



**SACRAMENTO  
HOUSING AND REDEVELOPMENT  
AGENCY**



6

June 19, 1990

Transportation/Community  
Development Committee  
Budget and Finance Committee  
of the City Council  
Sacramento, CA

Honorable Members in Session:

SUBJECT: Request for Proposals for Consultant Services for the  
Sacramento Downtown Partnership

SUMMARY

The attached report is submitted to you for review and  
recommendation prior to consideration by the Redevelopment  
Agency of the City of Sacramento.

RECOMMENDATION

The staff recommends approval of the attached resolution  
approving the Request for Proposals.

Respectfully submitted,

ROBERT E. SMITH  
Executive Director

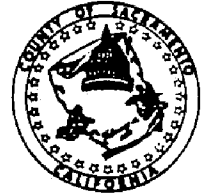
TRANSMITTAL TO COMMITTEE:

*Solo Wilton Jr.*  
For: JACK R. CRIST  
Deputy City Manager

Attachment



# SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY



June 18, 1990

Redevelopment Agency of the  
City of Sacramento  
Sacramento, CA 95814

Honorable Members in Session:

Subject: Request for Proposals for Consultant Services for the  
Sacramento Downtown Partnership

## SUMMARY

This report requests authorization for the Executive Director to 1) issue Request For Proposals (RFPs) for Consultant Services for the Sacramento Downtown Partnership (Partnership) District Manager and Retail Specialist, and 2) enter into contracts with the selected consultants.

## BACKGROUND

On May 22, 1990, the City Council approved the Cultural and Entertainment District Master Plan (Master Plan) and the Halcyon 1989 Retail Recruitment and Enhancement Strategy. The executive summaries of both reports are attached. (Attachment 1 and 2). The implementation strategy created an umbrella organization, tentatively called the Sacramento Downtown Partnership, that would coordinate the activities of all Downtown business and entertainment-related organizations. In the past, there have been consistent criticisms that there are too many organizations Downtown, and too little cohesion among them. But now, in a new spirit of cooperation, these groups are trying to coordinate their efforts. The goals of the Downtown Partnership are several fold, but the main objective is to establish a strong identity for the City core, and create a lively 18-hour urban area. The retail and the entertainment elements were brought together because of a natural synergism between them. Retailers benefit tremendously from crowd-attracting theater, concerts, festivals and other entertainment events; cultural and entertainment activities need retail support, particularly nighttime cafes and restaurants. The coordinated development of the two will make Downtown stand apart from any other shopping district or theater area in the metropolitan area.

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## ORGANIZATIONAL STRUCTURE

### Executive Committee

Key to the success of the Partnership is the formation of the Executive Committee. (See Attachment 3-Organizational Structure). This committee will act as the governing board of directors until a non-profit organization can be incorporated, at the end of the first year. The organization is expected to become self-sufficient over a period of time. The success of the Partnership is, to a large extent, in the hands of this group. Therefore, it is vital that members have vision and leadership, an ability to organize fund-raising campaigns, be able to connect with public and private decision makers and represent a broad range of interests. An ideal candidate will strongly represent their constituency, but will have knowledge and concern about all the issues of the Partnership--cultural, retail, fund raising, etc. This group must be aggressive in forwarding the goals and objectives of the Partnership.

The representatives should be selected from these groups:

1. Either the Mayor or a designated mayoral representative
2. City Council member
3. SHRA Commissioner
4. Sacramento Downtown Association
5. Downtown Plaza Associates
6. Old Sacramento Management Board
- 7,8,9. Representatives of cultural and/or arts organizations (3 members)
10. Major Downtown property owner or developer
11. Downtown Resident

The Mayor will make the final appointments to the Executive Committee.

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## Technical Coordinating Committee

Equally as important to the Partnership is the creation of a Technical Coordinating Committee (TCC) composed of heads of all the City and Agency departments and other organizations involved with cultural facility development and entertainment programming. These entities include the City Manager's Office, Finance, the Planning Department, the Redevelopment Agency, the Convention Center, Parks and Community Services, the Metropolitan Arts Commission, the Library, Police, Regional Transit and Public Works.

The creation of the TCC is the first formal step Sacramento has made to coordinate all the City's efforts in Downtown.

## **SELECTION OF STAFF**

After much discussion and public review, it was agreed to hire four staff people for the Partnership on a consultant contract basis. Half the budget (\$125,000) will finance staff positions, and half (\$125,000) promotional, marketing materials and events programming.

The staff will share an office and clerical support. The Sacramento Housing and Redevelopment Agency (Agency) will provide the funds for the staff under contract, while the City will match Agency funds for promotional activities. The District Manager will be under contract with the Agency until the Partnership becomes incorporated and can enter into its own contract. (See Request For Proposal Attachment 4). The Retail Specialist will be hired by the Sacramento Downtown Association with funds received through an Agency contract. (See Request For Proposal Attachment 5). As you read through the work responsibilities, remember that the staff is not expected to be solely responsible for all actions, but they can build on existing resources, and the activities already occurring.

## **DISTRICT MANAGER**

### **SCOPE OF WORK**

A critical step for the Partnership is the selection of the District Manager. This individual must create credibility for the organization and gain consensus for its support. This individual must have excellent organizational and promotional skills. The Manager will be responsible for the following:

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## **Primary Responsibilities**

- . Establish an effective public/private partnership to provide the leadership and involvement to achieve the goals of the District. Incorporate the partnership as a non-profit organization by the end of the first year.
- . Work with the Executive Committee and Technical Coordinating Committee to develop a comprehensive financing strategy for theater construction and venue development.
- . Conduct fund raising events and solicit contributions to make the Partnership self-sufficient. Raise at least \$125,000 in private funds for the second year promotional budget.
- . Work with the Executive Committee, business associations and cultural groups to market an entertainment/retail district identity and develop appropriate advertising and promotions, including a logo, banners, signage, shopping bags, and identifying marketing materials.

## **Supporting Responsibilities**

- . Coordinate with the TCC to encourage and enhance the pedestrian experience by creating a comfortable and pleasing environment through the use of special lighting, thematic signage, public areas, well-designed street furniture, water features, landscaping, improved security and street maintenance efforts in the Downtown.
- . Work closely with the TCC to establish a program of development incentives within the District to encourage the inclusion of cultural facilities, entertainment venues, and supporting retail uses as developers propose new projects in the Downtown core.
- . Work with the business associations to gain businesses' participation in scheduled events. For example, keep stores open and/or advertise restaurants or retail sales in conjunction with events.

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- . Market the Agency's facade grant and low-interest loan program along with Agency staff, to improve commercial space store-fronts and signage. Produce retail leasing and marketing brochures.
- . Coordinate with the Retail Specialist to formulate a program of incentives, joint marketing and promotional activities to increase the viability of retail, restaurant, nightclub, cultural arts, and entertainment uses.
- . Develop and implement, along with the TCC and other organizations, an Art and Events schedule, building on already scheduled events, e.g., City Life, and Night Lights; and establish a master calendar for Downtown.

## RETAIL SPECIALIST

### SCOPE OF WORK

Although the original organizational chart for the Partnership envisioned having the retail specialist hired by and reporting directly to the Sacramento Downtown Partnership Executive Committee, it became apparent that the person would not have a direct connection to the property owners and business operators on "K" Street Mall. As the Halcyon report stressed, only when the property owners and merchants become stakeholders in the process will some form of centralized recruitment or management take place. Given that, it made most sense to have the Retail Specialist working for and accountable to the Sacramento Downtown Association (SDA), the existing merchants' organization that represents "K" Street Mall. This also puts SDA on a more equal footing with the Old Sacramento Merchants and Property Owners Association (which already receives public funds for a similarly functioning staff person) and Downtown Plaza, which has sufficient private funds to hire sophisticated business recruitment and promotional staff. In fact, the Old Sacramento management model was cited in the Halcyon Retail Recruitment and Enhancement Strategy as an appropriate organizational structure. However, in an attempt to keep the Partnership as closely knit as possible, the Retail Specialist will still be linked closely with the Partnership and the District Manager. Not only will SDA be represented on the Executive

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Committee, but the Retail Specialist's twelve-month workplan, leasing mix plan, and recruitment specialist's strategy must be approved by the Executive Committee. To provide further assurances that there will be a strong link, the District Manager and the Retail Specialist will share an office and secretarial services.

The duties of the retail specialist will include the activities listed below. A more detailed twelve-month workplan will be prepared within 30 days of execution of the contract.

## **I. Retail Recruitment**

- Finalize a retail leasing mix recruitment plan with property owners and market specialists.
- Form a master mailing list to execute retail master plan. Follow up with each retailer contacted, show property, provide negotiating assistance between property owner and tenant if requested. Target focus areas and fulfill retail master plan.
- Hold recruitment workshop for property owners. Present retail leasing mix plan to developers, property owners and merchants, using promotional materials and meetings.
- Provide retail support services such as financial assistance, sales and advertising assistance.
- Introduce concept of Master Lease.
- Be responsible for the distribution of leasing materials such as promotional brochures, posters and similar items.
- Devise a business incentive package along with Agency staff and the District Manager.

## **II. Organization Building**

- Set up an office in a centralized location, preferably on the "K" Street Mall with the District Manager.
- Hire a broker and secretary.

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- Strengthen the organization and participation.
- Help Partnership District Manager raise \$125,000 in private funds for 1991 promotional budget.
- Prepare detailed 12-month workplan for 1990/91.
- Increase membership.
- Improve signage. Establish plan to improve parking directional signs. Install signs as budget will allow.
- Administer and manage the daily operations of SDA, including coordinating meetings, distributing minutes and meeting notices, keeping records, maintaining correspondence, and establishing an annual budget.

### III. Operation and Maintenance

- Review security, lighting, maintenance, and other public space amenity operations and make stronger if necessary.
- Help coordinate lighting, security, etc. for special events.

Funds will be available to retain a Broker on a contingency basis (for approximately \$10,000). The fourth staff position will be a clerical person hired jointly by the Retail Specialist and District Manager.

### SELECTION PROCESS

The Executive Director of the Agency will make the final contract awards; however, recommendations will be made by a selection committee for the District Manager position and by a sub-committee of the Sacramento Downtown Association for the Retail Specialist. The Downtown Partnership selection committee for the District Manager will be comprised of one City Council member, two cultural organization representatives and two business association representatives. The SDA selection committee for the Retail Specialist will be comprised of one Sacramento Housing and Redevelopment Commissioner, the President of SDA, two SDA members, and the Manager of the Old Sacramento Management Board.

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## TENTATIVE SELECTION SCHEDULE

Sacramento Housing and Redevelopment Commission Approval	June 18, 1990
City Council Approval	June 26, 1990
Request for Proposal Distributed	June 27, 1990
Proposal Due Date	August 13, 1990
Written Proposals Ranked	August 16, 1990
Interview/Selection Completed	August 20, 1990
Contract Period	September 1, 1990 - August 31, 1991

## FINANCIAL IMPLICATIONS

The City and the Redevelopment Agency have each made a financial commitment of \$375,000 over a period of three years. The goal is that the Partnership will be financially self-sufficient after that period. The sources of funding in the first year are Tax Allocation Bonds (Agency)\* and City General Revenues (City). Though there is a three-year commitment, no specific funds can be identified after 1991 until future budgets are approved. After rethinking the difficulty new organizations have in raising funds, it is recommended that the Partnership be weaned more gradually from public support, perhaps over a six-year schedule:

	<u>Public Sector Funding</u>		<u>Private Sector Funding</u>	
Year 1	100%	\$250,000	0%	\$ 0
2	75%	187,500	25%	62,500
3	50%	125,000	50%	125,000
4	25%	62,500	75%	187,500
5	25%	62,500	75%	187,500
6	25%	62,500	75%	187,500
	100%	\$750,000	100%	\$750,000

\*Note: The funding from the Agency is anticipated from the sale of its proposed 1990 Tax Allocation Bond issue. No contract will be executed until those bond funds are secured.

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A recommended first year budget is shown below:

## Salaries (Consultant Services)

District Manager:	\$ 45,000
Retail Specialist:	40,000
Broker:	10,000
Clerical:	20,000
Office Space/ Supplies/Misc:	<u>10,000</u>
Sub Total	\$125,000

## Recommended Programs/Products

Signage Program	\$ 10,000
Replacement of Banners on "K" Street	5,000
Leasing and Promotional Brochures for District	20,000
Logo Development	5,000
Monthly District Calendar of Events	10,000
Special Events (Augment existing programs targeted for District, e.g. (City Life, Lite Nights), Other	<u>15,000</u>
Sub Total	\$125,000
<b>TOTAL</b>	<b>\$250,000</b>

In examining the budget, it should be remembered that the Partnership is not creating all new programming events or promotions. Many activities already are occurring and the Partnership will be building on them. For example, City Life will still have its funding for events in Plaza Park, but the Partnership will advertise retail specials at the same time or organize entertainment on "K" Street Mall. Similarly, funding for a parking signage program has already been approved, but the Partnership may pay to add new signs.

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## **MBE/WBE EFFORTS**

All efforts will be made to solicit participation by minority- and women-owned consulting firms in the RFP process. The Agency's MBE/WBE policy will be followed regarding sub-contracts.

## **ENVIRONMENTAL REVIEW**

This report only recommends administrative action, and therefore, requires no environmental review.

CEQA: Exempt per 15378(b)(3)  
NEPA: Not applicable - no federal funding

## **POLICY IMPLICATIONS**

The proposed project is consistent with the Agency and City objectives of enhancing the Downtown and the central city. The creation of the Sacramento Downtown Partnership implements the Cultural and Entertainment District Master Plan and the Retail Recruitment and Enhancement Strategy.

## **VOTE AND RECOMMENDATION OF COMMISSION**

At its regular meeting of June 18, 1990, the Sacramento Housing and Redevelopment Commission adopted a motion recommending adoption of the attached resolution. The votes were as follows:

AYES:  
NOES:  
ABSENT:

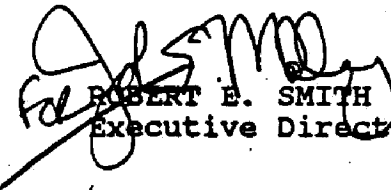
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## RECOMMENDATION

The staff recommends adoption of the attached resolution which authorizes the Executive Director to 1) issue Requests For Proposals for the Sacramento Downtown Partnership District Manager and Retail Specialist positions; 2) enter into a contract with the selected District Manager; and 3) to enter into a contract with the Sacramento Downtown Association to provide for the Retail Specialist, Broker, clerical services, and office space.

Respectfully submitted,

  
ROBERT E. SMITH  
Executive Director

TRANSMITTAL TO COUNCIL:

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WALTER J. SLIPE  
City Manager

Contact Person: Gene Masuda, Assistant Director, Community  
Development, 440-1355

SRPrtsHp

# RESOLUTION NO.

ADOPTED BY THE REDEVELOPMENT AGENCY OF THE CITY OF SACRAMENTO

ON DATE OF \_\_\_\_\_

## DOWNTOWN CULTURAL AND RETAIL DISTRICT REQUEST FOR PROPOSALS

BE IT RESOLVED BY THE REDEVELOPMENT AGENCY OF THE CITY OF SACRAMENTO:

Section 1: The Executive Director is authorized to issue a Request for Proposals for consultant services to act as the Sacramento Downtown Partnership "District Manager" and "Retail Specialist" positions.

Section 2: The Executive Director is authorized to select the consultants after receiving recommendations from:

a) as to the "District Manager" position, a selection committee appointed by the Executive Director, composed of one City Council member, two cultural organization representatives and two business organization representatives; and

b) as to the "Retail Specialist" position, a selection committee appointed by the Executive Director, composed of a Sacramento Housing and Redevelopment Commissioner, the President of Sacramento Downtown Association ("SDA"), two SDA members and the Manager of the Old Sacramento Management Board.

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FOR CITY CLERK USE ONLY

RESOLUTION NO.: \_\_\_\_\_

DATE ADOPTED: \_\_\_\_\_

Section 3: The Executive Director is authorized to execute a one-year contract for the aforementioned services, beginning September 1, 1990:

a) with the selected "District Manager" for a sum not to exceed \$45,000; and

b) with the SDA for the "Retail Specialist" broker, clerical services and office space for a sum not to exceed \$80,000.

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CHAIR

ATTEST:

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SECRETARY

share\reso\dculrd

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FOR CITY CLERK USE ONLY

RESOLUTION NO.: \_\_\_\_\_

DATE ADOPTED: \_\_\_\_\_

**DRAFT**  
**SUMMARY REPORT**  
**SACRAMENTO DOWNTOWN CULTURAL AND ENTERTAINMENT DISTRICT**  
**MASTER PLAN**

**March 8, 1990**

**Prepared For:**  
**City of Sacramento**  
**Department of Planning and Development**

**Prepared By:**  
**Williams-Kuebelbeck & Associates, Inc.**  
**Helene Fried Associates**  
**Kaplan-McLaughlin-Diaz**  
**S. Leonard Auerbach & Associates**

## SUMMARY REPORT SACRAMENTO DOWNTOWN CULTURAL AND ENTERTAINMENT DISTRICT MASTER PLAN

The goal of the Downtown Cultural and Entertainment District Master Plan is to create a concentrated mix of cultural and entertainment facilities that will be capable of contributing to downtown's night and weekend activity. This plan is intended to serve as a guide for the various public and private sector groups and agencies concerned about downtown. Ultimately, it is not this document which will make the difference, but the Sacramento community which must take the actions necessary to implement the various components of the Plan.

### A. THE PROMISE

The Cultural and Entertainment District is envisioned as an urban stage--an opportunity for formal and informal events and programs of quality attracting a diverse audience of office workers, residents, and visitors to Sacramento.

### B. CONTEXT

Sacramento is a growing city with a healthy economy and stable financial base as the State Capitol. Set between the foothills of the Sierra and the Delta region, it is a city that respects traditional family values and enjoys the vitality of a diverse population. Sacramento is a city rich in history, and full of promise for the future. Today, it has a robust, assertive attitude as it matures and develops.

Sacramento is recognized nationally for "quality of life," a mixture of a healthy economy, good schools, available and accessible housing, recreational and cultural opportunities, and that unquantifiable mix of factors that combine to create a desirable community. How the downtown looks and feels; if people feel safe and comfortable; if the citizens of Sacramento can claim it as their own--this will determine the long-term viability of Sacramento's quality of life.

More than buildings, more than institutions, more than retail stores, the Cultural and Entertainment District is a special environment, within which people in the downtown core can enjoy and experience an array of formal and informal activities--such as shopping, dining, movie and concert-going. To create this environment requires the combined resources of the City--both the public and private sectors. It will require the individual participation of those who care about the future of downtown--the homeowner who lives there; the artist whose studio is there; the office worker who comes downtown daily; and the family who shops and attends special events. It will involve those who are already deeply involved downtown, and those who bring a fresh approach and new ideas.

### C. NEEDS ASSESSMENT

The planning process for the Cultural and Entertainment District Master Plan has involved the participation of a wide variety of public and private groups to develop recommendations and facilitate consensus. The needs assessment and consensus-building portion of the study involved numerous Sacramento region art/cultural groups and service organizations through an intensive series of workshops, a written survey questionnaire, and personal interviews and discussions. A Technical Advisory committee composed of representatives from various City departments and agencies and a Citizens Advisory Committee composed of community representatives were established to provide input and direction to the study and review findings.

Throughout the planning process, several issues were articulated by cultural organizations, retail operators, merchants associations, public officials and individuals concerned about the downtown area. They include the need:

- \* For more coordination and linkages between community and professional organizations, municipal and other government, business, and individuals;
- \* For quality facilities suited to the special needs of the cultural community;
- \* For equipment and other technical support needed for a broad range of changing performances and exhibitions.
- \* To promote and facilitate the establishment of new businesses, and to encourage the production of special events and cultural programs within the downtown core.
- \* To increase private participation in the planning of the downtown area to assure the ongoing commitment that will be necessary to achieve these plans.
- \* To enhance the public's appreciation of downtown Sacramento by supporting a variety of popular programs; continuing to improve security and maintenance; and assisting in the coordination of the hours of operation of restaurants, cafes, clubs, entertainment venues and public transportation.
- \* To create a mix of quality programs to attract and sustain increased community participation among families, office workers and culturally diverse audiences. Further, to provide opportunities for informal events and entertainment as well as large scale pageants.
- \* To identify new sources of leadership for both financial support and program development for the District.

#### **D. RECOMMENDATIONS**

The Cultural and Entertainment District Master Plan proposes a series of recommendations intended to achieve the goals of the Cultural and Entertainment District. In short, the primary recommendations of the Plan include:

1. Develop an integrated approach to downtown programming, promotion and special events. A secure, attractive environment animated by thoughtfully planned programming is the single most important factor in attracting and sustaining the public's interest in the downtown. Cultural programming must be fully integrated and promoted with the retail effort.
2. Plan, finance, construct and program additional cultural facilities to showcase the work of resident and touring performances.
3. Continue the present commitment to improve security and street maintenance efforts in the downtown, assuring an attractive and comfortable pedestrian environment.
4. Increase evening and weekend public transit use, and ensure the effective linkage of new programs and facilities with public transit access.
5. Encourage and enhance the pedestrian experience by creating a comfortable and pleasing environment through the use of special lighting, thematic signage, public art, well-designed street furniture, water features and indigenous landscaping.

Acknowledge the significance of pedestrian circulation and linkages between event sites, restaurants, and parking.

6. Prepare a downtown amenities plan containing recommended new facilities and programs to be used as a guide for developers as they propose new projects in the downtown core. It will be a practical and useful tool for City agencies as they manage the complex process of growth.
7. Establish a program of development incentives within the Cultural and Entertainment District to encourage the inclusion of cultural facilities, entertainment venues, and supporting retail uses in mixed-use development projects. Potential incentives include a "density bonus" program, increased flexibility in parking requirements, and acceleration of the development approval process.
8. Formulate a program of incentives, joint marketing and promotional activities to increase the viability of retail, restaurant, nightclub, and entertainment uses. Further enhance the environment for these types of businesses by removing present economic disincentives.
9. Encourage the provision of cultural facilities and ground floor retail uses not only within the Cultural and Entertainment District, but also throughout the downtown area, and especially along Capitol Mall.
10. Establish a public/private partnership to provide the leadership and involvement to achieve the goals of the Plan.

In its broadest definition, the Cultural and Entertainment District encompasses the entire central city area from historic Old Sacramento on the riverfront to the vibrant restaurants and shops in Midtown. Within the larger District, there are several specific areas that have been identified for concentrated and specialized activities and associated facilities (see Figure 1):

- \* A "museum mile" paralleling the riverfront containing a concentration of largely existing museums including the Railroad Museum, the historic Old Sacramento district, and Crocker Art Museum.
- \* The Downtown Plaza area, and the extensive shopping, entertainment and performance opportunities which it will provide upon completion of the proposed expansion.
- \* The "East End District", extending generally along 'K' Street from Plaza Park and the Public Library to Memorial Auditorium.

The "East End District" includes a number of "focus areas" recommended for intensive cultural programming efforts, an extension of ground floor retail requirements, and specialized street furniture and lighting treatments. As shown on Figure 2, these areas include:

- \* A "theatre row" area between 12th and 'K' Streets, the present site of Sacramento Theater Company, and the Memorial Auditorium. In addition to an existing concentration of cultural facilities, this area includes a number of potential development sites for new performing arts venues and could be the focus of zoning and development incentive programs.
- \* Hyatt Plaza

- \* Cathedral Square
- \* St. Rose of Lima Park
- \* Library Galleria
- \* City Plaza

To best understand the geographic relationships of the District, it is helpful to look at a three-tiered "wedding cake" system, as illustrated in Figure 3. At the top of the wedding cake, representing the smallest geographic area, is the East End District, recommended for the most concentrated programming and venue development. The second tier, including the region from the river to 18th Street, would contain supporting elements for the District, including streetscape elements, banners, and complimentary ground floor retail uses. The bottom of the wedding cake represents the largest geographic region, stretching from the river to Oak Park, considered the District "promotional area", and slated for joint promotion and marketing activities, the master cultural calendar, and transportation and other linkages.

The Master Plan recommendations build upon Sacramento's existing strengths: an established community of visual and performing artists and writers; talented individual producers; retail and restaurant owners and operators of style and distinction; a growing multi-cultural community; and an audience desiring increased and more diverse programming. Several important factors influence successful programming of the scale and complexity proposed. Original, fresh ideas require risk-taking and an environment which informs and inspires those organizations and individuals capable of implementing these programs. Thorough and thoughtful planning and coordination with appropriate City agencies is necessary.

Programming within the district must reflect an integrated approach between cultural, entertainment and retail uses. Seasonal festivals, such as the proposed "Festival of Lights" could become program partners with pre-holiday retail promotions. Dinner or "After Glow" menus could reflect themes from special performances, such as the Sacramento Ballet's ever-popular Nutcracker. These joint programming efforts must be original, of high quality, and should be accompanied by effective promotional efforts.

The programs recommended in the Master Plan include the following:

- Prepare a master cultural and entertainment calendar of downtown events and programs, as well as neighborhood programs of community wide interest. Include information on restaurants, bistros, after hour clubs, stores, parking and transit services.
- Establish a centralized, community-wide box office, information kiosk, and hospitality/security center. Distribute the cultural and entertainment calendar, sell tickets, including half-priced day-of-event tickets, and offer special promotions.
- Create an on-going program of banners coordinated with seasonal activities or institutional promotions, expanding upon the banners which have already been designed through the Art in Public Places program. Continued funding for both design and replacement of these banners is necessary.
- Establish "After Glow" hours at District restaurants and cafes to provide a place to visit and dine lightly after an evening of concert-going or shopping.

- Plan a large-scale, downtown-wide event, such as "Sacramento Gold", a weekend of activities including a decorated Bike race, a Gold Run marathon, and the "Great Gold Ball", a gala street dance taking place around City Hall and the Library. Such an event could be used as a fundraiser for District activities.
- Continue Light Nights, a program of downtown merchants, the Sacramento Metropolitan Arts Commission and Regional Transit. Encourage restaurant and retail operators to extend their hours in coordination with the Light Nights schedule.
- Create "Street Scenes: After Five", a series of performances within the newly established Focus Areas, presented at the end of the day to encourage office workers to remain downtown longer. This new performance series could potentially be an extension of the existing City Life program.
- Expand City Life into a series of weekly concerts in Plaza Park throughout the year, drawing from local chorale and other music, visual art, theatre and dance groups.
- Support the creation of the "Path of Gold", a sequence of historic markers throughout the downtown core to encourage pedestrian use. Each marker could contain a pertinent quote by a Sacramento writer, poet, songwriter, or historian.
- Expand "Introductions," an annual program of Sacramento art galleries hosting opening receptions of emerging artists' work on the same Saturday, to include on the following weekend, "Open Studio", a program of artists and designers opening their studios to the public.
- Establish a Festival Council to coordinate existing festivals, encourage new festivals, interact with City agencies, and encourage joint efforts with the Convention and Visitors Bureau and other tourist-related businesses. Major special events could include existing and new ideas such as:
  - \* "Harlem Renaissance": Art of Black America Community Celebration": the recreation of the previously successful festival showcasing Black artists held previously at the Crocker Art Museum.
  - \* "Taste of Sacramento": a new event involving the agricultural industry and local restaurant owners. A showcase of the best and newest agricultural consumer products along with the offerings of Sacramento restaurants.
  - \* "Festival of Lights": capitalizing on the successfully lighting of the Tower Bridge by adding white lights placed in trees, along bridges and boats, and outlining buildings throughout the downtown. The turning on of the lights could be a major public event along the K Street Mall on the Friday after Thanksgiving.
  - \* "Sacramento Children's Festival": an outgrowth of the Metro Arts Commission's City Life "Kids Days." The first annual festival will be held June 2, 1990 in Old Sacramento and Downtown Plaza.

## **E. IMPLEMENTATION**

### **1. Organizational Structure and Roles**

Presently in Sacramento there exists a renewed spirit of cooperation which is more than the "window of opportunity" created by new downtown development, more than dedicated City staff,

more than a supporting electorate but rather a desire by city agencies, public institutions, merchant associations and individual citizens to work together to implement a vision for the future Sacramento. In order to benefit from this period of cooperation and commitment, the Master Plan recommends the establishment of a new non-profit private/public partnership--tentatively named the Sacramento Downtown Partnership--to guide the future of downtown Sacramento.

The Downtown Partnership is proposed to fulfill two separate but interrelated functions: 1) provide public/private leadership for implementation of the Cultural and Entertainment District Master Plan; and 2) provide a Central Retail Management (CRM) structure to develop, manage, and operate joint marketing, promotion, programming, retail recruitment and training for the 'K' Street Mall. A CRM program was recommended in a recent report, commissioned by the SHRA and prepared by Halcyon, Inc., as the best method to ensure long-term success of the 'K' Street Mall. A consolidated Downtown Partnership has evolved as the most appropriate means to accomplish both goals while ensuring the necessary coordination and linkage between retail and cultural development required to effectively activate downtown.

The recommended structure of the Sacramento Downtown Partnership is illustrated in the accompanying organizational chart. A detailed handout accompanying this Master Plan outlines the roles and responsibility of the organization as proposed by City staff.

The proposed organization, tentatively named Sacramento Downtown Partnership, would have an 11-member Executive Committee. The composition of the partnership must reflect the diversity of interests and the multi-cultural quality of the City. Thus, it is recommended that the Executive Committee have the following representative membership:

Public

- Mayor/City Council Member
- SHRA Commissioner

Private

- Retail representative(s): SDA, Downtown Plaza Property, Old Sacramento Merchants, Midtown Business Association
- Cultural representative(s): with broad interest and knowledge of the arts community.
- Developer/Major Property Owner
- Downtown Resident

The primary roles of the Executive Committee would include policy direction and soliciting non-municipal support.

The Master Plan proposes the creation of four new staff positions. These new staff positions would be under contract to SHRA but would report directly to the executive committee. The recommended positions include:

- District manager
- Retail specialist
- Broker
- Clerical

The District Manager would be most actively involved with the implementation of the Cultural and Entertainment District goals and objectives and coordination with other public and private sector organizations.

The Partnership structure would also include a Technical Coordinating Committee (TCC) composed of City staff. The primary roles of the TCC would be to develop and implement a financing strategy for new cultural facility development and provide general technical assistance. The proposed "Primary TCC" would have the greatest involvement in the District and would include representatives from the following City departments:

- City Manager
- Finance
- SHRA
- Planning
- Convention Center
- Metro Arts Commission
- Parks and Community Services
- Library
- Police

The "Support TCC" would play a supportive role and would include:

- Regional Transit
- Public Works
- Fire
- Traffic
- Solid Waste

The proposed annual budget for the Downtown Partnership is \$250,000 per year for the first three years. Funding would be provided 50 percent from the SHRA (for staffing) and 50 percent from the City (for programming). It is proposed that by the fourth year, the Partnership would become self-supporting. The Master Plan calls for the Partnership to start as an appointed Steering Committee for the first year and evolve into a non-profit organization in its second year. The short-term goals for the first year include: 1) establishing the non-profit; 2) allocating the \$125,000 seed money for programming; and 3) participating with the TCC to develop financing strategies for new venue develop and operate new and existing cultural facilities. Long-term goals include the expansion of programming and facility fund-raising.

## 2. Cultural Facilities Plan

The Cultural and Entertainment District Master Plan proposes a slate of recommended facilities, programs and activities for consideration by the City. These recommendations are based on the needs expressed by the community throughout the planning process. Many of the capital facilities require additional study to further assess the level of community need and support and to evaluate financial feasibility.

The Facilities Plan is summarized in Exhibit 1. The priority of each facility should be determined by an assessment of its need and implementation capabilities. The recommended projects include: the expansion of the Community Center; the renovation of Memorial Theater, a resident theater for Sacramento Theater Company; a mid-size theater to serve the non-resident theater, music and dance groups; a 199-seat theater with either fixed or cabaret seating; and two 99-seat theaters (one could serve as a resident theater for a small company or coalition, the other as a black box theater for a range of programs from poetry readings to performance art.)

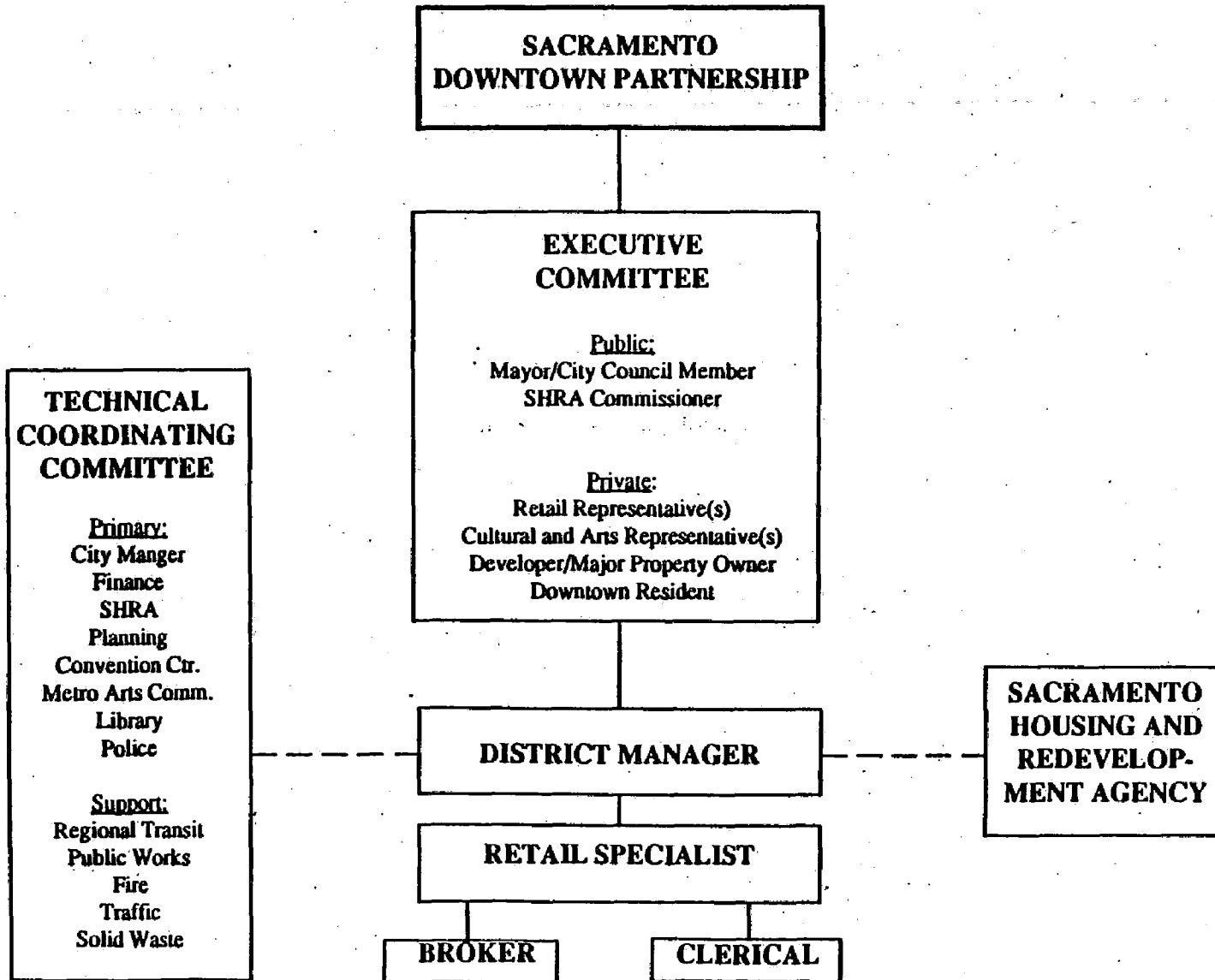
Recommendations for facilities primarily housing visual arts would include the continued expansion of the Crocker Art Museum, the temporary or permanent home for the Center for Contemporary Art, and a new, larger site for La Raza Bookstore and Galleria de Posada.

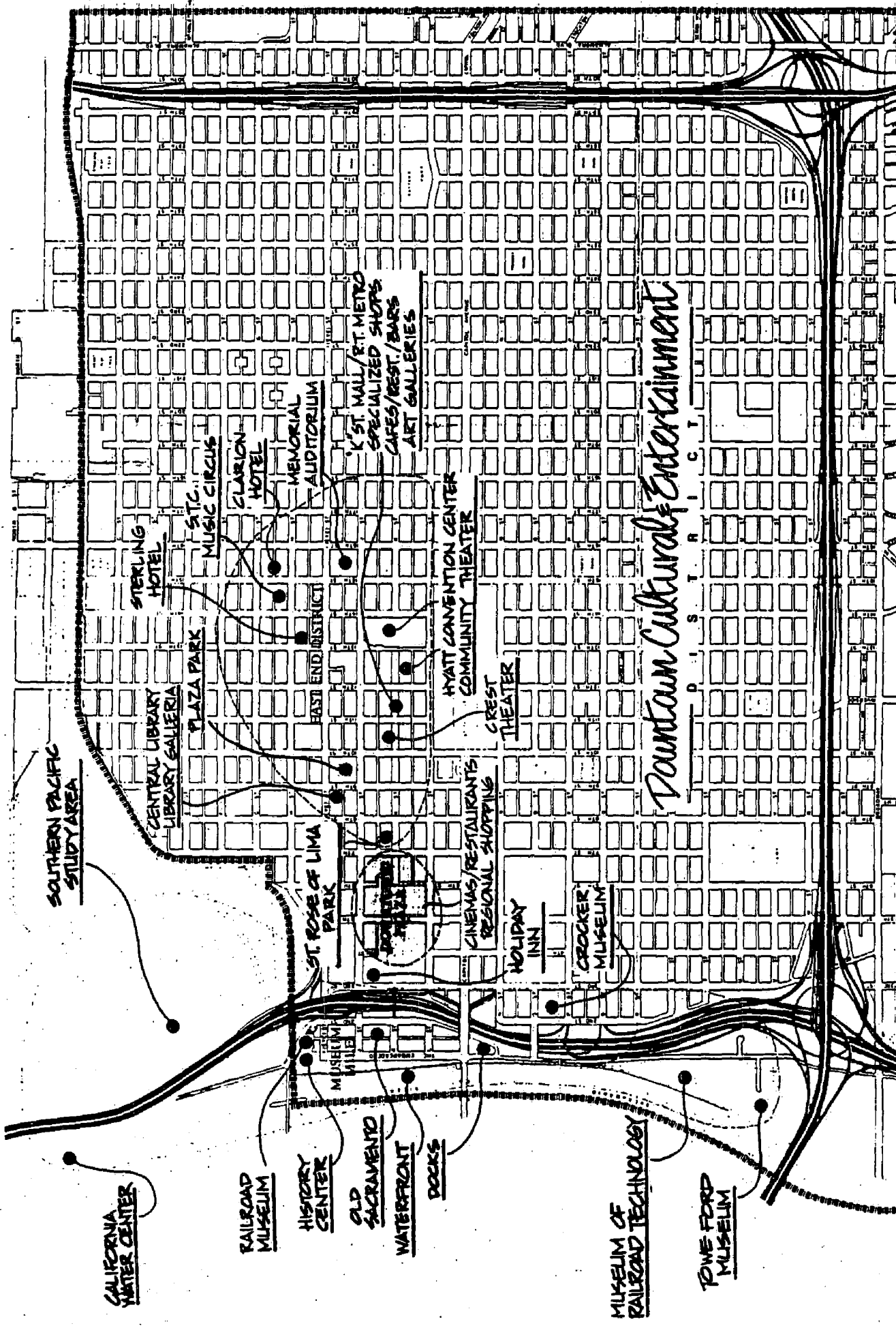
Several ideas for shared or supporting facilities are included in the recommendations, including a central cultural box office/information center serving both downtown venues as well as neighborhood events, thereby recognizing the richness of offerings and further linking the downtown with its vibrant and diverse neighborhood activity. The need for shared offices for cultural organizations, service organizations, and individual producers and curators is recognized. Shared reception, duplicating, secretarial, and research staff, located on the upper floor of existing downtown space, is recommended. Shared storage and production facilities would also be beneficial and cost-effective.

Throughout the study process, a large number of organizations and groups expressed interest in performing or exhibiting downtown. Based on their recommendations, the Master Plan proposes several "focus areas" as sites for on-going programming. Further, the Plan proposes the acquisition of technical equipment and appointment of staff responsible for the production of public events. Necessary equipment would include a portable acoustical shell, malloy floor, sound system, lighting system, and portable seating/riser system.

Future planning and implementation efforts for the recommended cultural facilities should include an evaluation of the appropriate organization and management structure for operation and maintenance of new cultural facilities, as well as the identification of potential funding mechanisms. Determination of the appropriate entity will depend upon facility ownership (City or private) and the management and financial capabilities of user organizations. While the City may become involved in cultural facility development, operation, and maintenance, individual art organizations will be expected to remain responsible for their own performances.

**RECOMMENDED ORGANIZATIONAL STRUCTURE  
SACRAMENTO DOWNTOWN PARTNERSHIP**





SOUTHERN PACIFIC  
STUDY AREA

CALIFORNIA  
WATER CENTER

RAILROAD  
MUSEUM

HISTORY  
CENTER

OLD  
SACRAMENTO

WATERFRONT  
DOCKS

MUSEUM OF  
RAILROAD TECHNOLOGY

TOWER FORD  
MUSEUM

CENTRAL LIBRARY  
LIBRARY GALLERIA

STERLING  
HOTEL

PLAZA PARK

ST. C.  
MUSIC CIRCUS

CLARION  
HOTEL

MEMORIAL  
AUDITORIUM

EAST END DISTRICT

ST. ROSE OF LIMA  
PARK

K ST. MALL/RT. METRO  
SPECIALIZED SHOPS  
CAFES/REST./BARS  
ART GALLERIES

HYATT CONVENTION CENTER  
COMMUNITY THEATER

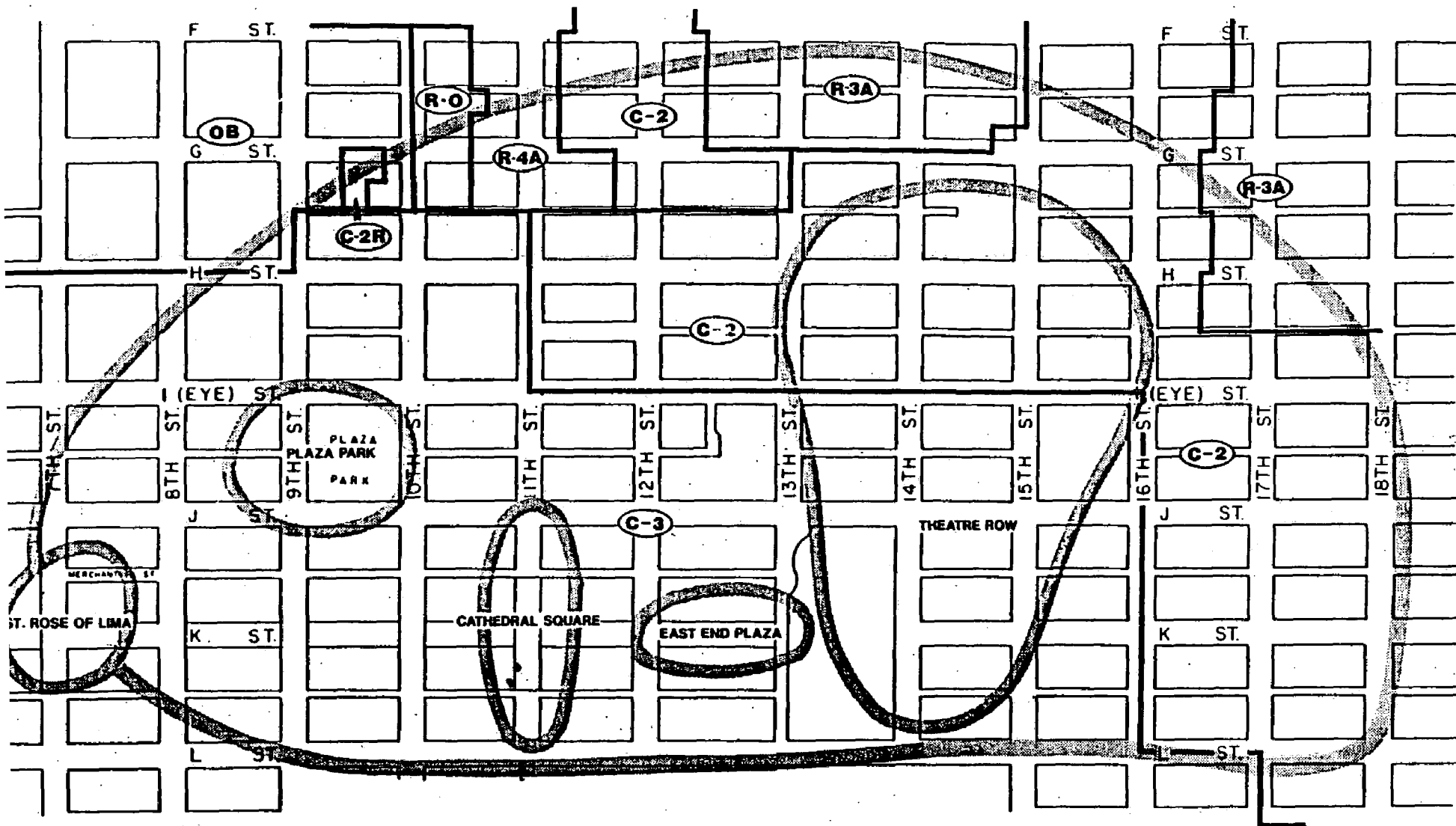
CREST  
THEATER

CINEMAS/RESTAURANTS  
REGIONAL SHOPPING

HOLIDAY  
INN

CROCKER  
MUSEUM

Downtown Cultural & Entertainment  
DISTRICT



# EAST-END DISTRICT

**(C-3)** - DENOTES ZONING AREAS

City of Sacramento-PLANNING AND DEVELOPMENT 1/80

Sacramento Downtown  
Cultural and Entertainment  
District Master Plan

**VENUE DEVELOPMENT**

- New Facilities

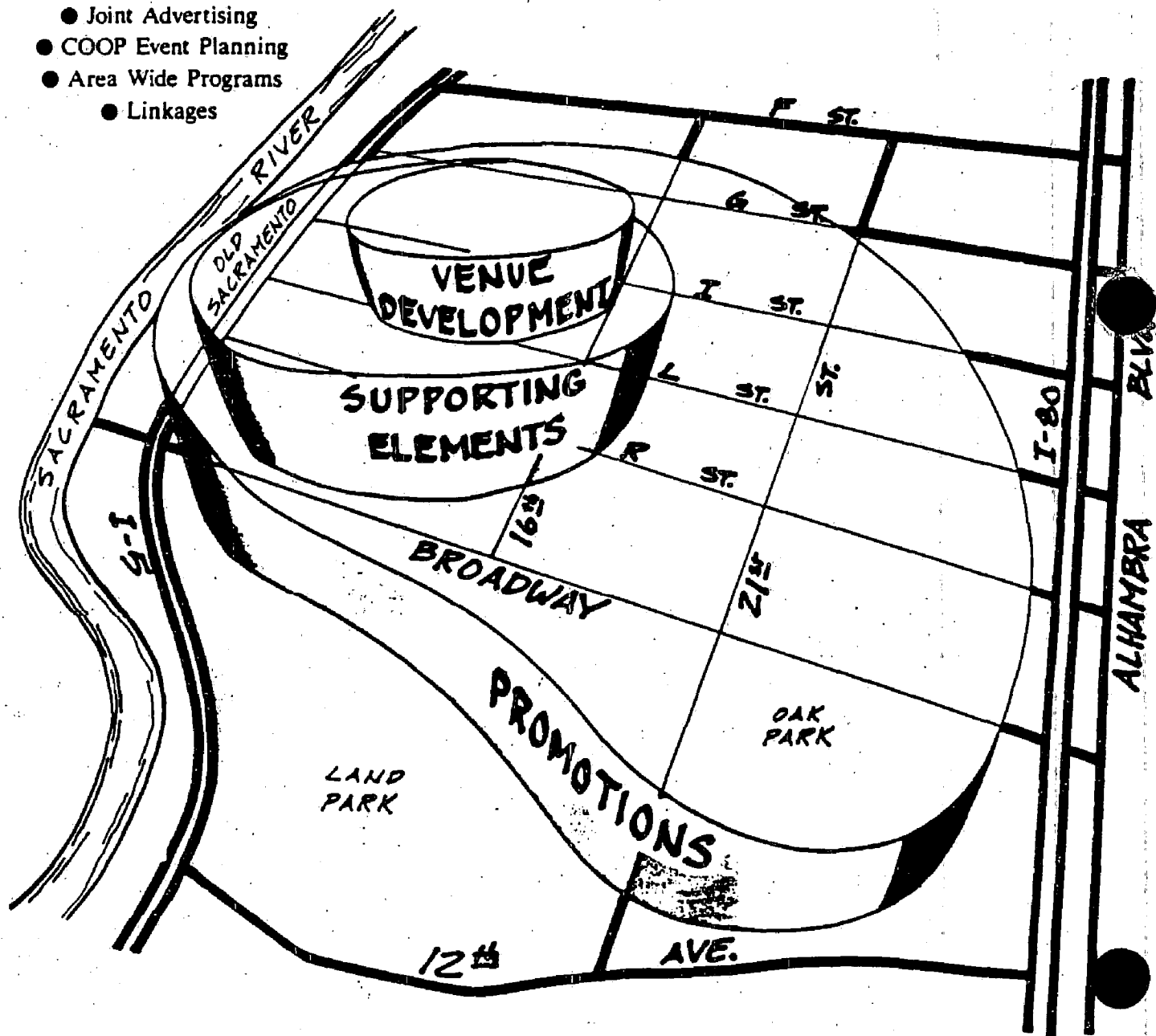
**SUPPORTING ELEMENTS**

- Street-Scapes
- Banners
- Street Lighting
- Ground-Floor Retail
- CityLife Program
- Security
- Business Recruitment
- District Identity

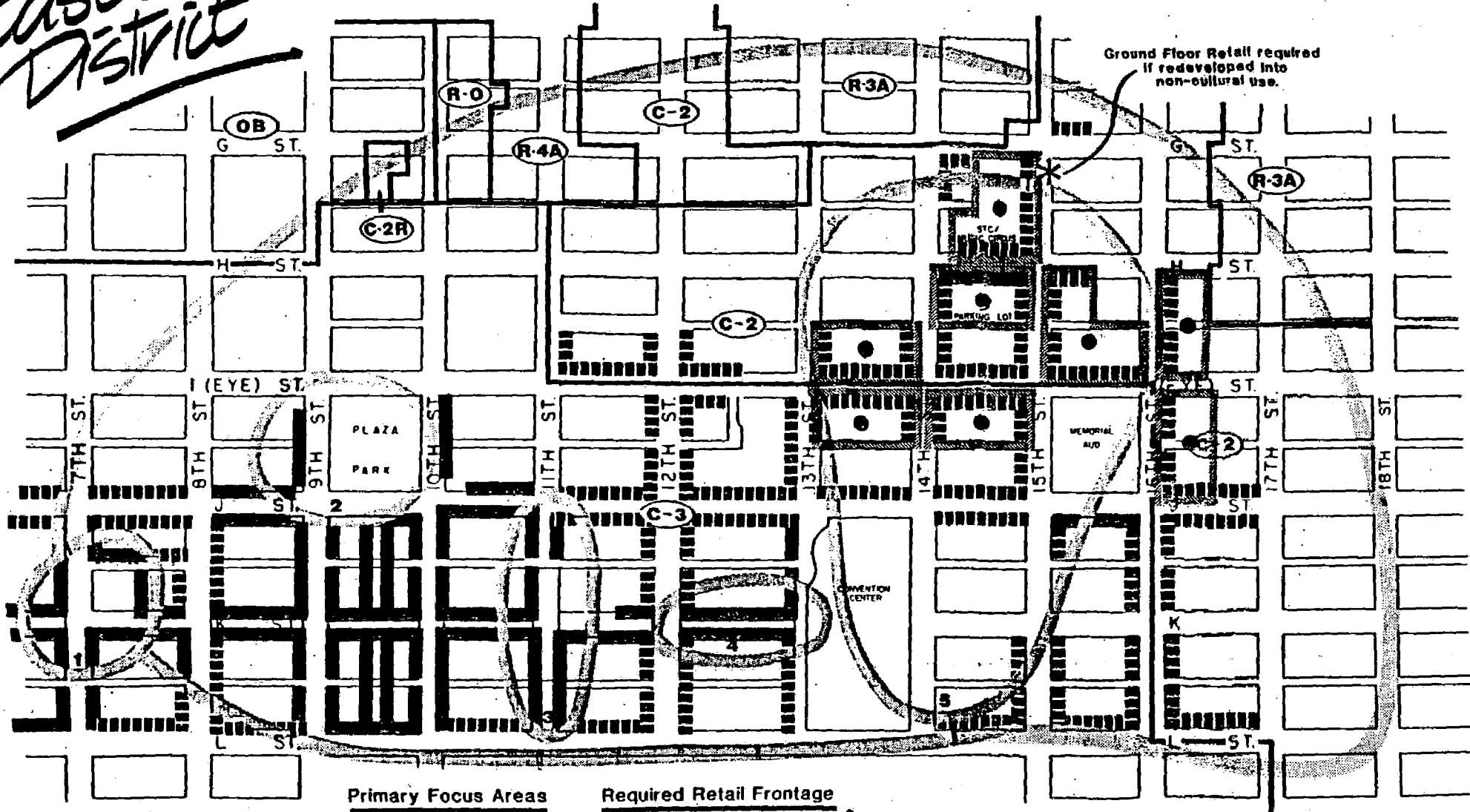
**PROMOTIONS**

- Joint Advertising
- COOP Event Planning
- Area Wide Programs
- Linkages

**DOWNTOWN CULTURAL AND ENTERTAINMENT MASTER PLAN**



# EAST END DISTRICT



Sacramento Downtown  
Cultural and Entertainment  
District Master Plan

**Primary Focus Areas**

- 1-ST. ROSE OF LIMA
- 2-PLAZA PARK
- 3-CATHEDRAL SQUARE
- 4-EAST END PLAZA
- 5-THEATER ROW

**Required Retail Frontage**

- 75% FRONTAGE
- 50% FRONTAGE



-OPPORTUNITY SITES

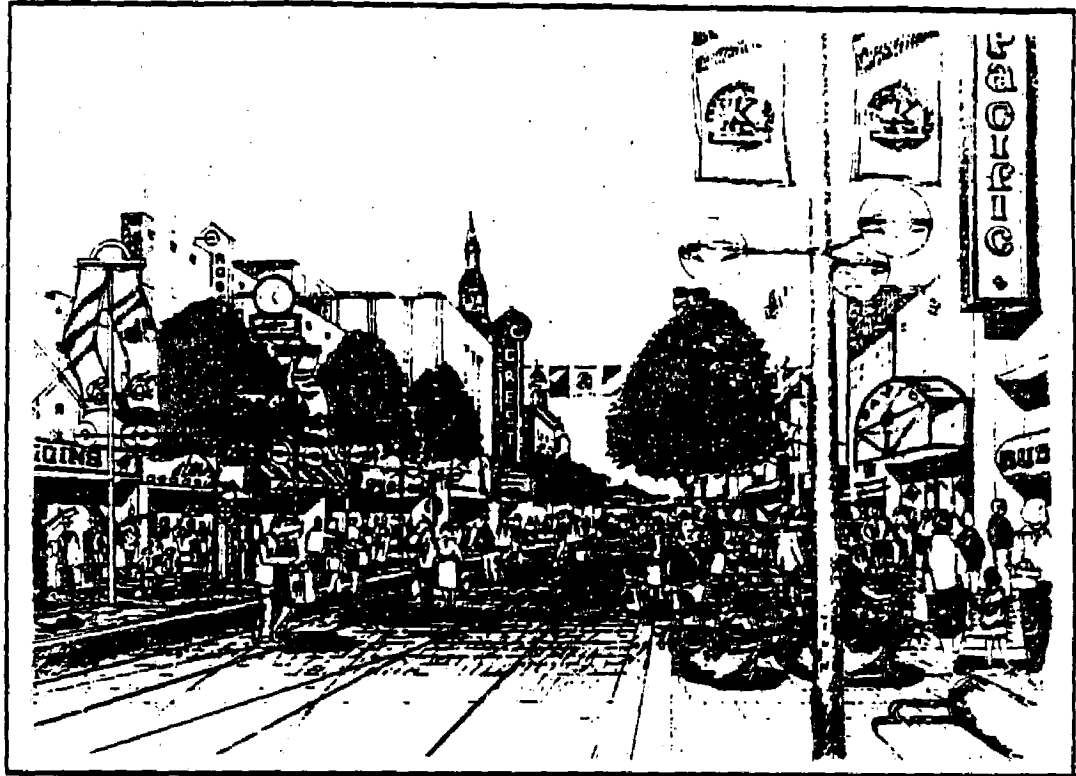
(C-3) - DENOTES ZONING AREAS

**SACRAMENTO DOWNTOWN CULTURAL AND ENTERTAINMENT DISTRICT  
FACILITIES PLAN**

<b>CULTURAL FACILITIES</b>				<b>SUPPORTING ELEMENTS</b>		
<b>Facility</b>	<b>Size/ Description</b>	<b>Preferred Location</b>	<b>Timing/ Comments</b>	<b>Indoor/Outdoor Programming</b>	<b>Streetscape</b>	
<b>PUBLIC</b>	Convention Center expansion	Expansion of exhibit hall and meeting space	Already determined	In design development phase	• Plaza Park	• Street banners
	Memorial Auditorium	2,500-seat mixed-use theater	Already determined	In design phase	• East 'K' St.	• Ticket Kiosk
	Crocker Art Museum expansion Phases III and IV	Museum support space	Already determined	Will require private and public funding	• Library Galleria	• East 'K' St. Mall/ 13th St.
	Library Galleria	5,700 square feet	Already determined	Under construction	• Cathedral Square	• Convention Center--'J' St., 13th to 15th
<b>PUBLIC/ PRIVATE</b>	Sacramento Theatre Company (STC)	650-seat theater plus 200-250 seat theater	Theater Row	Undertake feasibility study immediately; implement by 1995	• St. Rose of Lima Park	• Old Sacramento
	Mid-Size Multi-Purpose Theater	500-700 seats	Theater Row	Implement following STC (1997-2000)	• Lot A	• Memorial Auditorium Perimeter
	Small Performance Theater	199 seats	Theater Row	Short-Term	• Museum Mile	
	Studio Theater #1	99 seats	K-Street Mall	Immediate	<b>Leadership</b>	<b>Other Elements</b>
	Studio Theater #2	99 seats	Theater Row	Long-term	• Establish Partnership	• Supporting retail and entertainment uses
	Center for Contemporary Art/ Exhibit Space	10,000-15,000 square feet	Within CBD	Immediate	• District advocacy and promotion	• Security and maintenance
Galleria de Posada and La Raza Bookstore	7,500 square feet	Within CBD--near retail uses	Immediate	• Facility financing and development	• Facility operation and maintenance	
<b>AREAS FOR FUTURE STUDY</b>	Crest Theater Science Center Childrens Museum Public Market Security Pacific Building City College Auditorium					• Parking

# THE K STREET MALL

## CENTRALIZED RETAIL MANAGEMENT PROGRAM



**Presented To:**

**Sacramento Housing & Redevelopment Agency  
630 "I" Street  
Sacramento, California 95814**

**Presented By:**

**Halcyon Ltd.  
930 Montgomery Street - 6th Floor  
San Francisco, California 94133**

**January 11, 1989**



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**Halcyon Ltd.**  
Real Estate Advisors  
Development Counselors  
Project & Asset Managers

930 Montgomery Street, Suite 600  
San Francisco, CA 94133.  
415-397-1896 FAX 415-989-9516

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**EXECUTIVE SUMMARY**

The K Street Mall faces many challenges if it is to retenant and revitalize itself and become, once again, an exciting vibrant urban retail destination in downtown Sacramento.

The challenges to immediate retail redevelopment are:

- o Downtown real estate speculation which does not create an environment conducive to long term retail leases and property owner tenant improvement allowances.
- o A perceived and, perhaps, real security problem coupled with an undesirable vagrant population on the Mall.
- o An underfunded "caretaker" Downtown Merchants Association that is not staffed or funded to do a full retail management job for the K Street Mall retail tenants.
- o A lack of marketing materials, central leasing office, targeted retail tenant solicitation plan and cooperation between the existing downtown association and local retail brokers.
- o A lack of retail tenant support programs.
- o A lack of a specific directed promotion, events and advertising program, and staff who could implement one, for the K Street Mall.



The most efficient way of tackling these challenges to the redevelopment of the K Street Mall and to begin the restoration of the K Street Mall as a human scale, active urban retail environment is the creation, funding and support of a Centralized Retail Management (CRM) group for the Mall. The tasks of a CRM for the K Street Mall are:

- o Membership enrollment and participation.
- o Public and private fund raising.
- o The development of a comprehensive advertising, promotion, events and public relations package which integrates and supports "City Life" scale activities.

- o The development of an aggressive leasing department that can implement a retail tenant master plan, formulate a master lease, approach appropriate retailers and negotiate leases for owners.
- o The maintenance of the K Street Mall and the overseeing of a uniformed security force.
- o The planning and implementation of appropriate, needed retail tenant support programs.

The CRM will only succeed if the Director is chosen with great care to be an individual with prior hands-on experience in running complex, urban, open air, multi-owner retail projects. The Director must have energy, believe in the mission of revitalizing the K Street Mall, be able to build consensus, implement retail programs and raise funds.

Almost as important as the Director is the director's ability to build a solid base of support from the property owners, the retail merchants and the City. Without the financial support, cooperation and the willingness of these groups to work together for the common goal of downtown Sacramento, the CRM will not succeed.

A strong CRM supported by tenants and the community can turn the K Street Mall back into a vibrant, urban retail environment for Sacramento through skilled, experienced, professional staff and community energy and leadership.



**ORGANIZATIONAL FRAMEWORK FOR IMPLEMENTING THE RETAIL & CULTURAL & ENTERTAINMENT DISTRICT PLAN**

**SDP**

**EXEC. COMM.**

**Sacramento Downtown Partnership:** This partnership represents both public and private organizations to act as an umbrella organization for implementation of The District Plan. This group is to start as an appointed Executive Committee for the 1st year & evolve into a non-profit organization in its second year. Executive Committee Criteria to include: vision and leadership, ability to organize fund-raising campaign, represent broad range of interest groups, reflect multi-cultural diversity of Sacramento.

	Public	Private
Mayor		Retail Representative(s): SDA, Downtown Plaza Property, Old Sacramento Merchants, Midtown Business Association, Retail Operator
City Council Member		Cultural Representative(s): visual arts, performing arts, library, arts advocates, theater operator, CAC
SHRA Commissioner		Developer/Property owner Downtown Resident

**Executive Committee:** Mayor appoints 11 Member Executive Committee for 1st Year from interest groups and organizations.

**Role of Executive Committee**

- Policy Committee to oversee and direct implementation of The District Plan
- Directs activities of Manager
- Review, comment, advise & build consensus and solicit non-municipal support (financial, human resources, political)

**Short Term Goals:**

- Establish non-profit (Sacramento Downtown Partnership) organization by the end of 1st year
- Allocate "seed" money (\$125,000) towards programmatic events and products. See recommended 1st year program and budget.
- Participate with the TCC in the development of new facilities and the continued operation of existing facilities and formulate financing strategies in addition to public contributions

**Long Term Goals:**

- Sacramento Downtown Partnership to be self-supporting after 3rd year
- Develop a strategy for continuing and expanding programmatic activities and products
- Continue fund-raising activities for facility development and programmatic events/products

**SHRA**

**DIST. MGR.**

**TCC**

**District Manager:** Chief staff to Executive Committee

**Role of District Manager**

- Build consensus for District's goals and objectives and implementation plan
- Staff to Executive Committee (sets agenda, meetings, notification, implements directives of Executive Committee).
- Work with TCC to identify priorities for implementation and develop a comprehensive financing strategy to implement the District Plan.
- Assist in the creation of a District identity with Retail Specialist, Convention Center, SMAC, and private sector organizations (e.g. mall graphics, signage, banners, shopping bags)
- Present the District Plan to developers, property owners & businesses by way of promotional material, meetings and workshops.
- Coordinate support entertainment district implementation with SHRA, Parks and Community Services, Planning and private sector organizations.
- Implement and Coordinate District promotions.
- Assist with Parks and Community Services, Tourist Bureau and private sector organizations in producing crowd-attracting events and programs (City Talk, City Life, Festivals, etc.)
- Allocate funds for producing leasing brochures and other necessary printed material for the District.
- Establish a master calendar of events for the District

**Technical Coordinating Committee:** Heads of the following departments; Deputy City Manager will coordinate all the departments including SHRA to implement public sector financing the Amenities Plan for facilities and programs.

**Role of Technical Coordinating Committee**

- Establish a framework for developing a comprehensive financing strategy contained in the District Plan. Strategy to include public and private funding sources and priorities for implementation
- Recommend facilities financing strategies to City Council
- Work with Executive Committee in an advisory capacity
- Work with Executive Committee through the City Manager's Office to further refine and implement the District Plan; and develop short and long-term funding strategies for cultural facilities and operations
- Monitor and update the Amenities Plan for facilities as funding and facilities are developed. Include cultural and entertainment facilities in the Capital Improvement Program processing and budgeting.

**Primary TCC (Goals & Objectives)**

- City Manager - coordinate each City Department towards achieving goals and objectives identified in the District Plan
- Finance - develop financing strategy for facility development
- SHRA - monitor contracts of District Manager and Retail Specialist. Provide loan and grant funds for Commercial Rehabilitation on K Street Mall, develop target support retail and entertainment business incentive programs for focus areas; include cultural facilities in major redevelopment projects
- Planning - work with District Manager in developing ordinances related to zoning incentives to incorporate cultural facilities within large-scale private development projects; implement ground floor retail ordinance for the District; etc.
- Convention Center - expand existing facilities; facility development and programming; Conventions and Community Theater; planning and funding of Central Box Office/Kiosk
- Parks and Community Services - Work with District Manager to produce farmer's market and Special Events etc.; Saint Rose Lima & Plaza Park redesign
- Metro Arts Commission - facilitate and expand programs to enhance the District, develop an APP program to develop public art to reinforce the District identity, develop and maintain Cultural Plans, City Life Program, facilities, inventories and other arts data and research etc.
- Library - programming for performing and visual arts in the Library Galleria
- Police - provide coordinated security, particularly at night

**RETAIL SPEC.**

**Retail Specialist:** Staff to District Manager.

- Develop a plan to recruit businesses supportive of night-time entertainment/cultural activities for the District, particularly for the primary focus areas.
- Direct and monitor the Real Estate Broker activities.
- Augment and assist existing retail/entertainment district operation and maintenance activities.
- Monitor sidewalk cleaning assessment district operation
- Coordinate with RT for service hours and promotion
- Maintain special mall lighting
- Coordinate social service activities/programming with SHRA and City Police
- Coordinate and maintain adequate levels of security in cooperation with City Police and private security
- Coordinate seasonal decorations, plantings and security for special events
- Provide tenant support services, such as sales help training, display assistance
- Help acquire business financing

**BROKER**

**Broker:** Staff to Retail Specialist

- Recruitment of businesses supportive and compatible with entertainment/cultural activities
- Augment and assist existing business support services

**Support TCC**

- Regional Transit - coordinate transit services with night time activities and participate in promotional program
- Public Works - improve parking downtown, street-lighting, improve parking garage signage
- Fire, Traffic, Solid Waste

**CLERICAL**

**REQUEST FOR PROPOSALS**  
**DISTRICT MANAGER**  
**SACRAMENTO DOWNTOWN PARTNERSHIP**

Consultants for the position of District Manager of the Sacramento Downtown Partnership are now being solicited.

The goal of the Downtown Partnership is to create a concentrated mix of cultural and retail facilities downtown that will be capable of contributing to Downtown's night and weekend activity. The Partnership is Sacramento's first organization to be created that brings together all of the public and private sector groups interested in Downtown under one coordinating umbrella. (See organizational chart - Attachment RFP-A).

The Partnership will be responsible for implementing the Downtown Cultural and Entertainment District Master Plan and the Halcyon Retail Recruitment and Enhancement Strategy. (See Executive Summaries - Attachment RFP-B and RFP-C). The "District" referred to has a "flexible" boundary that centers on the K Street Mall retail area, but brings in the entire shopping district from Old Sacramento on the riverfront to the vibrant restaurants and shops in Midtown. (See Attachment RFP-D). Within the largest District, there are several specific areas that have been identified for concentrated and specialized activities and facilities:

- o A museum mile paralleling the riverfront containing a concentration of existing museums;
- o The Downtown Plaza area and the extensive shopping, entertainment and performance opportunities which it will provide upon completion of the proposed expansion;
- o The east end district extending generally along K Street from Plaza Park to the Memorial Auditorium, with its "focus areas" -- Theater Row, East-End Plaza, Cathedral Square, St. Rose of Lima Park, Library Galleria and City Plaza.

## SCOPE OF WORK

- Establish an effective public/private partnership to provide the leadership and involvement to achieve the goals of the District. Incorporate the partnership as a non-profit organization by the end of the first year.
- Work with the Executive Committee and Technical Coordinating Committee (TCC) to develop a comprehensive financing strategy for theater construction and venue development.
- Conduct fund raising events and solicit contributions to make the Partnership self-sufficient. Raise at least \$125,000 in private funds for the second year promotional budget.
- Work with the Executive Committee, business associations and cultural groups to market an entertainment/retail district identity and develop appropriate advertising and promotions, including a logo, banners, signage, shopping bags, and identifying marketing materials.

## Supporting Responsibilities

- Coordinate with the TCC to encourage and enhance the pedestrian experience by creating a comfortable and pleasing environment through the use of special lighting, thematic signage, public areas, well-designed street furniture, water features, indigenous landscaping, improved security and street maintenance efforts in the Downtown.
- Work closely with the TCC to establish a program of development incentives within the District to encourage the inclusion of cultural facilities, entertainment venues, and supporting retail uses as developers propose new projects in the Downtown core.
- Work with the business associations to gain businesses' participation in events scheduled. For example, keep stores open and/or advertise restaurants or retail sales in conjunction with events.
- Market the Agency's facade grant and low-interest loan program along with Agency staff, to improve commercial space storefronts and signage. Produce retail leasing and marketing brochures.
- Coordinate with the Retail Specialist to formulate a program of incentives, joint marketing and promotional activities to increase the viability of retail, restaurant, nightclub, cultural arts, and entertainment uses.

Develop and implement, along with the TCC and other organizations, an Art and Events schedule, building on already scheduled events, e.g., City Life, and Night Lights; and establish a master calendar for Downtown.

As can be seen, the success of the Sacramento Downtown Partnership heavily relies on the District Manager. The work requires an individual who is dynamic, energetic, and visionary. The Manager shall be responsible for establishing the legitimacy of the Partnership in the community and for setting the pace and energy level of the organization. The focus on coordination among existing groups will require that this person also have strong organizational, management, and diplomatic skills. The District Manager must have knowledge and awareness of arts and cultural groups and the business community to successfully link these segments together. Finally, because the Partnership is expected to be self-sufficient within three years, the District Manager must be an excellent fund-raiser, or at least know how to call in the appropriate resources to successfully raise funds.

The consultant will be required to submit a detailed work program, spelling out how the above tasks can be accomplished, within 30 days of the commencement of the contract. The work program will identify specific actions along with associated costs and time frames required to meet the work program. The work program shall be developed so as to indicate anticipated progress on a monthly basis with significant activities and key elements that are to be accomplished. The consultant will also submit monthly performance reports detailing progress in meeting work program goals, for review by the Sacramento Downtown Partnership, the Executive Committee, and the Agency's Assistant Director of Community Development. Funds will only be disbursed based upon progress and documentation of actual services performed as identified in the work program.

#### Funding and Duration of Contract

Forty-Five Thousand Dollars (\$45,000) is available for the one year consultant contract, which must cover all requisite costs, (e.g., salary and travel). A minimum of forty (40) hours per week is to be spent on the project. In no event, without prior approval by the Agency, shall the monthly compensation exceed \$3,750.

### Proposal Submission and Format

A written proposal is solicited. Six (6) copies should be sent to the attention of:

Sacramento Housing and Redevelopment Agency  
c/o Joan Roberts, Agency Clerk  
630 I Street  
Sacramento, CA 95814.

The proposal must be received on or before 5:00 p.m., August 13, 1990. Late proposals will be returned unopened.

### FORMAT

Your proposals is to be submitted in the following format:

- o Cover or transmittal letter, executed by an authorized signatory of your firm or the individual contractor submitting the proposal, not to exceed one (1) page.
- o Detailed statement on the services to be provided, including the approaches and methods to be used and a tentative three-year work plan. It is expected that the first year will have much greater detail, while the second and third years will primarily indicate the goals and objectives and the priorities seen as necessary to accomplish those goals. Include a list of relevant clients or employers and the names and phone numbers of persons who can be contacted regarding your experience not to exceed five (5) pages.
- o Detailed statement of success and experience with fund-raising events and familiarity with funding sources for arts and entertainment activities, Downtown retail district activities, and theater facilities construction, including a list of relevant clients or employers and the names and phone numbers of persons who can be contacted regarding your experience, not to exceed one (1) page.
- o Detailed statement of knowledge of and experience with the operation of performing and visual arts organizations, including a list of relevant clients or employers and the names and phone numbers of persons who can be contacted regarding your experience, not to exceed one (1) page.
- o Detailed statement of experience in working with commercial property owners, retail businesses and merchants organizations, and developers, including a list of relevant clients or employers and the names and phone numbers of persons who can be contacted regarding your experience, not to exceed one (1) page.

- o Detailed statement of experience in organizational management, preferably at the executive director level, including a list of relevant clients or employers and the names and phone numbers of persons who can be contacted regarding your experience, not to exceed one (1) page.
- o Detailed statement of experience with city government and public entities, including a list of relevant clients or employers and the names and phone numbers of persons who can be contacted regarding your experience, not to exceed one (1) page.
- o Detailed statement of experience in events planning, promotional activities, media exposure, public relations, advertising, and/or marketing campaigns, including a list of relevant clients or employers and the names and phone numbers of persons who can be contacted regarding your experience, not to exceed one (1) page.
- o Detailed statement of experience in strengthening non-profit organizations and working with community groups, including a list of relevant clients or employers and the names and phone numbers of persons who can be contacted regarding your experience, not to exceed one (1) page.
- o If the responding entity involves more than a single individual, describe your firm's affirmative action, equal employment program, and identify your current mix of female and minority employees in relation to your entire workforce, not to exceed one (1) page.
- o Resumes of the key personnel from your firm assigned to this contract.

Contact award will be based upon the responses in the maximum fourteen (14) pages allotted above, along with the resumes and any additional materials or information specifically requested by the Agency. All materials requested shall be contained in a single document and shall be retained by the Agency.

The Agency reserves the right: To reject any or all proposals submitted; to request clarification of information submitted and/or to request additional information of one or more competitors; and the right to waive any irregularity in the proposal submission and review process. An award, if made, will be made to the firm/individual best qualified and whose proposal is deemed to be in the best interest of the Agency.

### Selection Criteria

The Executive Director of the Agency will make the final contract award; however, recommendations will be made by a selection committee. The selection committee will forward its recommendation to the Executive Director. The selection committee will be comprised of:

- o one (1) City Council Member,
- o two (2) representatives from cultural organizations,
- o two (2) representatives from retail organizations

The selection committee will make its recommendation by reviewing and evaluating written proposals according to the criteria listed below. Proposers will be notified of any additional required information or interviews after written the proposals have been evaluated.

Evaluation criteria and the relative weight assigned to each are listed below:

#### Written Evaluation

- |   |     |
|---|-----|
| 1. Quality of the proposed work plan.   | 15% |
| 2. Experience in working with arts groups.  | 15% |
| 3. Experience in working with retailers, and merchants organizations.   | 10% |
| 4. Experience in organizational management. Evidence of consensus building and working with community groups. | 10% |
| 5. Experience in raising private sector funds.  | 15% |
| 6. Experience in the identification and implementation of promotional activities and cultural events.         | 15% |
| 7. Knowledge of performing arts organization operations and funding sources.                                  | 10% |
| 8. Minority or female owned firm or Affirmative Action Program.   | 10% |

Oral Evaluation

If interviews are required the following criteria will apply:

1. Ability to communicate orally 25%
2. Experience with visual and performing arts organizations. 15%
3. Experience with organizational management. 15%
4. Experience in raising private sector funds. 15%
5. Experience with promotion and marketing activities. 15%
6. Sensitivity to community - evaluation and identification of community issues, local history. 15%

The Agency retains the right to reject any and all proposals. Written proposals will constitute 50% and the interview 50% of the selection decision.

The individual/firm selected for contract award will enter into a contract with the Agency which will include all standard conditions of such contracts.

Tentative Selection Schedule

Proposal Due Date	Aug. 13, 1990
Selection Completion	Aug. 20, 1990
Contract Period	September 1, 1990 - August 31, 1991

Contact Person: Gene Masuda,  
Assistant Director of Community Development  
630 I Street (R-2)  
Sacramento, CA 95814  
(916) 440-1355

Scope.Gen

**SDP**

**EXEC. COMM.**

**Sacramento Downtown Partnership:** This partnership represents both public and private organizations to act as an umbrella organization for implementation of The District Plan. This group is to start as an appointed Executive Committee for the 1st year & evolve into a non-profit organization in its second year. Executive Committee Criteria to include: vision and leadership, ability to organize fund-raising campaign, represent broad range of interest groups, reflect multi-cultural diversity of Sacramento.

Representative Membership	
Public	Private
Mayor	Retail Representative(s): SOA, Downtown Plaza Property, Old Sacramento Merchants, Midtown Business Association, Retail Operator
City Council Member	Cultural Representative(s): visual arts, performing arts, library, arts advocates, theater operator, CAC
SHRA Commissioner	Developer/Property owner Downtown Resident

**Executive Committee:** Mayor appoints 11 Member Executive Committee for 1st Year from interest groups and organizations.

**Role of Executive Committee**

- Policy Committee to oversee and direct implementation of The District Plan
- Directs activities of Manager
- Review, comment, advise & build consensus and solicit non-municipal support (financial, human resources, political)

**Short Term Goals:**

- Establish non-profit (Sacramento Downtown Partnership) organization by the end of 1st year
- Allocate "seed" money (\$125,000) towards programmatic events and products. See recommended 1st year program and budget.
- Participate with the TCC in the development of new facilities and the continued operation of existing facilities and formulate financing strategies in addition to public contributions

**Long Term Goals:**

- Sacramento Downtown Partnership to be self-supporting after 3rd year
- Develop a strategy for continuing and expanding programmatic activities and products
- Continue fund-raising activities for facility development and programmatic events/products

**SHRA**

**DIST. MGR.**

**TCC**

**District Manager:** Chief staff to Executive Committee

**Role of District Manager**

- Build consensus for District's goals and objectives and implementation plan
- Staff to Executive Committee (sets agenda, meetings, notification, implements directives of Executive Committee).
- Work with TCC to identify priorities for implementation and develop a comprehensive financing strategy to implement the District Plan.
- Assist in the creation of a District identity with Retail Specialist, Convention Center, SMAC, and private sector organizations (e.g. mail graphics, signage, banners, shopping bags)
- Present the District Plan to developers, property owners & businesses by way of promotional material, meetings and workshops.
- Coordinate support entertainment district implementation with SHRA; Parks and Community Services, Planning and private sector organizations.
- Implement and Coordinate District promotions.
- Assist with Parks and Community Services, Tourist Bureau and private sector organizations in producing crowd-attracting events and programs (City Talk, City Life, Festivals, etc.)
- Allocate funds for producing leasing brochures and other necessary printed material for the District.
- Establish a master calendar of events for the District

**Technical Coordinating Committee:** Heads of the following departments; Deputy City Manager will coordinate all the departments including SHRA to implement public sector financing the Amenities Plan for facilities and programs.

**Role of Technical Coordinating Committee**

- Establish a framework for developing a comprehensive financing strategy contained in the District Plan. Strategy to include public and private funding sources and priorities for implementation
- Recommend facilities financing strategies to City Council
- Work with Executive Committee in an advisory capacity
- Work with Executive Committee through the City Manager's Office to further refine and implement the District Plan; and develop short and long-term funding strategies for cultural facilities and operations
- Monitor and update the Amenities Plan for facilities as funding and facilities are developed. Include cultural and entertainment facilities in the Capital Improvement Program processing and budgeting.

**Primary TCC (Goals & Objectives)**

- City Manager - coordinate each City Department towards achieving goals and objectives identified in the District Plan
- Finance - develop financing strategy for facility development
- SHRA - monitor contracts of District Manager and Retail Specialist. Provide loan and grant funds for Commercial Rehabilitation on K Street Mall, develop target support retail and entertainment business incentive programs for focus areas; include cultural facilities in major redevelopment projects
- Planning - work with District Manager in developing ordinances related to zoning incentives to incorporate cultural facilities within large-scale private development projects; implement ground floor retail ordinance for the District; etc.
- Convention Center - expand existing facilities; facility development and programming; Conventions and Community Theater; planning and funding of Central Box Office/Kiosk
- Parks and Community Services - Work with District Manager to produce farmer's market and Special Events etc.; Saint Rose Lime & Plaza Park redesign
- Metro Arts Commission - facilitate and expand programs to enhance the District, develop an APP program to develop public art to reinforce the District identity, develop and maintain Cultural Plans, City Life Program, facilities, inventories and other arts data and research etc.
- Library - programming for performing and visual arts in the Library Galleria
- Police - provide coordinated security, particularly at night

**RETAIL SPEC.**

**Retail Specialist:** Staff to District Manager

- Develop a plan to recruit businesses supportive of night-time entertainment/cultural activities for the District, particularly for the primary focus areas.
- Direct and monitor the Real Estate Broker activities.
- Augment and assist existing retail/entertainment district operation and maintenance activities.
- Monitor sidewalk cleaning assessment district operation
- Coordinate with RT for service hours and promotion
- Maintain special mail lighting
- Coordinate social service activities/programming with SHRA and City Police
- Coordinate and maintain adequate levels of security in cooperation with City Police and private security
- Coordinate seasonal decorations, plantings and security for special events
- Provide tenant support service, such as sales help training, display assistance
- Help acquire business financing

**BROKER**

**Broker:** Staff to Retail Specialist

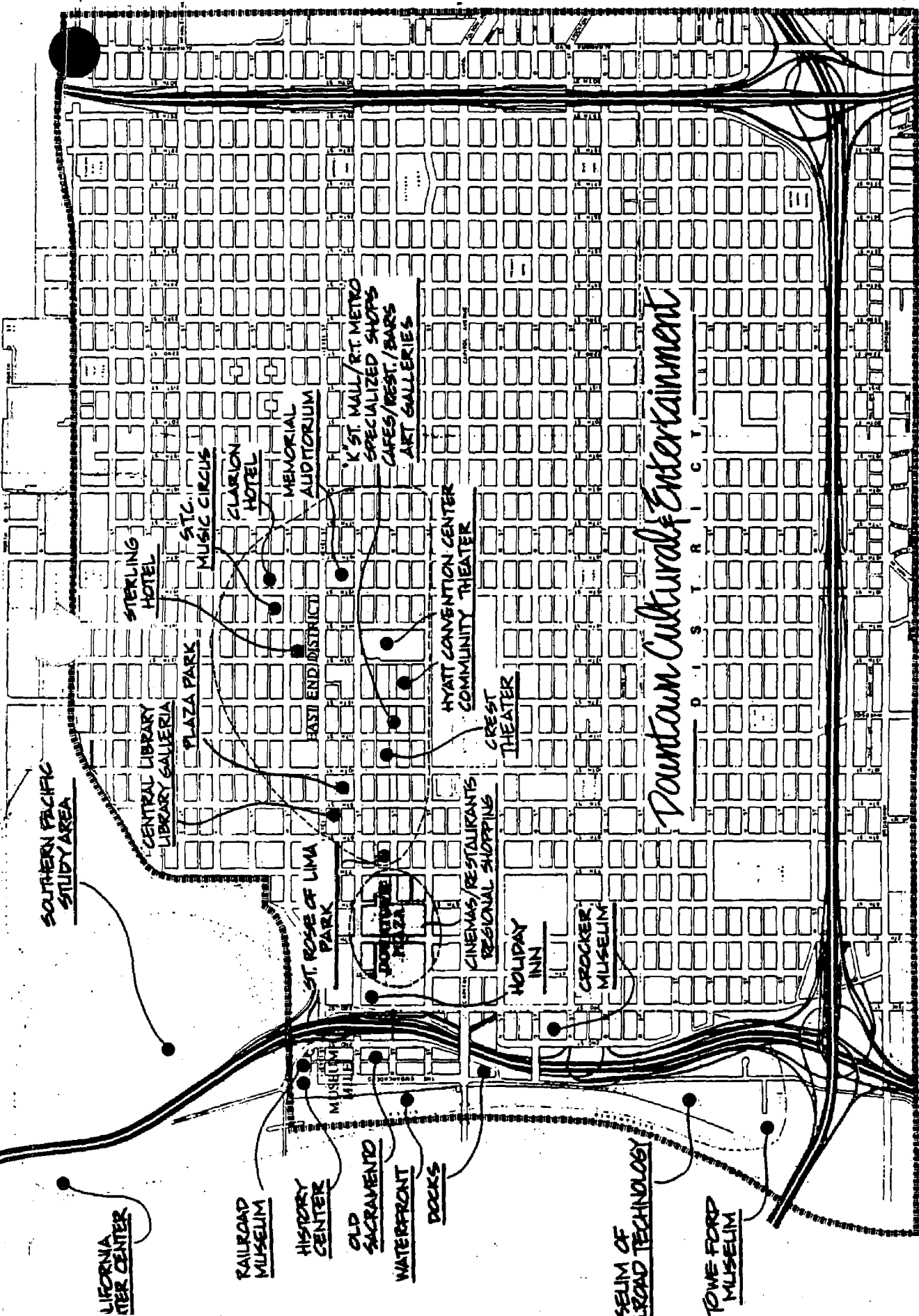
- Recruitment of businesses supportive and compatible with entertainment/cultural activities
- Augment and assist existing business support services

**Support TCC**

- Regional Transit - coordinate transit services with night time activities and participate in promotional program
- Public Works - improve parking downtown, street-lighting, improve parking garage signage
- Fire, Traffic, Solid Waste

**CLERICAL**

Attachments RFP B and RFP C: Executive Summaries  
are omitted here to save unnecessary copying.



Scale in Feet  
 0 20 40 60 80  
 North

Legend:

central  
 Sacramento City California  
 study

central  
 Sacramento City California  
 study

SOUTHERN PACIFIC  
 STUDY AREA

CALIFORNIA  
 THEATER CENTER

RAILROAD  
 MUSEUM

HISTORY  
 CENTER

OLD  
 SACRAMENTO

WATERFRONT  
 DOCKS

CENTRAL LIBRARY  
 LIBRARY GALLERIA

PLAZA PARK

ST. C. MUSIC CIRCUS

CLARION  
 HOTEL

MEMORIAL  
 AUDITORIUM

K ST. MALL/RT. METRO  
 SPECIALIZED SHOPS  
 CAFES/REST./BARS  
 ART GALLERIES

HYATT CONVENTION CENTER  
 COMMUNITY THEATER

CREST  
 THEATER

CINEMAS/RESTAURANTS  
 REGIONAL SHOPPING

HOLIDAY  
 INN

CROCKER  
 MUSEUM

HELM OF  
 RAILROAD TECHNOLOGY

POWE FORD  
 MUSEUM

Downtown Cultural & Entertainment

D STREET

I STREET

**REQUEST FOR PROPOSALS**  
**RETAIL SPECIALIST**  
**SACRAMENTO DOWNTOWN ASSOCIATION**

The Sacramento Housing and Redevelopment Agency (Agency) is currently soliciting consultants for the position of Retail Specialist for the Sacramento Downtown Association.

The Sacramento Downtown Association has been in existence since 1908, it has over 200 members -- property owners and merchants. It is active in upgrading the physical environment of the retail district and increasing sales. Also, since 1976 it has had the fiscal oversight responsibility for this Downtown Business Improvement Area.

The retail specialist's primary responsibility is to establish a centralized retail recruitment strategy for the K Street Mall target area from 7th to 13th Streets (See map, Attachment RFP-1) and attract a well-working mix of commercial users, including a substantial number that will remain open at night in support of cultural and entertainment activities.

The retail specialist's responsibilities include seven broad tasks:

- . Add to the variety, excitement and activity of the area with restaurants and entertainment uses that encourage vitality during evening hours.
- . Improve the shopping experience and create a sense of destination and uniqueness through building scale, merchandise, tenant mix and adept promotion. Implement a public space amenity program which incorporates a public space art and activities program.
- . Fill the existing voids in the merchandising categories. Stabilize retail sales and increase volume.
- . Attract established, as well as, unique entrepreneurial retail tenants through focussed tenant solicitation.
- . Improve storefront design, signage, awnings, and banners on the mall.
- . Improve the relationship and linkage between the K Street Mall and the Downtown Plaza and Old Sacramento.

Though Sacramento officials have clearly stated that it is the City's goal to have an active 18-hour retail center Downtown, it is also clear that this will not happen without a concerted and well-implemented effort on the part of the City. Despite the current spurt of office development and a rapidly growing economy region-wide, there is continuing inertia on K Street Mall. Among the reasons for K Street Mall's stagnation are: an insufficient residential customer base; serious competition from Regional shopping malls; a "wait and see" speculative attitude on the part of property owners as more office projects are developed; poor parking and transportation access; and, a perceived and perhaps real personal safety problem on the Mall, especially at night.

The Agency feels, after much discussion and research, that a possible answer to retail development is to focus on strengthening the merchants and property owners association. Various models were explored and it has been recommended through the Halcyon Retail Recruitment and Enhancement Strategy (available upon request) that some form of centralized retail recruitment, perhaps leading to centralized retail management (CRM), take place. Centralized management subscribes to having a single authority that can direct leasing and recruitment activity and can implement coordinated maintenance and operation. However, this is only a model and actual implementation must consider timing, the level of participation and responsiveness by property owners and retailers thus far, the general knowledge of CRM and existence of CRM-type functions already existing.

A unique opportunity to pursue retail development exists now because the Sacramento Downtown Association and the K Street Mall have become part of the city's new cultural and entertainment district -- a concept that will increase the performing and entertaining events in downtown. A Sacramento Downtown Partnership is being formed to bring together retail and cultural activities for the mutual benefit of both. The District Manager for the Partnership will share offices and clerical support with the Retail Specialist.

Retail and business activity is a natural companion to cultural and entertainment activities. Strong successful downtowns marry the two elements. Retailers benefit tremendously when crowds are drawn to theatre, concerts, festivals and other entertainment events. And entertainment events need retail support, particularly nighttime cafes and restaurants. Thus, there is a symbiotic relationship between the business and entertainment factions of downtown. The coordinated development of the two will make downtown stand apart from any other shopping area or theatre area in the metropolitan area.

Now is an excellent time to pursue this coordination. The City is establishing a Sacramento Downtown Partnership to act as the umbrella organization (see Attachment RFP-2) to bring together all the business and cultural elements.

### SCOPE OF WORK

Specifically, the Sacramento Downtown Association is looking for a Retail Specialist to work with them to accomplish the following activities:

#### Retail Recruitment

- . Revise and finalize the retail leasing mix plan presented in the Halcyon Retail Recruitment and Enhancement Strategy.
- . Form a master mailing list to execute the retail mix plan. Follow-up with each retailer contacted, show property, provide negotiating assistance between property owners and tenants if desired. Target a 2 - 3 block area and/or focus areas in the Cultural Plan -- the East End District which includes, Theatre Row, Cathedral Square, St. Rose of Lima Park, and Plaza Park--and attract complementary retail uses. Become the central source of information on space available for lease.
- . Present retail leasing mix plan to developers, property owners and merchants by way of promotional materials, meetings, and workshops.
- . Provide retail support service such as financial assistance, sales and advertising assistance.
- . Develop along with the District Manager and the Agency, a financial incentive package for developers and potential retailers.

#### Organization Building

- . Set up an office in a centralized location, preferably on the K Street Mall.
- . Hire a broker and a secretary.
- . Provide staff services to the Sacramento Downtown Association and set agendas, notify of meetings, carry out directions.
- . Strengthen the organization and participation. Increase membership.
- . Prepare detailed 12-month workplan for 1990-1991.

#### Promotions and Advertising

- . Gain business communities' participation in entertainment events scheduled. For example: keep stores open and/or advertise restaurants or retail sales in conjunction with events.
- . Produce coordinated advertising for shopping district as budget will allow. Promote district identity using banners, signs, brochures, etc.

- . Market SHRA facade grant program to improve storefronts and signage.
- . Produce retail leasing and marketing brochure.
- . Raise \$125,000 in private funds for 1991 promotional budget.

**Operations and Maintenance**

- . Improve signage. Install signs as budget will allow.
- . Review security, lighting, maintenance and other public space amenity operations and make stronger if necessary.
- . Coordinate with public transit for service hours and promotion, monitor special mall lighting, coordinate social service activities, coordinate and maintain adequate levels of security.

The consultant will be required to submit a detailed work plan for the contract period within 30 days of the commencement of the contract which will be approved by the Sacramento Downtown Association (SDA), the Sacramento Housing and Redevelopment Agency (Agency) and the Sacramento Downtown Partnership (SDP). The work program shall specify how the above activities will be accomplished within the terms of the contract and identify specific actions along with the associated costs and time frames required to meet the work program.

The consultant will also submit monthly progress reports detailing progress in meeting work program goals for review by SDA, SDP, and the Agency. Funds will only be disbursed based upon progress and documentation of actual services performed as identified in the work program.

**FUNDING AND DURATION OF CONTRACT**

Forty Thousand Dollars (\$40,000) is available for the one year consultant contract, which must cover all requisite costs, travel and salary. A minimum of 40 hours per week is to be spent on the project. In no event, without prior approval by the Agency, shall the monthly compensation exceed \$3,400. An additional \$40,000 will be available to retain a commercial broker's services (approximately \$10,000), open an office and hire a secretary with the Sacramento Downtown Partnership's District Manager.

**PROPOSAL SUBMISSION AND FORMAT**

Interested applicants should submit a written proposal. Six (6) copies should be sent to the attention of:

Sacramento Housing and Redevelopment Agency  
c/o Joan Roberts, Agency Clerk  
Administration Department, Third Floor  
630 I Street  
Sacramento, CA 95814

The proposals must be received on or before 5:00 P.M. August 13, 1990. Late proposals will be returned unopened.

**FORMAT**

Your proposal is to be submitted in the following format:

- . Cover or transmittal letter, executed by an authorized signatory of your firm or the individual contractor submitting the proposal; not to exceed one (1) page.
- . Detailed statement of the services to be provided, including the approaches and methods to be used and a tentative annual work program organized on a monthly basis; not to exceed five (5) pages.
- . Detailed statement of experience with urban, multi-owner retail projects, such as those in Main Street Programs; including a list of relevant clients or employers, and the names and phone numbers of persons who can be contacted regarding your experience; not to exceed one (1) page.
- . Detailed statement of experience providing technical business management assistance, and knowledge of business financing sources, including a list of relevant clients or employers and the names and phone numbers of persons who can be contacted regarding your experience; not to exceed one (1) page.
- . Detailed statement of experience with implementing fund-raising events and soliciting donations, including a list of relevant clients or employers, and the names and phone numbers of persons who can be contacted regarding your experience; not to exceed one (1) page.
- . Detailed statement of experience in organizational management, developing clear, implementable goals and building consensus, including names and phone numbers of persons who can be contacted regarding your experience; not to exceed one (1) page.
- . Detailed statement of experience in identifying market potentials and deficiencies in commercial revitalization areas, and knowledge of effective mix of stores, including a list of relevant clients of employers, and the names and phone numbers of persons who can be contacted regarding your experience; not to exceed one (1) page.

- . Detailed statement of experience in all aspects of retailing-marketing commercial property, and leasing space to national and local retailers, promotions, operations, maintenance and security, lease clauses including a list of relevant clients or employers and the names and phone numbers of persons who can be contacted regarding your experience; not to exceed two (2) pages.
- . If the responding entity involves more than a single individual, a description of your firm's affirmative action equal employment program and identification of the current mix of female and minority employees in relation to your entire workforce; not to exceed one (1) page.
- . Resumes of the key personnel assigned to this contract.

Contract award will be based upon the responses in the maximum fourteen (14) pages allotted above along with resumes, and any additional materials or information specifically requested by the Agency. All materials requested shall be contained in a single document and shall be retained by the Agency.

The Agency reserves the right to: reject any or all proposals submitted; request clarification of information submitted and/or request additional information of one or more competitors; and waive any irregularity in the proposal submission and review process. An award, if made, will be made to the firm/individual best qualified and whose proposal is deemed to be in the best interest of the Agency.

#### **SELECTION CRITERIA**

The Executive Director of the Agency will make the final contract award; however, recommendations will be made by a selection committee. The selection committee will be comprised of one Sacramento Housing and Redevelopment Commissioner, the President of SDA, two SDA representatives, and the Manager of the Old Sacramento Management Board.

The selection committee will make its recommendation by reviewing and evaluating written proposals according to the criteria listed below. Proposers will be notified of any additional required information or interviews after written proposals have been evaluated.

Evaluation criteria and the relative weight assigned to each are listed below:

## WRITTEN EVALUATION

1. Quality of the proposed work plan 30%
2. Knowledge of and experience with urban multi-owner retail projects such as the Main Street Program 10%
3. Knowledge of and experience with the provision of technical business management assistance, business financing services 10%
4. Knowledge of and experience with implementing fund-raising events and soliciting donations for commercial districts 10%
5. Knowledge of and experience organizing and managing a merchants' organization 10%
6. Experience in identifying market potentials and deficiencies and preparing effective leasing mix plans in shopping districts, marketing commercial property, and leasing space to national and local retailers 10%
7. Experience in the identification and implementation of promotional activities, advertising, and marketing commercial districts 10%
8. Knowledge and understanding of the role Downtown could serve in the larger market area and role SDA Partnership can serve in Cultural and Entertainment District 5%
9. Minority or female owned firm or affirmative action program 5%

For the interviews, the following criteria will apply:

1. Ability to communicate orally, evidence of diplomacy, interpersonal skills 20%
2. Understanding and experience in working with urban, multi-owner shopping districts 10%
3. Experience identifying market potential, understanding of retail space design, effective pedestrian flow, effective mix of stores 10%
4. Experience organizing and coordinating a merchants association 10%
5. Experience with holding fund-raising events and soliciting donations 5%
6. Experience with providing technical management assistance and financial assistance to small businesses 10%
7. Experience with promotional activities, advertising and marketing 15%

8. Experience with all aspects of retailing -- 20%  
retail mix, operations, leasing, maintenance,  
security lease clauses.

Written proposals and interviews will each constitute 50% of the selection decision.

The Agency may, at its discretion, add additional criteria prior to the time of selection including past performance if contractor has previously been under contract to the Agency.

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TENTATIVE SELECTION SCHEDULE

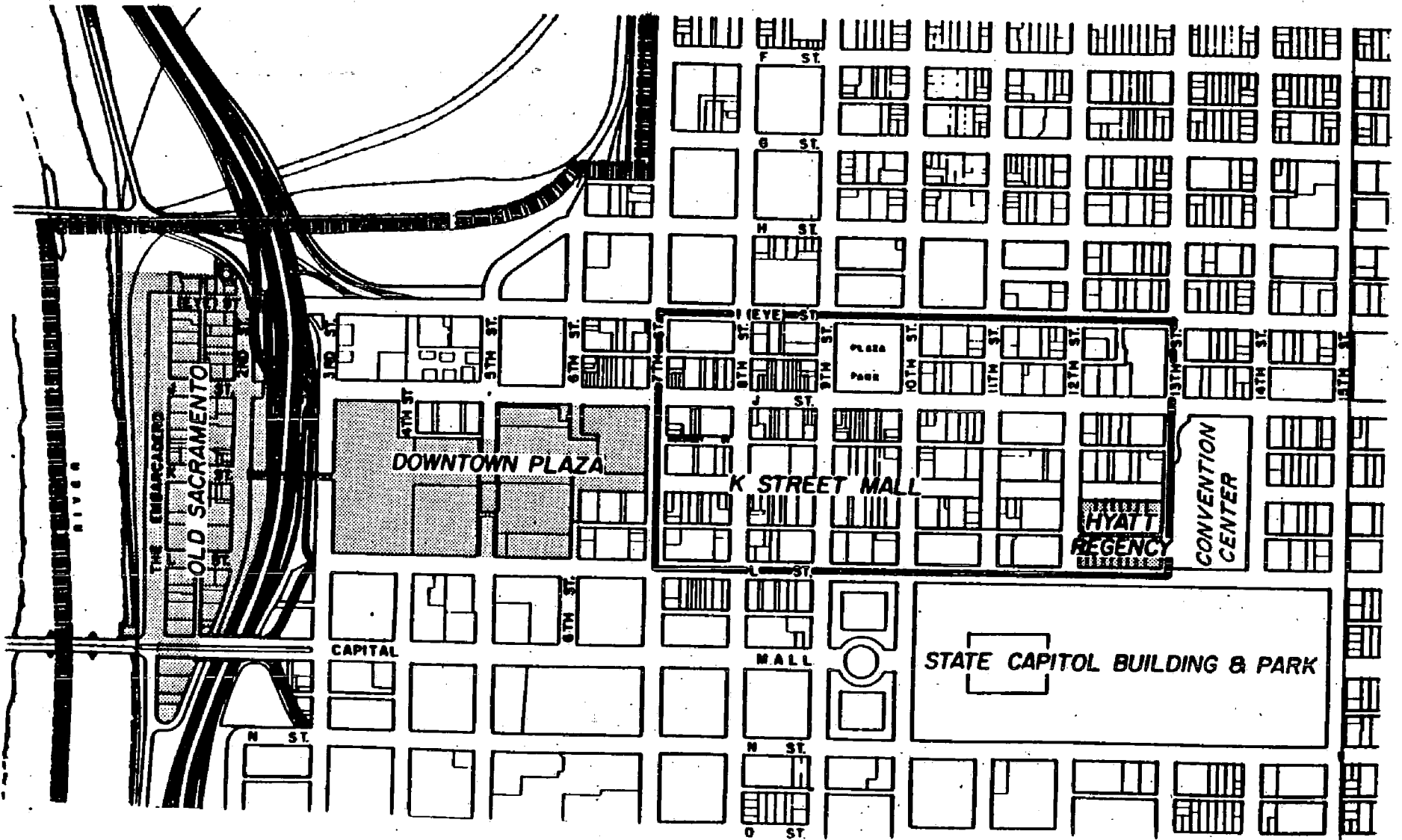
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Contacts: Gene Masuda, Asst. Director, Community Development  
OR

Cynthia Shallit, Prg. Mgr, Economic Development  
Sacramento Housing and Redevelopment Agency  
630 I Street, R-2  
Sacramento, CA 95814

(916) 440-1318

# SACRAMENTO DOWNTOWN RETAIL ENHANCEMENT STRATEGY AREA



 RETAIL CORE AREA

ORGANIZATIONAL FRAMEWORK FOR IMPLEMENTING  
THE RETAIL & CULTURAL & ENTERTAINMENT DISTRICT PLAN

SDP

EXEC. COMM.

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BROKER

**Broker:** Staff to Retail Specialist

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**Support TCC**

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- Public Works - improve parking downtown, street-lighting, improve parking garage signage
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CLERICAL