubling of its prescribed contract goal.

Within consulting and advising program services, EDC-VC has developed two program concentrations, in manufacturing and export trade, two major drivers of the region's economy.

Manufacturing: Ventura County has an extraordinarily robust and large local manufacturing industry, with more than 30,000 jobs distributed among 907 firms. The industry's significance is documented by the Brookings Institution, which places Ventura County fifth in the nation for high-wage jobs, averaging more than \$90,000 per job. Our higher density of manufacturing jobs, which is higher than the nation's average, puts us in the top 10% of the nation's largest 100 urban areas. Fully 26 percent of Ventura County's GDP is generated by the manufacturing sector, from R&D through production.

Contemporary manufacturing requires 21st century skills as part of the global manufacturing value chain, increasingly integrating research and development with production, logistics with marketing. This is where EDC-VC's Manufacturing Outreach and Service Program and the SBDC focus attention, helping businesses grow and expand to keep current with ever-changing demands.

International Trade: The SBDC's Export Initiative aims to grow the number of exporters by helping local firms identify and take advantage of trade opportunities, providing a strategic approach to international markets, and helping companies use the global economy as a catalyst for innovation.

The Brookings Institution notes that Ventura County's export firms generate more than \$6.5 billion annually. This directly supports more than 16,000 jobs and indirectly more than 34,000. Export trade accounts for 15.2% of our region's locally generated GDP, placing us 19th among the nation's 100 largest urban areas for the impact and importance of international trade to our region's economy.

Direct Lending/Business Access to Capital

EDC-VC offers loan programs dedicated to helping businesses access the capital essential to success. Specializing in providing below-market financing for existing and new businesses that

may not qualify for conventional loans, loans may be considered for the financing of fixed assets, working capital, leasehold improvements and debt restructuring. Loans may range from \$5,000 to \$250,000. The primary objective in lending is job creation.

Led by a full time professional Loan Officer, and supported by a Loan Board of bank and finance experts, EDC-VC serves both as a direct lender and as a facilitator of business access to commercial credit and other alternative sources of finance. Loans are capitalized by funds from the U.S. Department of Commerce, City of Ventura Community Development Block Grants and General Fund, First 5 Ventura County—for lending to expand capacity for early child education—and from funds made several financial institutions that EDC-VC partners with.

EDC-VC manages a total loan pool of nearly \$16 million in loans made, creating more than 900 sustainable jobs, for an average of \$14,000 per job created, far exceeding EDC-VC's standard of one job per \$25,000 loaned. EDC-VC is among the nation's leaders in low loss ratio (6%) and quality risk management in alternative lending.

Business Training

EDC-VC partners with the California Employment Training Panel, Workforce Development Board of Ventura County and others to provide businesses with access to training resources. Overall objectives are to improve worker productivity, business operational efficiency, and regional economic competitiveness in a world that increasingly values workforce skills and innovation.

While not exclusive, EDC-VC concentrates training services to manufacturers, focusing on enhancing operational efficiencies and implementing lean operations so businesses are more productive and competitive. In 2016 EDC-VC had over \$100,000 available for employed worker training.

Service Activities in Oxnard

EDC-VC currently serves an active caseload of approximately 80 Oxnard businesses. Firms served vary widely by sector and size, with a dominant share in manufacturing, though several also in food services, retail, transportation/warehousing/wholesale, construction, professional/technical and others. Firms range in employee count from sole proprietors to well over 100 workers.

For outcomes through recent past service in Oxnard, EDC-VC directly contributed to the creation of more than 100 new jobs and over 300 jobs at-risk retained, increased sales over the baseline by nearly \$10 million and facilitated some \$10 million in new capital infusion. They have supported the creation of some 20 new businesses and provided intensive employed worker training in customized lean operations for several firms.

Through their lending programs, EDC-VC has made 18 loans to Oxnard based firms, totaling \$2.38 million. Types of businesses served include software and systems engineering,

information technology, design and manufacture of fitness and exercise equipment, and a wide variety of food and beverage and service industries.

All of these services have been delivered at no cost to the businesses, through the Small Business Development Center and loan programs. EDC-VC also partners and coordinates services with other regional and local organizations, including SCORE, Women's Economic Ventures, EDCO and Oxnard's Downtown Improvement District.

STRATEGIC PRIORITY

This agenda item supports the City's Economic Development strategy. The purpose of the Economic Development strategy is to develop and enhance Oxnard's business climate, promote the City's fiscal health, and support economic growth in a manner consistent with the City's unique character. This item supports the following goals and objectives:

Goal 1. Enhance business development throughout the City.

Objective(s):

- 2.a Develop a strong citywide economy which attracts investment, increases the tax base, creates employment opportunities, and generates public revenue.
- 2.b Improve relationships and communication between the City and the business community.

FINANCIAL IMPACT

Currently, the City makes an annual payment of approximately \$9,900 for public sector board membership dues and an annual payment in the amount of \$15,000 for participation in the Business Enhancement Program. Continuation of the City's financial participation in EDC-VC will be presented to the City Council for consideration as part of the 2017-2018 budget.

ATTACHMENTS:

Attachment A. ven county and oxnard, jobs info, on the map 10-16

Attachment B. SBDC_050815

Work Area Profile Report
Prepared by EDC-VC, 10/4/16
Comparing the City of Oxnard and County of Ventura
<http://onthemap.ces.census.gov/>, all data 2014

	County of Ventura		City of Oxnard		Oxnard Share of Total
Total Primary Jobs					
	Count	Share	Count	Share	
Total Primary Jobs	274,607	100.0%	53,144	100.0%	19.4%
Jobs by Worker Age					
	Count	Share	Count	Share	
Age 29 or younger	60,834	22.2%	12,027	22.6%	19.8%
Age 30 to 54	151,643	55.2%	29,279	55.1%	19.3%
Age 55 or older	62,130	22.6%	11,838	22.3%	19.1%
Jobs by Earnings					
	Count	Share	Count	Share	
\$1,250 per month or less	55,389	20.2%	10,866	20.4%	19.6%
\$1,251 to \$3,333 per month	101,484	37.0%	22,398	42.1%	22.1%
More than \$3,333 per month	117,734	42.9%	19,880	37.4%	16.9%
Jobs by NAICS Industry Sector					
	Count	Share	Count	Share	
Agriculture, Forestry, Fishing and Hunting	25,877	9.4%	8,250	15.5%	31.9%
Mining, Quarrying & Oil & Gas Extraction	1,273	0.5%	422	0.8%	33.2%
Utilities	1,521	0.6%	540	1.0%	35.5%
Construction	12,984	4.7%	1,417	2.7%	10.9%
Manufacturing	30,211	11.0%	6,334	11.9%	21.0%
Wholesale Trade	13,192	4.8%	4,019	7.6%	30.5%
Retail Trade	29,170	10.6%	5,677	10.7%	19.5%
Transportation and Warehousing	4,410	1.6%	1,090	2.1%	24.7%
Information	5,175	1.9%	646	1.2%	12.5%
Finance and Insurance	12,877	4.7%	1,011	1.9%	7.9%
Real Estate and Rental and Leasing	3,780	1.4%	415	0.8%	11.0%
Professional, Scientific & Technical Services	15,245	5.6%	1,387	2.6%	9.1%
Management of Companies and Enterprises	1,664	0.6%	315	0.6%	18.9%
Admin & Support, Waste Mgmt & Remediation	15,475	5.6%	4,772	9.0%	30.8%
Educational Services	24,075	8.8%	4,715	8.9%	19.6%
Health Care and Social Assistance	32,422	11.8%	6,102	11.5%	18.8%
Arts, Entertainment, and Recreation	4,543	1.7%	366	0.7%	8.1%
Accommodation and Food Services	22,110	8.1%	3,494	6.6%	15.8%
Other Services (excluding Public Admin)	7,514	2.7%	1,170	2.2%	15.6%
Public Administration	11,089	4.0%	1,002	1.9%	9.0%
Jobs by Worker Race					
	Count	Share	Count	Share	
White Alone	229,781	83.7%	44,276	83.3%	19.3%
Black or African American Alone	10,711	3.9%	2,374	4.5%	22.2%
American Indian or Alaska Native Alone	3,382	1.2%	857	1.6%	25.3%
Asian Alone	24,125	8.8%	4,335	8.2%	18.0%
Native Hawaiian or Other Pacific Islander Alone	873	0.3%	225	0.4%	25.8%
Two or More Race Groups	5,735	2.1%	1,077	2.0%	18.8%

Work Area Profile Report

Prepared by EDC-VC, 10/4/16

Comparing the City of Oxnard and County of Ventura

<http://onthemap.ces.census.gov/>, all data 2014

	County of Ventura		City of Oxnard		Oxnard Share
Jobs by Worker Ethnicity					
	Count	Share	Count	Share	
Not Hispanic or Latino	171,728	62.5%	25,722	48.4%	15.0%
Hispanic or Latino	102,879	37.5%	27,422	51.6%	26.7%
Jobs by Worker Educational Attainment					
	Count	Share	Count	Share	
Less than high school	41,729	15.2%	10,871	20.5%	26.1%
High school or equivalent, no college	44,252	16.1%	9,082	17.1%	20.5%
Some college or Associate degree	65,045	23.7%	11,906	22.4%	18.3%
Bachelor's degree or advanced degree	62,747	22.8%	9,258	17.4%	14.8%
Educ attain not avail (workers aged 29 or younger)	60,834	22.2%	12,027	22.6%	19.8%
Jobs by Worker Sex					
	Count	Share	Count	Share	
Male	140,386	51.1%	28,849	54.3%	20.5%
Female	134,221	48.9%	24,295	45.7%	18.1%

Notes:

Total Jobs & Population: Oxnard is home to approximately 24% of the County's population, though hosting a lower share, 19.4%, of the primary payroll jobs (**this data is specifically for jobs in the city, not resident workers**).

Jobs by Worker Age: There is little to no difference in the worker age distribution, City to County.

Jobs by Earnings: Oxnard has a higher share of jobs than the County in the middle to lower income range, and a lower share of higher wage jobs.

This deviation is largely attributable to Oxnard's higher density of jobs in Agriculture and lower density in Finance & Insurance and Professional, Scientific & Technical Services.

Jobs by Industry Sector (selected highlights only):

Oxnard has a far higher concentration in Agriculture; fully 31.9% of the County's farm jobs are in Oxnard.

Oxnard has a high concentration of manufacturing sector jobs, but not much higher than for the County.

Oxnard has a lower concentration of Finance & Insurance jobs; this is significant inasmuch as workers in this sector tend to earn higher wages.

Oxnard also has a lower concentration of Professional, Scientific & Technical Services jobs, also significant because this tends to be a high wage sector.

Oxnard has a high concentration of Health Care jobs, though just below the County average in density.

For the Hospitality sector, Oxnard appears under-represented in Arts, Entertainment & Recreation jobs, though is close, but still below, the Countywide level of jobs in Accommodation & Food Services.

Oxnard has a lower concentration of jobs in Public Administration than the County, though has a higher concentration than just about every city except Ventura, which hosts the County government.

Jobs by Worker Race: Oxnard shows little variation from the County as a whole, with a slightly higher concentration of African American, Native American and Hawaiian and Pacific Islanders.

Jobs by Worker Ethnicity: Oxnard has a significantly higher concentration of jobs held by Hispanic/Latino workers.

Jobs by Worker Educational Attainment: Oxnard is little changed from the County as a whole, though has a higher concentration of jobs requiring less than a high school diploma and a lower share requiring a Bachelor's degree.

Jobs by Worker Sex: Oxnard has a slightly higher concentration of jobs occupied by males.

SMALL BUSINESS, BIG PLANS

SMALL BUSINESS DEVELOPMENT CENTER



The EDC-VC's mission is to maintain a healthy Ventura County economy through collaboration, education and training as a means to create and sustain quality jobs and improve wealth, thus enhancing the standard of living and quality of life throughout Ventura County.

SBDC HELP FOR YOUR BUSINESS

EDC-VC hosts the Small Business Development Center (SBDC) for Ventura and Santa Barbara counties. The area's lead center is the Los Angeles Regional Small Business Development Center Network, which is part of a nationwide SBDC program that partners with federal and private entities to provide small business owners access to management consulting, entrepreneurial education, and other valuable business resources.

The national SBDC program assists more than 1.3 million businesses through over 950 Service Centers every year. The Los Angeles SBDC Network, which includes the Lead Center and seven local Service Centers, is among the top 10 funded networks in the country.

WE'RE HERE FOR YOU

For EDC-VC and SBDC services in Ventura County: 805-384-1800 or info@edc-vc.com, or visit www.edc-vc.com. In Santa Barbara County: 805-892-3643 or info@sbcountysbdc.org, or visit www.sbcountysbdc.org.

"[SBDC] came in and helped us gain control of our financial picture. From helping to hire a forensic accountant, to establishing and managing the cash flow within the company, the SBDC helped me to become a better businessman."

- Albert McCartney, Amerimacs owner

PROVIDED SERVICES

The SBDC provides free consultations and training sessions in these key business areas to existing small businesses and to entrepreneurs looking to start a business:

- Business plans
- Capital sourcing
- Government contracting and procurement
- Financing/Loan packaging assistance
- Human resources
- Legal issues
- Startup assistance
- Marketing/Sales
- International trade
- Workforce training
- Manufacturing process improvement
- E-commerce/Social media

EDC-VC: EXPANDED SERVICES

EDC-VC also supports your business with these programs:

- Direct lending
- Manufacturing assistance
- Business turnaround assistance
- International trade
- Access to capital



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www.edc-vc.com



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call (800) 735-2922.



Business &
Entrepreneurship
Center
Cuesta College



Doing What
MATTERS
FOR JOBS AND





**CITY COUNCIL
AGENDA REPORT**

TYPE OF ITEM: Report
AGENDA ITEM NO.: 2

DATE: December 19, 2016

TO: City Council
Successor Agency

THROUGH: Greg Nyhoff
City Manager

A handwritten signature in blue ink, appearing to read "Greg Nyhoff".

FROM: Kymberly Horner
Economic Development Direct

SUBJECT: Downtown Vision Plan Implementation Plan Three -Year Implementation Plan
(10/20/35)

CONTACT: Kymberly Horner, Economic Development Director
Kymberly.Horner@oxnard.org, 385-7407

RECOMMENDATION:

1. That City Council approve the Three-Year Implementation Plan ("Implementation Plan"); and Oxnard Community Development Commission Successor Agency ("Successor Agency") receive the report; and
2. That City Council authorize and direct staff to commence Phase 1 of the Action Plan and proceed with the development of Phase 2.

BACKGROUND

The Downtown Renewal (R-108) Redevelopment Project was created on May 14, 1968, and contains 20 acres generally bounded by Third Street on the north, "C" Street on the west, Sixth Street on the south and Oxnard Boulevard on the east. The Project Area is characterized as being the City's retail and governmental center. Although this area has long been considered as the historic core of Oxnard's Downtown, the R-108 Redevelopment Project was the first official instance of this recognition and need for revitalization and public/private reinvestment.

Three- Year Downtown Implementation Plan

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Following the initiation of redevelopment in 1968, a wide variety of projects and programs have been implemented to bolster Downtown, most notably: (i) Heritage Square; (ii) Transportation Center; (iii) Centennial Plaza; (iv) Heritage Apartments; (v) Façade Improvement Program; and (vi) Oxnard Downtown Improvement District. As the process evolved, so too have the philosophies that shape Downtown. This evolution is expressed in a variety of planning studies and policy documents, a few of which are summarized below:

- Downtown Vision Plan (2016)
- 2030□General Plan (2011)
- Oxnard Mobility and Parking Management Plan (2009)
- Downtown Strategic Plan (2005)
- The Central Business District Zone
- Downtown Design Guidelines
- Downtown District Master Plan (1996)
- Meta Street Master Plan (1990)
- Downtown Redevelopment Plan (1968)

Most recently, the Congress for New Urbanism (“CNU”) was commissioned by the City to revisit and integrate these earlier initiatives into an overarching “vision” for Downtown. That assignment called for promoting the principles of walkable communities, economic vibrancy, vertical mixed use and land use intensification. The planning effort commenced in early January this year and was highlighted by a week-long design charrette, walking tour and 30 individual interviews with participants and City staff. The results are expressed in a “Downtown Vision Plan” that was presented to the City Council on October 18, 2016.

Following the release of the draft Vision Plan, in June 2016, staff has met regularly with key stakeholders to develop consensus on implementation. The last meeting was convened on September 22, 2016, and entailed a review of a conceptual implementation strategy. A second stakeholder meeting was held on December 9, 2016 where a more complete version of the Three Year Implementation Plan was conveyed to the stakeholders. The Three-Year Implementation Plan (“Implementation Plan”) provides direction on activities and priorities to continue Downtown revitalization. In addition, the Implementation Plan provides guidance on the expenditure of approximately \$6.15 million in Downtown Improvement Program Settlement Funds (“DIPSF”) expressly earmarked to support the revitalization of the Downtown.

The execution of the Implementation Plan is strategically grounded on the following three requirements: (i) Regulatory Retooling (Land Use and Design Review, Parking Management), (ii) Public Reinvestment (Capital Improvements, Business Inducement Programs, Arts Hub, and

Three- Year Downtown Implementation Plan

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Property Disposition), and (iii) Program Administration (Project Management, Regulatory Documents, Tourism, Public Infrastructure, Stakeholder Involvement, Special Events, City Council Follow-up, and Homelessness Strategies. The Regulatory Retooling and Public Reinvestment components of the Implementation Plan present a phased implementation strategy, whereas Program Administration is ongoing. What differentiates Phase 1 from Phase 2 is the level of consensus and budgetary confidence that exists at present.

Staff seeks authorization from the City Council to commence Phase 1. Phase 1 consists of Downtown Improvement Projects (DIP) including:

1. Public improvements essential for community health, safety and welfare;
2. Reactivating Façade Improvement and Revolving Loan Programs that were previously funded through Redevelopment;
3. Disposing real estate assets held by the Surplus Property Authority;
4. Kicking off the Regulatory Retooling projects;
5. Create a strategy to address homelessness in the Downtown; and
6. Begin the planning, budgetary and advisory process.

Phase 2 consists of more robust capital reinvestments; business attraction/retention efforts, and repositioning real property assets controlled by the City, and endorsement of the inter-departmental coordination and external consultation process as outlined for Program Administration.

The Implementation Plan provides direction on activities and determines priorities as it continues to innovate and revitalize the Downtown. Staff will provide updates to the City Council on the progress of the Implementation Plan and will produce a midterm update in approximately 18 months. A companion item to this Agenda Item will follow, seeking authorization to approve Phase 1 of the DIP as well as other administrative functions necessary to effectuate and implement the Downtown Vision Plan.

ENVIRONMENTAL IMPACT

In accordance with Section 15306 of the State of California Environmental Quality Act (“CEQA”) Guidelines, “a study to an action which a public agency has not yet approved, adopted or funded...” may be found to be exempt from the requirements of CEQA. Adoption of the Implementation Plan is consistent with this exemption. Future projects or an implementation plan will be reviewed for environmental impacts consistent to CEQA requirements.

STRATEGIC PRIORITIES

This agenda item supports the Economic Development strategy. The purpose of the Economic Development strategy is to develop and enhance Oxnard’s business climate, promote the City’s fiscal health, and support economic growth in a manner consistent with the City’s unique character. This item supports the following goals and objectives: Goal 1 - Revitalize the

Three- Year Downtown Implementation Plan

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Downtown and pursue economic development opportunities; Objective 2a - Develop a vision and plan (with timelines) for Downtown revitalization to create a vibrant center for our community, emphasizing cultural arts, diversity and historic assets.

FISCAL IMPACT

Cost associated to Phase 1 of the Action Plan can be offset by a variety of contributing sources: \$6.15 million in DIPSF, General Fund (“GF”), Community Development Block Grants (“CDBG”), Oxnard Downtown Improvement District (ODID) and Redevelopment Property Tax Trust Fund “RPTTF.” Additional funding sources potentially available to Phase 2 include Tax Allocation Revenue Bonds (“TARB”), Public Arts Fund, and an assortment of grants available through California Affordable Housing and Sustainable Communities, Federal Active Transportation Program and the California Integrated Connectivity Project. The potential impact to the City’s General Fund under both phases will be addressed as the projects are brought to the City Council for consideration on a project by project basis.

ATTACHMENTS

ATTACHMENTS:

Attachment 1 Downtown Vision Plan



DOWNTOWN THREE-YEAR IMPLEMENTATION PLAN

(“IMPLEMENTATION PLAN”)

**Revitalization of
Downtown Oxnard**

DRAFT

The Downtown Renewal (R-108) Redevelopment Project was created on May 14, 1968, and contains 20 acres generally bounded by Third Street on the north, “C” Street on the west, Sixth Street on the south and Oxnard Boulevard on the east. The Project Area is characterized as being the City’s retail and governmental center. Although this area has long been considered as the historic core of Oxnard’s Downtown, the R-108 Redevelopment Project was the first official instance of this recognition and need for revitalization and public/private reinvestment.

Following the initiation of redevelopment in 1968, a wide variety of projects and programs have been implemented to bolster Downtown, most notably: (i) Heritage Square; (ii) Transportation Center; (iii) Centennial Plaza; (iv) Heritage Apartments; (v) Façade Paint and Improvement Program; and (vi) Oxnard Downtown Improvement District. As the process evolved, so too has been the changing philosophes that shape Downtown. This evolution is expressed in a variety of planning studies and policy documents, a few of which are summarized below.

As consideration for allowing an additional theater outside of Downtown, the City and former Oxnard Community Development Commission entered into a Memorandum of Understanding (“MOU”) with the developer of RiverPark Collection. The MOU provided for the establishment of a Downtown Assistance Program (“DAP”). Subsequently, the MOU became a source of contention between the parties and various Downtown stakeholders. Following a prolonged legal dispute regarding the amount and disposition of DAP funds; a Settlement was reached in April 2015.

Under terms of the Settlement, \$6.15 million is earmarked to benefit Downtown. The settlement funds were placed into a City account titled, “Downtown Improvement Program”, and throughout this document, the settlement money will be referred to as Downtown Improvement Program Settlement Funds (“DIPSF”). In January of 2016, the Congress for New Urbanism (“CNU”) was commissioned by the City to revisit and integrate earlier Downtown planning and policy documents into an overarching “vision” for Downtown. The assignment called for promoting the principles of walkable communities, economic vibrancy, vertical mixed use and land use intensification. The planning effort involved Downtown community groups, property owners, business owners, residents and other stakeholders. The event was highlighted by a week-long design charrette, walking tour, individual interviews with participants and City staff and overall input from the community. The results are expressed in a “Downtown Vision Plan” that was presented to City Council on October 18, 2016. The purpose of the design charrette was to help articulate an overarching vision for Downtown and to provide guidance for allocating the DIPSF. The Implementation Plan recommends that the DIPSF be spent initially in the Central Business District (“CBD”), commonly referred to as Downtown’s Core Area. Programming of these funds in a concentrated area will produce the most immediate and intensive impact to the City’s Downtown. The result of this groundwork, together with the policy documents described below, form the basis of this **Implementation Plan** and application of the initiatives described in Section II.

CHRONOLOGY AND SUMMARY OF DOWNTOWN OXNARD PLANNING AND POLICY DOCUMENTS

- **Downtown Vision Plan (2016).** Reposition Downtown as a compelling destination for locals and visitors to live, work, play, shop, learn, worship and govern. The Downtown Vision Plan's primary goals in order of importance are: (i) rebuild trust and confidence between Oxnard's Citizens and its Government's dedication to revitalizing Downtown; (ii) make small developments as easy as large developments; (iii) add a significant amount of new housing; and (iv) test small, incremental changes first and then adjust towards what is working best.

- **2030 General Plan (2011).** Promote transit-oriented development within the core of Downtown. Residential development will be encouraged at sufficient densities to provide feasibility for transit services and private redevelopment. Encourage both horizontal and vertical mixed use development is encouraged. Retain existing, affordable housing and designated historic structures would remain with possible adaptive reuse.

- **Oxnard Mobility and Parking Management Plan (2009).** Provide a transportation plan that will effectively manage future Downtown growth by: (i) ensuring good access to Downtown by all modes of transportation; (ii) providing circulation through and around Downtown for longer distance travelers; (iii) maintaining functional, beautiful, and pedestrian-friendly streets that will support strong retail life; and (iv) maintaining sufficient parking for Downtown visitors and employees, with a realistic and effective plan for operating and managing that parking.

- **Downtown Strategic Plan (2005).** Recognize and enhance the attributes of seven unique districts comprising the City's central core. In so doing, promote the transformation of Downtown as: (i) a multi-faceted commercial center; (ii) a unique, pedestrian scale shopping district boasting a wide selection of appealing shopping and business options; (iii) a clean and safe environment; (iv) high quality entertainment and dining venues; (v) an attractive place for both visitors and residents; and (vi) a family oriented, fun, friendly, alive, attractive and profitable environment.

- **The Central Business District Zone**
In January of 2002, the Oxnard City Council adopted Ordinance No. 2587 of the City Code, pertaining to a CBD. Its purpose was to assist in the creation of a high quality, mixed-use, urban environment for Downtown Oxnard. The provisions of the CBD Zone were intended to implement the recommendations of the Downtown District Master Plan by promoting a mixture of land uses (residential, commercial, cultural, and recreational), minimizing dependence on auto travel by encouraging pedestrian-oriented commercial activities, and locating employment and retail centers close to residential development (of varying densities). It also sets guidelines for permitted uses, prohibited uses, and conditionally permitted uses in the CBD.

- **Downtown Design Guidelines**
This series of design guidelines interprets the urban design standards and the intended vision of the 1996 Downtown District Master Plan. They focus mainly on architectural styles and elements, and building materials and details (including attention to exterior building elements,

such as exterior lighting, awnings, and signs). The Design Guidelines are divided into the seven sections. The guidance contained in those seven sections is primarily advisory, with very few mandates. Essentially, the Design Guidelines were prepared as a convenient means to communicate the intent of the Downtown District Master Plan in a user-friendly, easily-distributable form.

□ **Downtown District Master Plan (1996)**

Four design firms contributed to this 1996 plan prepared for the Oxnard Community Development Commission: Civitas, Andres Duany and Elizabeth Plater-Zyberk, the Gibbs Planning Group, and Curtis Stiles, A.S.L.A. Its purpose was to establish guidelines and regulations for the physical and economic revitalization of the Downtown district. The Downtown District Master Plan has two regulatory components: (1) the Code, and (2) the Public Realm. An advisory third component proposes a business and an operation plan for the systematic transformation of both the physical fabric and the economy of the Downtown District. While the recommendations of the Downtown District Master Plan were not fully implemented, this document provides comprehensive design guidelines and a draft form-based development code which is consistent with a number of suggestions included in the 2016 Downtown Vision Plan.

□ **Meta Street Master Plan (1990)**

The Meta Street Master Plan examined an area of approximately four blocks of Downtown on a parcel-by-parcel basis and recommended new land uses as well as design guidelines for its redevelopment (for both public and private sectors). It was not intended as a regulatory instrument, but instead to be used by the City as a means to stimulate private development commitments in the area. The plan recommended major land use changes from industrial and specialty retail to residential. The Meta Street Master Plan was presented and discussed at a work session of the City Council, which produced these four final goals and policies regarding the plan:

1. An enhancement of the Latino cultural characteristics of Meta Street
2. The introduction of well-designed forms of housing as the predominant new land use of Meta Street
3. The establishment of uses that will support the new residential character of the street
4. To upgrade and rebuild the infrastructure of the street to be consistent with contemporary standards

- **Downtown Redevelopment Plan (1968).** Utilize a range of projects and programs and work with residents, businesses and property owners, to alleviate the blighted conditions that exist in the Downtown Renewal (R-108) Project Area. Major public initiatives identified in the redevelopment plan include: (i) wayfinding signage, streetscape enhancements and pedestrian improvements; (ii) consolidation, expansion and selective reuse of existing parking lots; (iii) backbone drainage, water, sewer and street infrastructure upgrades; and (v) selective site acquisition and land assemblage to facilitate new development and recycle dysfunctional properties.

II. IMPLEMENTATION

The purpose of this *Implementation Plan* is to integrate the documents described in Section I into a cohesive set of policies and implementation measures specific to a defined geographic area for Downtown Oxnard. The first step is to determine the boundaries of Downtown for purposes of allocating the DIPSF. Below are the various mapping considerations that help in this translation. The boundaries labeled as “Downtown Core” provide geographic focus for purposes of implementing and programming, of the DIPSF as described in this section.

The Downtown Vision Plan recommends a northerly extension of boundaries to encompass properties along Oxnard Boulevard to create a gateway and transition into the Downtown, moving from auto-oriented to pedestrian-oriented landscapes. While staff supports the concept of extending the boundaries, the DIPSF would not be spent on improvements outside the CBD Zone District/Downtown’s Core Area without explicit City Council Approval. As such, it is believed that the transformation of Oxnard Boulevard outside of the Downtown Core should potentially be pursued independent of the DIPSFs.

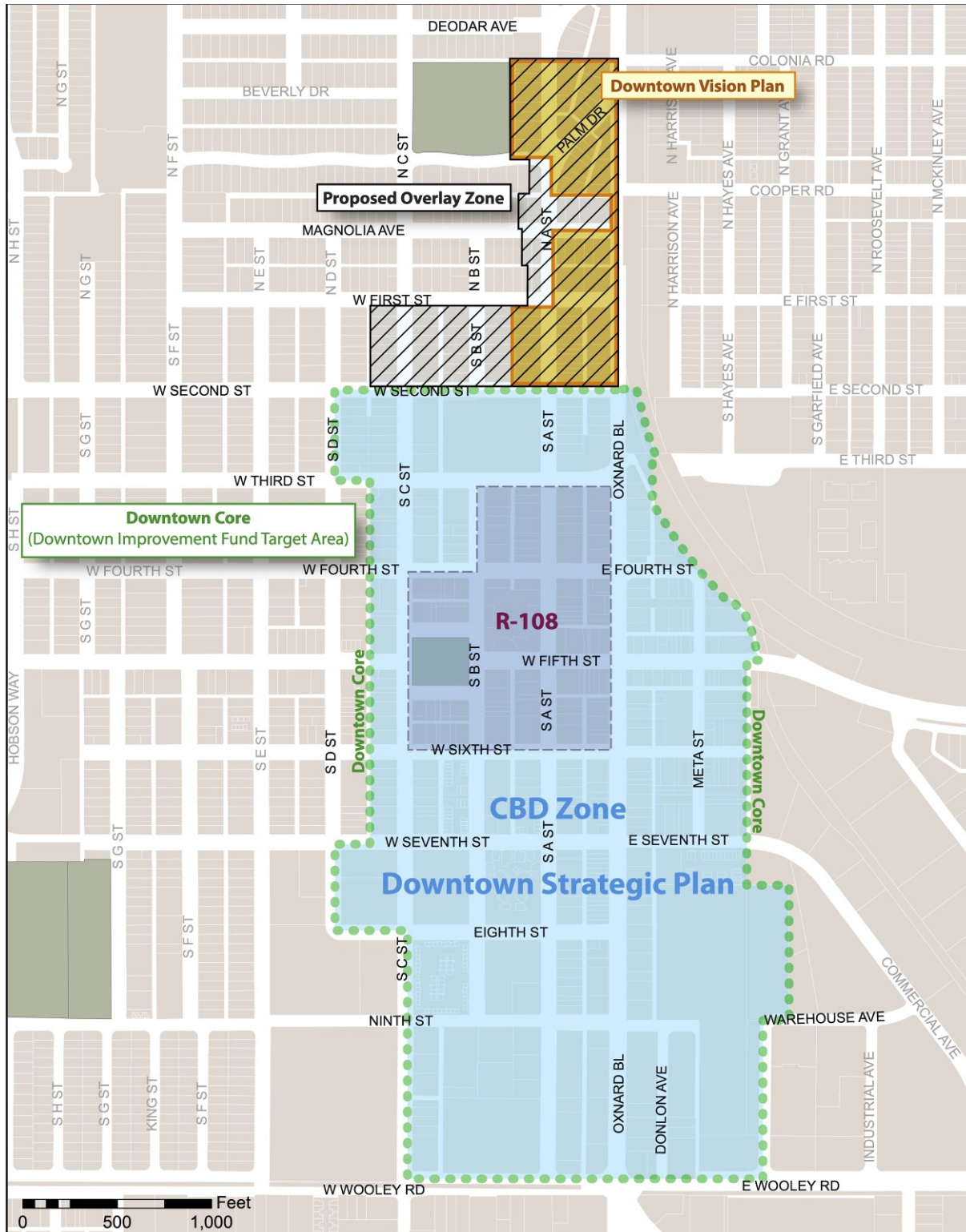


FIGURE A

II. IMPLEMENTATION (Continued)

There are three main components to the Implementation Plan (i) Regulatory Retooling (Land Use and Design Review, Parking Management), (ii) Public Reinvestment (Capital Improvements, Business Inducement Programs, Arts Hub, and Property Disposition), and (iii) Program Administration (Project Management, Regulatory Documents, Tourism, Public Infrastructure, Stakeholder Involvement, Special Events, City Council Follow-up, and Homelessness Strategies). The Regulatory Retooling and Public Reinvestment components of the Implementation Plan present a phased implementation strategy, whereas Program Administration is ongoing.

A. Regulatory Retooling.

1. **Land Use.** Align General Plan policies, Zoning Code regulations, previous master planning efforts, and land use designations to accomplish the following: (i) institute more flexible standards based on general principals embodied in the Downtown Vision Plan (facilitate a sustainable urban environment through infill, mixed use projects, transit-oriented development, and additional market rate housing); (ii) simplify planning permit processes to encourage private reinvestment and property rehabilitation; and (iii) create an overlay zone to extend the CBD zoning and development standards northerly as depicted on Figure A **(Estimated Time, Cost and Funding Source: 18 months (total), \$50,000, General Fund, General Plan Maintenance Fee, and/or DIPSF).**
2. **Parking Management.** Amend the Zoning Code to implement the 2009 Downtown Oxnard Mobility and Parking Management Plan (DOMPMP) and the Downtown Vision Plan to: (i) pursue a “park once” strategy; (ii) reduce the minimum parking requirements and institute an in-lieu fee; (iii) install parking meters when necessary; (iv) invest meter revenues in priority programs Downtown; (v) provide universal transit passes; (vi) require parking cash out; (vii) create a Residential Parking Benefit District; and (viii) construct a new parking structure, when needed. A consultant will need to be brought on to facilitate Recommendation ii of the DOMPMP, to establish and implement a parking in-lieu fee. **(Estimated Time, Cost and Funding Source: 12 months, \$30,000, General Fund, DIPSF).**

B. Public Reinvestment.

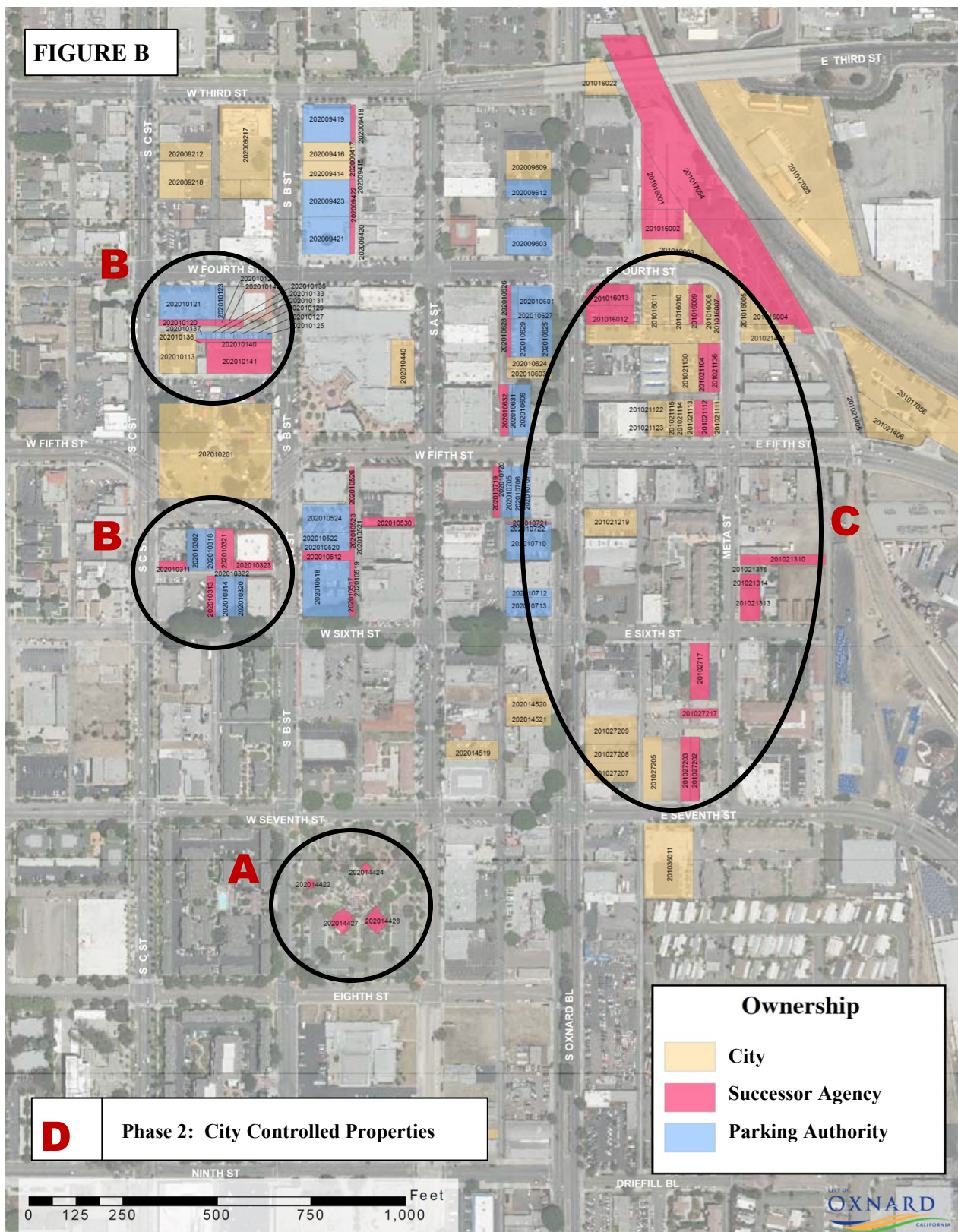
1. **Capital Improvements.** Begin phased implementation of public improvements consistent with the Downtown Vision Plan (2016) and Downtown Strategic Plan (2005). Phase 1 encompasses basic infrastructure essential for public health, safety and welfare; Phase 2 consists of more robust capital reinvestment to compliment and reinforce land use strategies. Phase 1 improvements can be undertaken immediately utilizing a combination of the City’s General Funds, DIPSF, Federal Community Development Block Grant (“CDBG”) funds, Oxnard Downtown Improvement District (“ODID”) funds and other funding sources, whereas Phase 2

will require more detailed planning, project prioritization and budget development through a consensus-based Capital Improvement Plan process.

- a. **Phase 1 (Downtown Improvement Projects (“DIP”)):** The following projects reflect feedback provided by Stakeholder Groups together with results of an on-line survey of Downtown businesses between August and September of this year: (i) installation of trash enclosures and refuse containers on the east side of Oxnard Boulevard; (ii) installation of lighting at Plaza Park and additional lighting throughout the Downtown to improve visibility, walkability and public safety; (iii) begin the Downtown Façade Paint and Improvement Program; (iv) placement of temporary and/or permanent restrooms to supplement existing public facilities; (v) continue Downtown Tree Trimming on Oxnard Boulevard; and (vi) establish a new Downtown Design Guideline;(vii) a Downtown revolving loan program for funding to supply small businesses and entrepreneurs with gap financing. Not included in the Survey but recommended in the Downtown Plan or by City Staff are the following: Alignment of Various Planning Documents, Outdoor Dining Guidelines, Gateway/Entry Sign, “A” Street Improvements, and funding for a Project Manager to assist with Downtown Revitalization. **(Estimated Time, Cost and Funding Source: 36 months, \$1,395,000, General Fund, ODID, DIPSF, CDBG).**
 - b. **Phase 2 (Catalytic Improvements):** The following projects are not all-inclusive but represent major recommendations embodied in the Downtown Vision Plan (2016) and Downtown Strategic Plan (2005) for the Downtown Core: (i) transformation of Oxnard Boulevard – reconfigured medians, traffic lanes and sidewalks; (ii) renovation of Plaza Park – restroom remodeling, traffic reconfiguration and additional parking; (iii) pedestrian improvements - traffic calming features, bicycle lanes and narrowed streets; and (iv) streetscape improvements – wayfinding signage, thematic trees and landscaping, unified street furniture, gateway entries and removal of overhead utility lines. **(Estimated Time, Cost and Funding Source: To Be Determined).**
2. **Business Inducement Programs.** Undertake phased implementation of financial assistance programs to induce private reinvestment.
 - a. Implementation entails development of business retention/attribution efforts, business license fee incentives and development fee deferrals in collaboration/consultation with the Economic Development Strategic Business Priority Team and Stakeholder Groups. **(Estimated Time, Cost and Funding Source: 24 months, \$40,000, General Fund).**
 3. **Arts Hub.** Promote the role and importance of arts and culture in stimulating revitalization, innovation, and re-investment in Downtown. The Cultural and Communities Services Department (CCSD) will lead the efforts of creating a vibrant arts district in the Downtown and utilize seed money to initiate art projects. Additionally, the CCSD will coordinate the arts community and organizations through the development of a Downtown Arts District Business Plan that highlights the cultural and artistic capital of the Oxnard arts community. This plan will foster a synergy between Oxnard’s creative resources and downtown businesses to promote the Downtown as a destination for dynamic arts’ experiences. **(Estimated Time, Cost and Funding Source: Ongoing, \$200,000 General Fund, DIPSF)**

4. **Property Disposition.** Reposition public owned properties to affirmatively further revitalization within the Downtown Core.

- a. Phase 1 entails the disposition of redevelopment properties currently owned by the Oxnard Community Development Commission Successor Agency and designated for private reuse.
- b. Phase 2 entails the potential development and reuse of properties owned by the City and Parking Authority consisting primarily of excess right-of-way, small vacant lots, and surface parking. The general time frame and process for disposing of these properties is described below and the priorities are depicted in Figure B.



- c. **Phase 1: (Successor Agency Properties):** Listed in order of priority and timing as shown in Figure A, former redevelopment properties will be grouped and made available for re-

use as follows: (i) Heritage Square ; (ii) Areas immediately North and South of Plaza Park “North and South Plaza” ; and (iii) East Oxnard Boulevard clustered around Meta Street. In each instance, the disposal process shall proceed in four distinct steps. **(Estimated Time, Cost and Funding Source: 16 months, \$200,000, Redevelopment Property Tax Trust Fund).**

- (i) **Step #1 - Setting Use and Development Parameters:** Refine development goals for each grouping of properties in consultation with the Stakeholder Groups and Oversight Board; identify and reconcile differences (if any) between development goals, policy documents (including the Long Range Property Management Plan) and current land use regulations; obtain consent from the Successor Agency and Oversight Board regarding the final disposition strategy.
 - (ii) **Step #2 - Preparing and Circulating Bid Documents:** Prepare Requests for Proposals (“RFP”) which incorporate the agreed-upon disposition strategy resulting from Step #1, explains the selection process and prescribes outside dates for responding; post RFP documents online, publish notices of availability, circulate among parties known to be interested and provide copies to local real estate brokers.
 - (iii) **Step #3 - Evaluating and Selecting Proposals:** Prepare evaluation criteria by which to conduct a comparative analysis of proposals; convene an advisory panel comprised of City and Stakeholder representatives to review the RFP results and provide recommendations; conduct appraisals to ascertain estimates of value establish disposition parameters and present the results to the Successor Agency and Oversight Board for final action.
 - (iv) **Step #4 - Formalizing and Implementing Agreements:** Undertake negotiations with the selected respondent(s) of each RFP, finalize terms and conditions of property disposition and draft relevant conveyance documents (e.g., Disposition/Development Agreements, Purchase/Sale Documents, escrow instructions, etc.); present documentation to the Successor Agency and Oversight Board for final review and execution.
- d. **Phase 2: (City Controlled Properties):** The disposition of City Controlled Properties consists principally of excess right-of-way, small vacant lot, and surface parking. In consultation with City and Stakeholder representatives, a determination shall be made as to the suitability of reuse for each of these properties, along with development concepts. The results will then be presented to the City Council final approval. Thereafter, the disposition process shall generally follow the steps outlined in Paragraph B.3.a. above. **(Estimated Time, Cost and Funding Source: To Be Determined).**

C. Program Administration

1. **Project Management.** Assign administrative responsibility to the City’s Economic Development Department (“EDD”). In this capacity, EDD will be responsible for coordinating this

Implementation Plan among and between internal administrative units of the City and external stakeholders within the Downtown. Hire a Project Manager to assist the Director in the facilitation of Downtown revitalization.

2. **Regulatory Documents.** Development Services will take the lead on revising policy and regulatory revisions, as well as streamlining the permit process.
3. **Tourism.** EDD will focus on promoting downtown as a destination for tourism, with an emphasis on festivals, special events, cultural arts and Oxnard's historic resources. Promote Downtown events in connection with the OCVB, ODID, Oxnard Chamber, DOMA and other Stakeholders.
4. **Public Infrastructure.** Public Works Department will provide oversight of public work type of improvements such as load capacity studies and Phase II of the Capital Improvement Projects (i) transformation of Oxnard Boulevard – reconfigured medians, traffic lanes and sidewalks; (ii) renovation of Plaza Park – restroom remodeling, traffic reconfiguration and additional parking; (iii) pedestrian improvements - traffic calming features, bicycle lanes and narrowed streets; and (iv) streetscape improvements – wayfinding signage, thematic trees and landscaping, unified street furniture, gateway entries and removal of overhead utility.
5. **Stakeholder Involvement.** Recognize representative stakeholders of the Downtown comprised of the Oxnard Downtown Improvement District, the Downtown Oxnard Merchants Association, the Oxnard Community Planning Group, Downtown Design Review Committee, the “Stakeholder Groups”. Create a Downtown Advisory committee consisting of a designated member of each Stakeholder Group.
6. **Special Events.** Transfer oversight and coordination of the Temporary Use Permit (“TUP”) process for Special Events within the Downtown Core to the EDD. In this capacity, EDD shall consult the Stakeholder Groups and coordinate the development of permit conditions with internal Departments of the City.
7. **City Council Follow-Up.** Require the EDD Director and Department Directors to present all programmatic recommendations and policy matters concerning the carrying out of the Implementation Plan to the City Council for final decision making. Additionally, the EDD Director shall provide reports to the City Council on the progress and status of each initiative listed. Stakeholder Groups shall be consulted and informed of all City Council actions at ODID and Downtown Improvement Task Force (“DITF”) Meetings.

III. HOMELESS STRATEGY

The Housing Department and the City of Oxnard will address the issue of homelessness through the development and implementation of a multi-tiered strategy aimed at reducing the number of homeless persons, while being responsive to interim needs for temporary winter shelter and other services. An objective of the City's strategy is to also identify and define the City's homelessness mission and create a 5-year plan to address homelessness.

To assist in these efforts, the City has funded a full-time Homeless Assistance Coordinator, expected to be hired during the current month, or beginning of the new year. A significant part of the strategy consists of supporting efforts to find an alternative to use of the National Guard Armory for winter shelter. While it serves an extremely important function in providing winter shelter, it is widely considered not to be a best practice, due to its temporary nature, its 6 p.m. to 6 a.m. schedule and the limited opportunity that it provides for social service workers to engage the homeless in efforts to get them supportive services and into permanent housing.

Although Ventura County has numerous agencies and dozens of non-profits serving the homeless, including three year-round shelters in Oxnard, the homeless problem persists. Gaps in the continuum of care exist at the front end, relating to lack of emergency/crisis year-round shelter services, and at the back end, relating to lack of affordable housing for very-low income and extremely low-income persons in the County of Ventura. There is also a shortage of affordable housing with supportive services.

Part of the City's strategy is to encourage and support the expansion of services at existing year-round shelters in Oxnard, particularly during the winter months. The City is also reviewing the possibility of a new shelter to be developed in Oxnard for 60-80 homeless men, to be operated by a service provider in an area zoned for overnight shelters.

Essential to the City's strategy is continued collaboration with faith-based organizations and the local non-profit service organizations that provide services to the homeless. Collaboration and participation with the County's Continuum of Care collaborative, as well as with the City's Commission on Homelessness are other essential features of the strategy. The City also seeks the input and participation in developing strategies from the downtown civic organizations and businesses, which are greatly impacted by the issue of homelessness. Obtaining corporate business support is another goal.

The Housing Department is also reviewing possible policy changes to give housing preference to homeless families with children, is being supportive of efforts to develop affordable housing with supportive services, and housing developments with set-aside units for homeless persons, particularly for homeless veterans. The ultimate strategy is to get homeless into permanent housing, and the measures stated above, along with other measures yet to be defined, will go a long way towards reducing the number of homeless in our community.

III. CONCLUSION

The Implementation Plan provides direction on activities and determines priorities as it continues to innovate and revitalize the Downtown. Staff will provide updates to the City Council on the progress of the Implementation Plan and will produce a midterm update in approximately eighteen months. A companion item to this Report will seek authorization to approve Phase 1 of the DIP as well as other administrative functions necessary to effectuate and implement the Downtown Vision Plan.

ACTIVITY	FUNDING	PLANNED DURATION	EMBAZONMENT	FUNDING SOURCE	MONTHS												Year 2	Year 3																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																		
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**CITY COUNCIL
AGENDA REPORT**

TYPE OF ITEM: Report
AGENDA ITEM NO.: 3

DATE: December 19, 2016

TO: City Council

THROUGH: Greg Nyhoff
City Manager

A handwritten signature in blue ink, appearing to read "Greg Nyhoff".

FROM: Kymberly Horner
Economic Development Direct

SUBJECT: Downtown Capital Improvement Projects (10/20/10)

CONTACT: Kymberly Horner, Economic Development Director
Kymberly.Horner@oxnard.org, 385-7407

RECOMMENDATION:

That City Council: 1) receive a report on the implementation and programming of the \$6.15 million Settlement Funds to benefit the downtown and provide direction to City Staff pertaining to the proposed allocation of funds and area to begin the reinvestment in downtown Oxnard; and 2) approve a tentative budget of \$1,855,000 for Downtown Revitalization and Downtown Capital Improvement Projects. This budget amount includes \$1,395,000 from the Downtown Settlement Fund and proposes to seek other sources of funding to be secured through future budget allocations, grants and other potential funding sources. As each project is proposed and the identified funding is fully committed, staff will return to Council for the project's full consideration and approval.

BACKGROUND

After a long-standing dispute regarding the disposition of funds earmarked for Downtown Revitalization, a settlement agreement was reached and finalized in April 2015, between the City and developers of Centennial Plaza. The settlement involves the distribution of funds derived from development of a new RiverPark theater complex at The Collection. These funds were intended to offset the potential impact that the new theater complex might have on Plaza Cinemas and the adjoining Centennial Plaza in Downtown Oxnard.

Downtown Capital Improvement Projects

December 19, 2016

Page 2

Under the settlement agreement, \$150,000 is expressly earmarked for improvements to Plaza Cinemas while \$6.15 million is earmarked for Downtown Revitalization. The settlement funds were placed into a City account titled “Downtown Improvement Program”, and throughout this report, the settlement money will be referred to as Downtown Improvement Program Settlement Funds (“DIPSF”). In January of 2016, Congress for New Urbanism (“CNU”) was commissioned by the City to revisit and integrate earlier Downtown planning and policy documents into an overarching “vision” for Downtown. The assignment called for promoting the principles of walkable communities, economic vibrancy, vertical mixed use and land use intensification. The planning effort involved Downtown community groups, property owners, business owners, residents and other Stakeholders. The event was highlighted by a week-long design charrette, walking tour, individual interviews with participants and City staff and overall input from the community. The results are expressed in a “Downtown Vision Plan” (“DVP”) that was presented to City Council on October 18, 2016. The purpose of the design charrette was to help articulate an overarching vision for Downtown and to provide guidance for allocating a portion of the DIPSF.

On December 19, 2016, City Staff will present the “Three-Year Implementation Plan.” The Three-Year Implementation Plan recommends that some of the DIPSF be initially invested in the Central Business District (“CBD”) Area. The CBD is also commonly referred to as Downtown’s Core Area. The City Council can increase or decrease boundaries as needed; however, staff is recommending that initially some of the funds be programmed in a concentrated area which includes the Downtown’s Core Area that will produce the most immediate and intensive impact to the City’s Downtown. The Implementation Plan recommends a phased approach to the public reinvestment of the DIPSF, beginning in the Downtown Core Area (Attachment 1 Downtown Core Area Map).

There are three main components to the Implementation Plan (i) Regulatory Retooling (Land Use and Design Review, Parking Management), (ii) Public Reinvestment (Capital Improvements, Business Inducement Programs, Arts Hub, and Property Disposition), and (iii) Program Administration (Project Management, Regulatory Documents, Tourism, Public Infrastructure, Stakeholder Involvement, Special Events, City Council Follow-up, and Homelessness Strategies. The Regulatory Retooling and Public Reinvestment components of the Implementation Plan present a phased implementation strategy, whereas Program Administration is ongoing.

Phase 1 would consist of implementing public improvements, consistent with the Downtown Vision Plan (2016) and the Downtown Strategic Plan (2005). The purpose of this report is to address the needs of Phase 1 Capital Improvement Projects (“CIP”). The report will also refer to these projects as Downtown Improvement Projects. Phase 1 encompasses basic infrastructure essential for public health, safety and welfare. Phase 1 improvements can be undertaken immediately utilizing a combination of the City’s General Fund (“GF”), DIPSF, Federal Community Development Block Grant (“CDBG”) funds, Oxnard Downtown Improvement District (“ODID”) funds and other funding sources.

Phase 2 consists of more robust capital reinvestment to compliment and reinforce land use strategies. Phase 2 will require more detailed planning, project prioritization and budget development through a budget driven process. Staff will return to City Council with a more detailed plan for consideration of Phase 2 “Catalytic Improvements”.

Phase 1 Downtown Improvement Projects (“DIP”): The following projects reflect feedback provided by stakeholder groups together with results of an on-line survey of Downtown businesses between August and September of this year: (i) installation of trash enclosures and refuse containers on the east side of Oxnard Boulevard; (ii) installation of lighting at Plaza Park and additional lighting throughout the Downtown to improve visibility, walkability and public safety; (iii) Downtown Façade Paint and Improvement Program; (iv) placement of temporary and/or permanent restrooms to supplement existing public facilities; (v) Downtown Tree Trimming on Oxnard Boulevard; (vi) new Downtown Design Guideline; and (vii) a Downtown revolving loan program for funding to supply small businesses and entrepreneurs with gap financing.

Downtown Capital Projects Survey (Attachment 2)

Based on the input received thus far, a consensus has emerged on projects of immediate need. Although a formal expenditure plan remains in the formative stages, staff believes it is important to evidence the City’s commitment to Downtown by funding initiatives of common accord. With the improvement in the State’s economy, ODID and other stakeholders believe it is time to revisit projects and programs that stalled out in the mid 2000’s due to the Great Recession and the ending of Redevelopment. The projects thus far identified, and for which an initial allocation of settlement funds and other funding sources are proposed consist, of the following:

Surveyed Projects

1. **Downtown Trash Enclosures.** Installation of trash enclosures and refuse containers at strategic locations on the east side of Oxnard Boulevard in consultation with the City’s Solid Waste Division. **(\$100,000)**
2. **Downtown Lighting.** Installation of lighting at strategic locations throughout the Downtown to improve visibility, walkability and public safety. **(\$50,000)**
3. **Façade Improvements.** Continuation of financial assistance for design and construction of facade improvements for commercial buildings to help revitalize and strengthen the economic base of the project area. **(\$200,000)**
4. **Public Restrooms.** Strategic placement of temporary/portable restrooms to supplement public facilities at the Library, Transportation Center, Service Center, City Hall and Heritage Square. **(\$400,000)**
5. **Downtown Tree Trimming Oxnard Blvd.** Consult with arborists concerning condition of trees on Oxnard Boulevard from Fourth Street to Eighth Street. **(\$25,000)**
6. **Downtown Design Guidelines** Alignment and creation of Downtown guidelines to institute more flexible standards based on general principles embodied in DVP. This

would include design guidelines, parklett designs, outdoor dining guidelines, and permit streamlining. **(\$30,000)**

7. **Revolving Loan Program.** Create revolving loan program for Downtown Businesses to assist small businesses and entrepreneurs with gap financing needed to start or expand their businesses. **(\$200,000)**

Additional Recommended Projects

Although the following projects were not initially included as part of the Capital Improvement Survey, these projects are being recommended by Staff for the first phase of Downtown revitalization. The projects, programs and functions listed below are mostly called out in Phase 1 of the Implementation Plan under Regulatory Retooling or Public Reinvestment. Additionally, some have been recommended in the Downtown Vision Plan for implementation.

8. **Parking Management Plan.** Amend the Zoning Code to implement the recommendations of the 2009 Downtown Oxnard Mobility and Parking Management Plan. **(\$30,000)**
9. **Gateway / Entry Sign.** Design, procure, fund, and install entry sign on the Third Street Bridge, as depicted in the Downtown Vision Plan **(\$400,000)**
10. **Arts Hub.** Initiate creative placemaking through the development of a collective vision and action plan that highlights the cultural and artistic capital of the Oxnard arts community, and fosters synergy between creative resources and downtown businesses. **(\$200,000)**
11. **“A” Street Enhanced Landscaping** – To provide enhanced landscaping **(\$20,000)**
12. **“A” Street Improvements-** To include angled parking, parkletts, outdoor dining standards and design prototype. **(\$30,000)**
13. **Project Manager** - Retention of a Project Manager in the Economic Development Department to oversee Downtown revitalization projects. **(\$100,000)**
14. **Disposition of Properties** – Per AB X1 26, dispose of Successor Agency owned properties in accordance with the “Dissolution Bill” **(\$200,000)**
15. **Tourism** – Coordinate with Oxnard Convention and Visitors Bureau the creation of making Downtown a themed destination area. **(\$20,000)**
16. **Land Use Policies-** Align General Plan policies and Zoning Code regulations to institute more flexible standards based on general principals embodied in the DVP **(\$50,000)**

If approved, most of the projects listed will require additional consideration and or approval by City Council. The initial support of these projects will aid in public/private reinvestment in Downtown. Based on feedback from local business owners, Stakeholders and other parties interested in the Downtown, it is their desire to improve the economy of Downtown through investing in capital projects, the arts, tourism and other cultural and social programs. Table 1, Attachment 3 lists each proposed project as well as its anticipated funding source. If approved, Staff would begin putting these projects in place in the current fiscal year. The goal of implementing these projects, programs, functions and administrative duties is to foster and renew a sense of community with our Downtown businesses, property owners, residents, Stakeholders

and visitors and to attract new customers, investors, businesses, activities and residents to the Downtown District.

STRATEGIC PRIORITY

This agenda item supports the Economic Development strategy. The purpose of the Economic Development strategy is to develop and enhance Oxnard's business climate, promote the City's fiscal health, and support economic growth in a manner consistent with the City's unique character. This item supports the following goals and objectives:

- Revitalize Oxnard's downtown and pursue economic development opportunities
- Develop a vision and plan (with timelines) for downtown revitalization to create a vibrant center for our community, emphasizing cultural arts, diversity and historic assets

FINANCIAL IMPACT

The total budget request for FY 2016-2017 for the proposed CIP, Art Initiatives and Administrative Functions total approximately \$1,855,000.00. Staff is requesting \$1,395,000.00 come from DIPSF, which represents roughly 23% of settlement funds expressly earmarked for Downtown Revitalization. Staff is recommending that \$425,000 of the total funding request come from the City's General Fund and \$35,000 come from ODID. Funding from ODID cannot be committed until the funding request has been reviewed and approved by the ODID Board of Directors and a budget adjustment is approved by the City Council for re-allocation of general fund. Additionally, not included in the total funding request is approximately \$400,000 in CDBG funds; Staff will apply for CDBG funds in an upcoming CDBG qualification cycle. Lastly, as reflected in Table A, it should be noted Staff will be requesting approximately \$200,000 to assist the Successor Agency in the disposition of the former redevelopment agency's properties located in Downtown. Funding to assist in the disposition of Successor Agency owned properties is typically viewed by the State Department of Finance as an obligation of the Successor Agency and the request to fund that dissolution function will be included on the Recognized Obligation Payment Schedule. If funding for all of the aforementioned projects is approved, it will leave a balance of approximately \$4,755,000.00 in DIPSF for the City Council to utilize for future projects in Downtown.

ATTACHMENTS:

Attachment 1 Map

Attachment 2 Survey

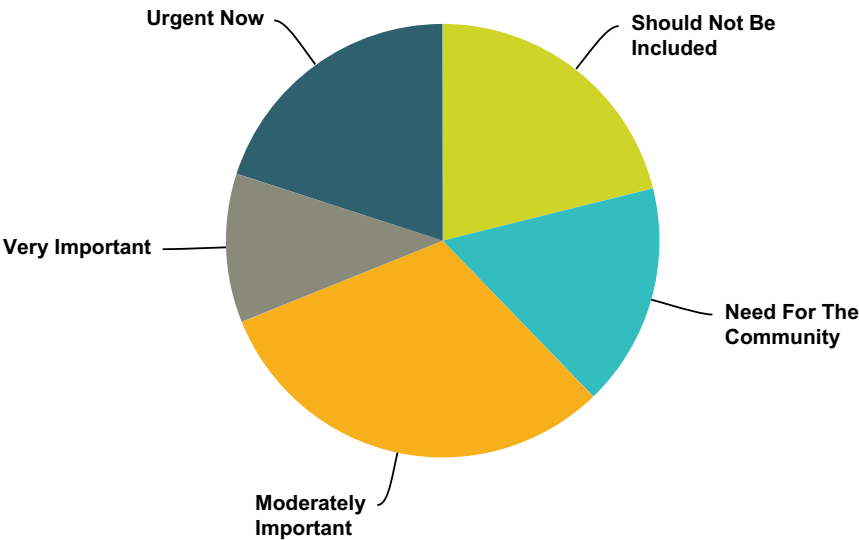
Attachment 3 Table 1-edited v2

MAP



Q1 Solid Waste Management: installation of trash enclosures and refuse containers at strategic locations on the east side of Oxnard Boulevard in consultation with the City’s Solid Waste Division.

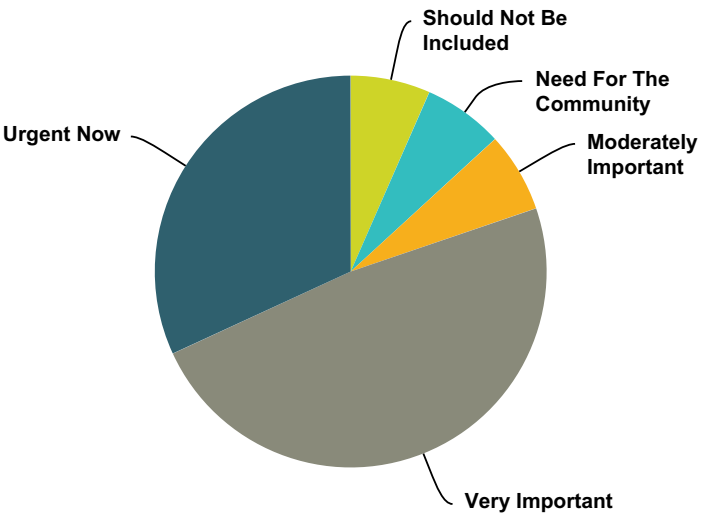
Answered: 90 Skipped: 1



Answer Choices	Responses	
Should Not Be Included	21.11%	19
Need For The Community	16.67%	15
Moderately Important	31.11%	28
Very Important	11.11%	10
Urgent Now	20.00%	18
Total		90

Q2 Downtown Lighting: installation of lighting at Plaza and other strategic locations throughout the downtown to improve visibility, walkability and public safety.

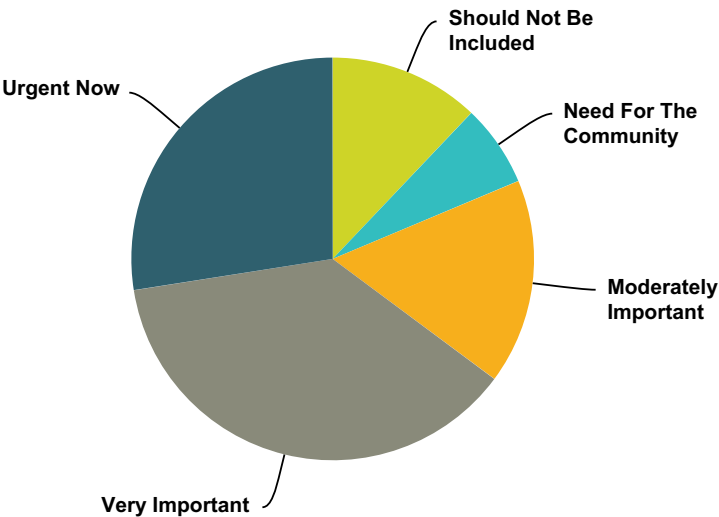
Answered: 91 Skipped: 0



Answer Choices	Responses	
Should Not Be Included	6.59%	6
Need For The Community	6.59%	6
Moderately Important	6.59%	6
Very Important	48.35%	44
Urgent Now	31.87%	29
Total		91

Q3 Downtown Façade Improvement Program: continuation of financial assistance for design and construction of facade improvements for commercial buildings to help revitalize and strengthen the economic base of the project area.

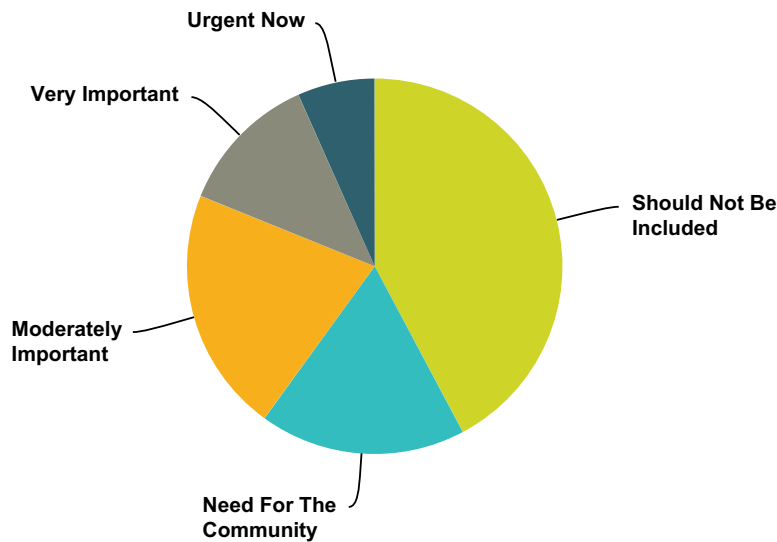
Answered: 91 Skipped: 0



Answer Choices	Responses	
Should Not Be Included	12.09%	11
Need For The Community	6.59%	6
Moderately Important	16.48%	15
Very Important	37.36%	34
Urgent Now	27.47%	25
Total		91

Q4 Temporary Public Restrooms: strategic placement of temporary portable restrooms to supplement public facilities at the Library, Transportation Center, Service Center, City Hall and Heritage Square.

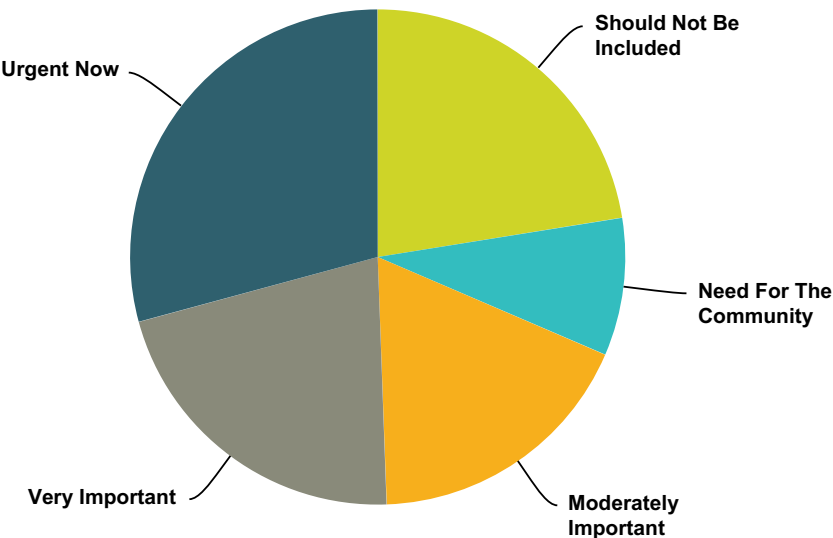
Answered: 90 Skipped: 1



Answer Choices	Responses	
Should Not Be Included	42.22%	38
Need For The Community	17.78%	16
Moderately Important	21.11%	19
Very Important	12.22%	11
Urgent Now	6.67%	6
Total		90

Q5 Permanent Public Restroom: installation of a Permanent Public restrooms to supplement public facilities at the Library, Transportation Center, Service Center, City Hall and Heritage Square.

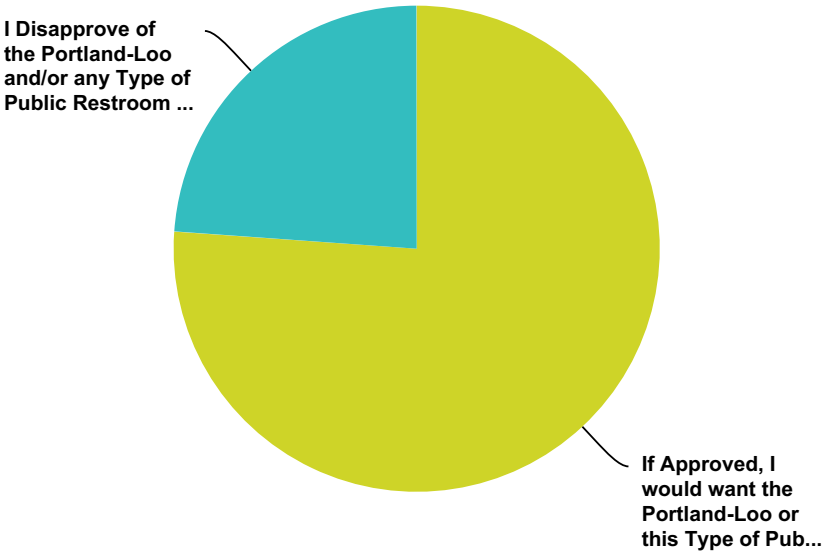
Answered: 89 Skipped: 2



Answer Choices	Responses	
Should Not Be Included	22.47%	20
Need For The Community	8.99%	8
Moderately Important	17.98%	16
Very Important	21.35%	19
Urgent Now	29.21%	26
Total		89

Q6 Permanent Public Restroom: The Portland-Loo

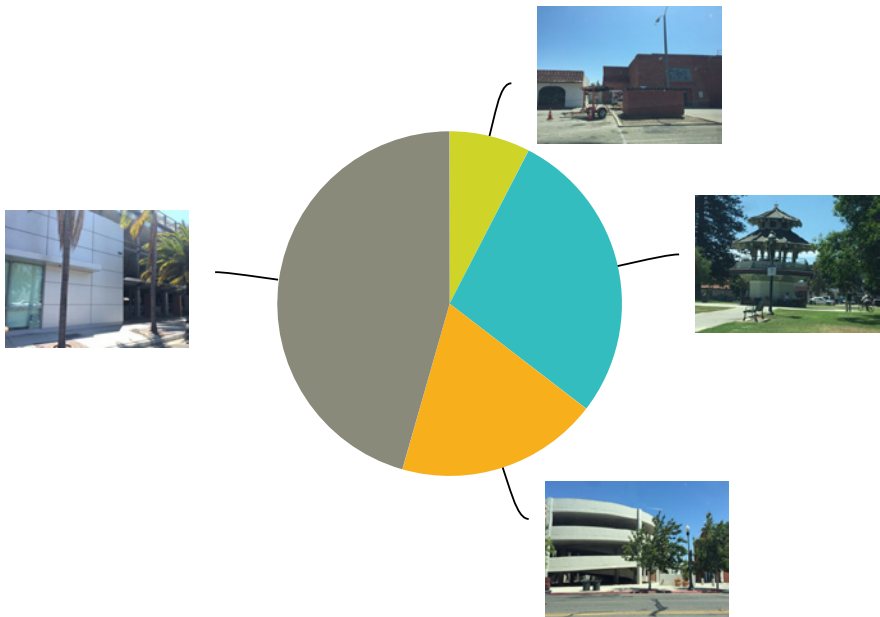
Answered: 88 Skipped: 3



Answer Choices	Responses	
If Approved, I would want the Portland-Loo or this Type of Public Restroom in the Downtown	76.14%	67
I Disapprove of the Portland-Loo and/or any Type of Public Restroom in the Down	23.86%	21
Total		88

Q7 Location of Restroom

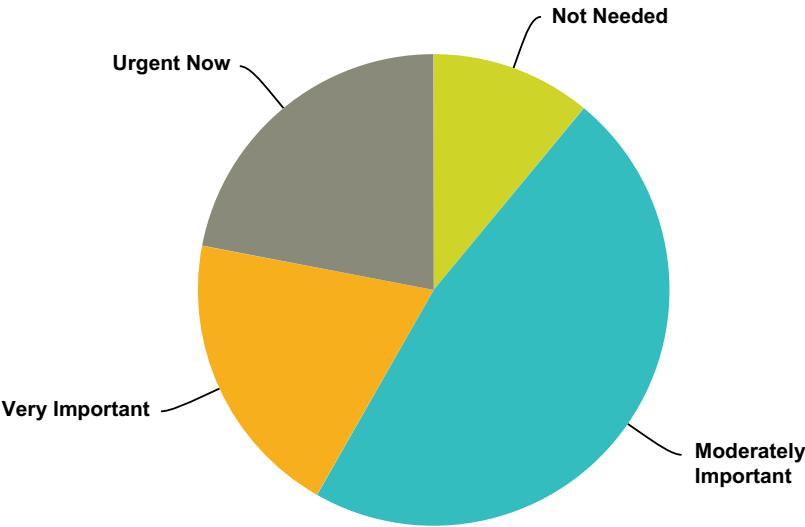
Answered: 79 Skipped: 12



Answer Choices	Responses	
	7.59%	6
	27.85%	22
	18.99%	15
	45.57%	36
Total		79

Q8 Downtown Tree Trimming Oxnard Blvd

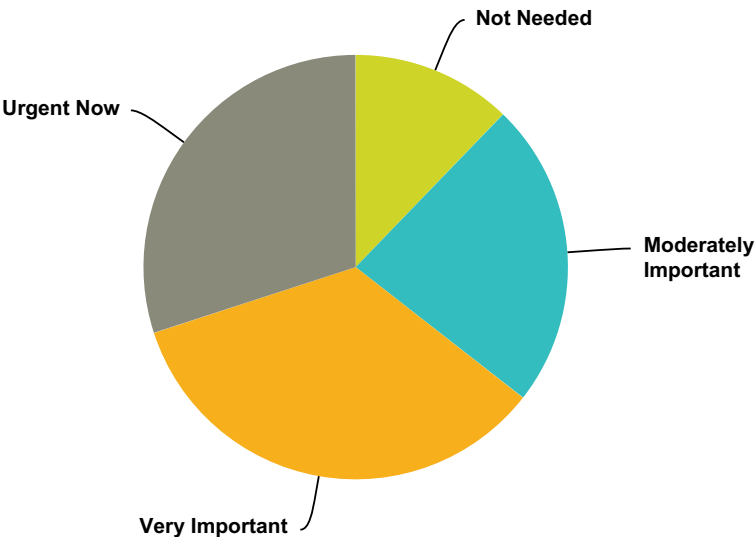
Answered: 91 Skipped: 0



Answer Choices	Responses	
Not Needed	10.99%	10
Moderately Important	47.25%	43
Very Important	19.78%	18
Urgent Now	21.98%	20
Total		91

Q9 Downtown Design Guidelines: creation of new design guidelines to coordinate and orchestrate the overall development of the city core, for future projects to produce a better livable, walkable, sustainable Downtown.

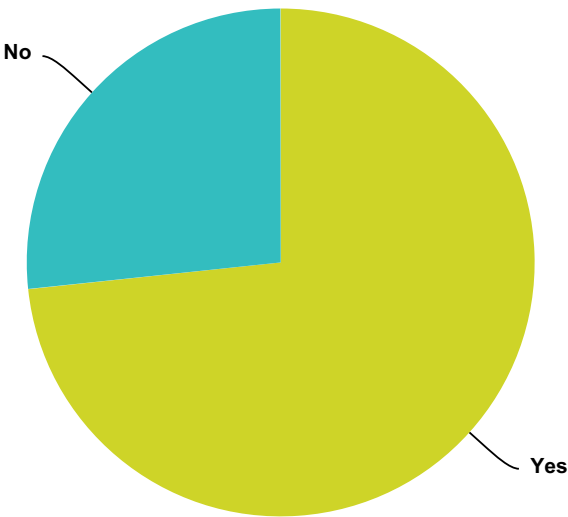
Answered: 90 Skipped: 1



Answer Choices	Responses	
Not Needed	12.22%	11
Moderately Important	23.33%	21
Very Important	34.44%	31
Urgent Now	30.00%	27
Total		90

**Q10 Revolving Loan Program For
Downtown Businesses revolving Loan
Fund Program supplies small businesses
and entrepreneurs with the gap financing
needed to start or expand their business**

Answered: 90 Skipped: 1



Answer Choices	Responses	
Yes	73.33%	66
No	26.67%	24
Total		90

TABLE 1

	Project	Amount	Allocation					Fiscal year		
			CDBG*	DIPSF	GF	ODID**	RPTTF***			
								2016-2017		
1	Downtown Trash Enclosures	\$100,000	\$100,000	\$50,000	\$50,000	0				
2	Downtown Lightning	\$50,000	\$100,000	\$15,000	\$25,000	\$10,000				
3	Façade Improvement Program	\$200,000	\$100,000	\$200,000	0	0				
4	Public Restroom	\$400,000	0	\$200,000	\$200,000	0				
5	Downtown Tree Trimming	\$25,000	0	0	\$25,000	0				
6	Downtown Design Guidelines	\$30,000	0	\$15,000	\$15,000	0				
7	Revolving Loan Program	\$200,000	0	\$200,000		0				
8	Parking Management Plan	\$30,000	0	\$10,000	\$20,000	0				
9	Gateway Entry Sign	\$400,000	0	\$400,000	0	0				
10	Downtown Art Hub	\$200,000	0	\$200,000	0	0				
11	"A"Street Enhanced Landscaping	\$20,000	\$100,000			\$20,000				
12	"A" Street Improvements	\$30,000			\$30,000					
13	Project Manager (Downtown)	\$100,000		\$100,000						
14	Property Disposition ***						\$200,000			
15	Tourism	\$20,000		\$5,000	\$10,000	\$5,000				
16	Land Use Policies	\$50,000			\$50,000					
16	Total Funding Request	\$1,855,000	\$400,000	\$1,395,000	\$425,000	\$35,000	\$200,000	\$1,855,000		
Community Development Block Grant = CDBG										
Downtown Improvement Program Settlement = DIPSF										
General Fund = GF										
Oxnard Downtown Improvement District = ODID										
Redevelopment Property Tax Trust Fund = RPTTF										
* CDBG = Staff will request CDBG funding in an upcoming CDBG allocation cycle										
** Funding requires review and approval by ODID Board Members										
*** Funding will be requested on 2017-2018 Recognized Payment Obligation schedule										