



COUNTY OF SAN MATEO
COUNTY MANAGER'S OFFICE

Middlefield Road Construction Mitigation Plan



Executive Summary

The North Fair Oaks Community Plan, adopted by the Board of Supervisors in 2011, identified a number of improvements to Middlefield Road including installation of street trees, bicycle lanes, and traffic calming bulb-outs; improved sidewalks and pedestrian crossings; undergrounding of utilities; and potential reconstruction of a portion of Middlefield Road. With guidance from the North Fair Oaks Community Plan and input from the North Fair Oaks Community Council and members of the public the County has been planning the Middlefield Road Redesign Project since 2013.

To analyze, plan, design, and construct the Middlefield Road Redesign Project, the Board of Supervisors appropriated \$12.3 million. Additionally, the Board appropriated \$240,000 for communication and outreach. To engage members of the community and foster essential relationships, the North Fair Oaks Forward Outreach Team was formed.

From the outset of the planning of the Middlefield Road Redesign Project, the North Fair Oaks Community Council expressed concerns regarding the adverse impacts construction activities would have on local businesses. The anticipated adverse impacts include increased vehicular congestion, interrupted access to businesses, undergrounding of utilities, staging of equipment, noise pollution, commercial delivery and shipment constraints, and reduction in storefront parking. This Construction Mitigation Plan identifies various strategies to mitigate these collective impacts.

In order to develop an effective Construction Mitigation Plan, Real Property analyzed data collected through the Middlefield Road Commercial District Survey and spoke with local jurisdictions who have completed large-scale streetscape and infrastructure projects in commercial corridors. Real Property also reviewed the Construction Mitigation Report produced by the University of Wisconsin-Madison for the City of Milwaukee. Through the lessons learned by jurisdictions locally and nationally, effective measures were identified and incorporated into this Construction Mitigation Plan.

It should be noted that the County of San Mateo has never developed a Construction Mitigation Plan. While this plan is more robust than the strategies implemented by jurisdictions interviewed and researched, it is a pilot program and should be evaluated as such.

The Construction Mitigation Plan consists of three parts: pre-construction, during construction and mid to long-term strategies. **Part One** of the plan, focusing on pre-construction efforts, consists of a robust communication and outreach strategy to educate businesses, landlords, and patrons on the benefits of the project and the adverse impacts that are likely to occur during construction. Educating business owners and landlords on the anticipated adverse impacts has the ability to mitigate some of the initial fear and confusion present prior to, and at the commencement of construction. It is also recommended that the County assemble and disseminate a Construction Support Kit to all businesses prior to construction. The intent of the Construction Support Kit is to provide businesses with the necessary information to prepare for construction. This includes project details, anticipated impacts, a tentative construction schedule, the Project Liaison's contact information, informational resources for patrons, schedule for proposed County-hosted workshops, and parking permits for a free County-provided employee-designated parking lot.

A second Middlefield Road Commercial District Survey should be conducted to fill existing information gaps while a Patron Survey should be conducted to better understand Middlefield Road customers. This data will assist in developing additional support and marketing strategies to be implemented during Part Two of the Construction Mitigation Plan. As this plan is a pilot program, the data collected will allow the County to develop performance measures to determine the effectiveness of the strategies implemented.

To balance the interests of the businesses and residents, the North Fair Oaks Community Council should be asked to provide feedback on appropriate project components and strategies; including this Construction Mitigation Plan.

It is proposed that the County host a series of workshops to provide business owners with additional resources on how to enhance business operations and marketing strategies. A Business District Map and corresponding registry should also be created to better inform the County and construction schedule of where like-sector businesses are clustered. The map can also be converted into a marketing tool to be distributed and posted online. Lastly, to enable businesses to further promote their services and products, the County and Facebook should partner to work with each business on creating a Facebook Business Page.

Part Two of the plan will focus on measures necessary to support businesses during construction. These efforts include continued communication and outreach with businesses, landlords, and patrons. Further, pursuant to the Middlefield Road Commercial District Survey, maintaining patron access was the highest priority for businesses. As such, Part Two proposes a phased approach for construction as well as temporary pedestrian pathways to maintain customer access. The phased approach may increase cost and duration of construction but will reduce impacts on businesses.

Continuing to support patrons' ability to access businesses, it is proposed that 2700 Middlefield Road be designated for employee parking and parking for auto shops. This will increase the amount of storefront parking available for customers.

Lastly, the County should implement a Middlefield Road marketing campaign. This campaign should include strategic signage notifying people that businesses are open during construction and any other strategies identified as helpful through the proposed Patron Survey.

Part Three, the mid to long-term strategies, focus on measures that can support businesses during construction and after construction is complete. One strategy is to host a North Fair Oaks Farmer's Market consisting of only Middlefield Road businesses. The County should also consider creating a Middlefield Road Façade Improvement Program. Façade Improvement Programs have been proven to revitalize commercial

districts by preserving and enhancing commercial districts and allowing them to become regional destinations. This program would incentivize landlords to invest in their property by providing matching funds in the form of a grant while establishing grant requirements that support existing tenants.

Finally, as communication is a key component throughout the Construction Mitigation Plan, it is critical that the County have a Project Liaison available during all phases of the project for businesses, landlords, and members of the community. This Project Liaison should be bilingual, available at all times, and capable of resolving or triaging concerns and complaints.

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Introduction

In 2013, the Board of Supervisors approved \$12.3 million to analyze, plan, design, and construct the Middlefield Road Redesign Project (Redesign). Additional funding was also appropriated for Communications Coordination and Materials to support a robust community engagement strategy which included the creation of the North Fair Oaks Forward Outreach Team.

Based on recommendations by the North Fair Oaks Community Council, it was determined that a Construction Mitigation Plan (Plan) was needed to identify strategies that will mitigate adverse impacts to local businesses during construction. The anticipated adverse impacts to be created by construction include an increase in vehicular congestion, interrupted access to business, undergrounding of utilities, staging of equipment, noise pollution, commercial delivery and shipment constraints, and impacts to storefront parking. This Construction Mitigation Plan identifies various strategies to mitigate these collective impacts.

In order to identify appropriate measures to mitigate the adverse impacts of construction, Real Property analyzed data obtained through the Middlefield Road Commercial District Survey and spoke with local jurisdictions that have conducted large-scale streetscape and infrastructure projects along main business corridors. These jurisdictions included: San Mateo, Burlingame, Mountain View, Palo Alto, San Carlos, South San Francisco and Redwood City. Real Property also reviewed the Construction Mitigation Report produced by the University of Wisconsin-Madison for the City of Milwaukee which identified effective techniques to support businesses during public works projects. While North Fair Oaks is unique in character and culture, the County can still utilize the lessons learned from these jurisdictions.

It is important to note that the County of San Mateo has never developed a Construction Mitigation Plan. While this plan is more robust than the strategies implemented by

jurisdictions interviewed and researched, it is still a pilot program. The lessons learned will be utilized to develop future Construction Mitigation Plans.

While developing the Plan, several factors were considered. First, great focus was given to the results of the Middlefield Road Commercial District Survey. Key data points are discussed in detail in the next section. Second, during implementation of the Redesign, the State of California will be implementing the new minimum wage law. For businesses with 26 employees or more, the wage increase will commence on January 1, 2017. For businesses with 25 employees or less, the wage increase will commence on January 1, 2018. Middlefield Road is home to businesses in each Target Group. The increase in wages can be a financial strain on small, struggling businesses. Lastly, consideration was given to the looming threat of an economic recession. Based on signs of a stabilizing real estate market and slowing Tech sector, it is wise for the County to consider the possibilities of an economic recession between now and the completion of the Redesign.

Business Profile

In 2015, the North Fair Oaks Forward Outreach Team and Real Property partnered to conduct the Middlefield Road Commercial District Survey. It was determined that there are approximately 130 businesses in the district; 84 businesses (65%) submitted surveys.

According to the survey results:

- Approximately 350 people are employed full time by the 84 businesses that submitted surveys. This number increases when considering part-time employees and seasonal help;
- 70% of the businesses have been in operation for 10 years or more. This includes businesses that have been on Middlefield Road since they opened and businesses that have relocated to Middlefield Road more recently;
- 53% of the businesses have been on Middlefield Road for 10 years or more and many are active member in the community;

- 97% sell to individuals, not institutions, making patron access a necessity for continued operations;
- 53% receive 25 or fewer patrons a day making each potential customer opportunity critical for continued operations;
- Only 16% of businesses own the building they operate out of creating a potential risk for rent increases and commercial displacement after the Redesign is completed;
- A vast majority of businesses depend on repeat customers over spontaneous drop-ins and new customers which means the County should focus on how to ensure “regulars” are able to access the businesses during construction; and
- The three most common businesses on Middlefield Road are auto shops, restaurants, and beauty salons.

Summary

As communication is a key component of the Plan, it is critical that the County assign a Project Liaison to be the main point of contact for businesses, landlords, and members of the community prior to, and during construction. The Project Liaison should be bilingual, available at all times, and capable of resolving or triaging concerns and complaints.

The Plan consists of three parts. Part One focuses on efforts necessary to prepare the County, businesses, landlords, and patrons for construction. These efforts include:

- Communication with businesses and landlords in order to educate them on the project’s benefits and anticipated impacts;
- Distribution of a Construction Support Kit;
- A second Middlefield Road Commercial District Survey to better understand the needs and operations of Middlefield Road businesses;
- A Patron Survey to develop a customer profile that will assist in additional marketing and outreach strategies;
- Continued engagement with the North Fair Oaks Community Council;

- County-hosted workshops to provide businesses with additional resources on how to enhance business operation;
- Partnering with Facebook to create a business page for all interested businesses in the Middlefield Road corridor;
- The creation of a Business District Map and registry identifying the sector and location of all the businesses on Middlefield Road; and
- Creation of alternative parking solutions for employees and patrons.

Part Two consists of tasks necessary to support Middlefield Road businesses during the construction of the Redesign. Through comparable projects, other local jurisdictions have determined that once patrons experience firsthand that the construction does not impede their ability to enjoy local businesses, they will not be deterred from coming back.

This will be the point at which businesses begin to experience the adverse impacts of the Redesign's construction. To mitigate these impacts, it is recommended that the County:

- Phase the construction in a manner that maintains vehicular through traffic and access to businesses;
- Construct temporary pedestrian pathways for safe access to businesses;
- Develop a marketing strategy to reach current and potential patrons who reside outside of the North Fair Oaks community;
- Promote pre-identified, temporary parking lots to ensure adequate parking for patrons, delivery trucks, and employees; and
- Release weekly/biweekly notices to the businesses and landlords to promote transparency.

Part Three, mid to long-term strategies, have components that would be initiated during construction and continue after construction. Proposed strategies include:

- Hosting a North Fair Oaks Farmer's Market for Middlefield Road businesses; and
- Creation of a Middlefield Road Façade Improvement Program.

Project Liaison

As communication is a focal point throughout the Plan, it is proposed that the County assign a Project Liaison. This could be a single individual or team that is bilingual, available at all times, and responsible for answering and triaging all calls regarding the Redesign. It is critical to have an individual available to the public at all times so community concerns can be resolved before they become overwhelming.

Part One: Preconstruction

Part One of the Plan focuses on pre-construction efforts to prepare businesses, landlords, patrons, and the County for construction. This part places an emphasis on communication with, and education of, businesses, landlords, and patrons. It also proposes two surveys, a Business Survey and Patron Survey, to better understand how to support businesses within the project boundaries.

Communication

Regardless of what the County or businesses do to prepare for construction, there are going to be disruptions. It is critical that the County manage expectations leading up to construction through a detailed communication strategy. The strategy should include a series of hand-delivered bilingual notices to local businesses and landlords providing an explanation of the benefits of the project, anticipated adverse impacts, the tentative construction schedule, and contact information for the Project Liaison. These notices should establish and manage expectations regarding traffic impacts, construction days and hours, impacts to access, noise pollution, commercial delivery and shipping constraints, and possible utility disturbances. It will be important to not over promise the County's ability to prevent impacts.

Construction Support Kit

Prior to construction, the County should distribute to all businesses a Construction Support Kit containing information that will better prepare them for construction. To maximize the effectiveness of the Construction Support Kit, it should provide information regarding the details, goals, and features of the Redesign; a tentative project construction schedule; anticipated impacts associated with construction including increased vehicular traffic, interrupted patron access, staging of equipment, noise pollution, commercial delivery and shipping constraints, and possible utility disturbances; the contact information for the Project Liaison; informational flyers that could be distributed to patrons including project details and location of public parking opportunities; dates of proposed County-hosted workshops for businesses; and employee parking permits for 2700 Middlefield Road. Depending on the results of the proposed Patron Survey, marketing strategies could be included as well. All documents in the Construction Support Kit should be bilingual.

County Hosted Events

The County should organize and host three informational workshops for Middlefield Road businesses. The workshops should be designed to provide additional resources on how to enhance business operations and marketing strategies.

The first workshop should include a representative from a university business program, possibly Stanford's Latino Entrepreneur Leaders Program, Menlo College, Notre Dame de Namur, or Berkeley, to detail ways in which businesses can improve their operations, finances, and marketing strategies. The Office of Sustainability should also be present to provide information on the Energy Watch Program which can reduce utility costs.

The second workshop should focus on how to better integrate, participate and market to the local community. For this workshop, it would be helpful to have representatives from

local chambers of commerce present. Their understanding of the local economy and “Main Street” businesses allow them to be an invaluable resource on how to reach new customers and programs available to support small businesses. As most businesses on Middlefield Road are not members of a chamber, it may be a challenge to get chambers to agree.

Lastly, there should be a workshop on the importance of a strong lease. Real Property can host a workshop on the importance of having a lease in place and provisions to consider. It would also be beneficial to try and have a representative from outside the County present to answer questions not appropriate for the County to answer. This will give businesses the tools necessary to negotiate new leases and try to secure long-term tenancy on Middlefield Road to prevent commercial displacement. At no point will the County provide legal advice during this workshop.

Business Survey

In order to better understand the businesses on Middlefield Road, the County should conduct a second Middlefield Road Commercial District Survey. The survey, to be conducted in a verbal manner, will help the County better understand the employees that work on Middlefield Road, challenges the businesses are facing, business sectors present, current operations, and future needs. Collecting data to develop a more detailed business profile will not only support the County in developing a more effective Plan but also allow the County to provide greater support on an as-needed basis going forward.

Patron Survey

In addition to engaging with businesses prior to the commencement of construction, the County should engage with patrons to understand what concerns they may have regarding the Redesign. During these engagements, a bilingual informational handout should be provided to patrons explaining the benefits of the Redesign, tentative construction schedule, and where public parking opportunities are located. After

receiving the handout, patrons will be asked to complete a brief, five to ten question survey. Through the results of the Patron Survey, the County will better understand what is needed to encourage customers to continue to shop on Middlefield Road during construction. Given that a majority of businesses surveyed expressed that they are dependent on repeat customers, understanding the needs and desires of this Target Group will assist in completion of the final Plan. Furthermore, 87% of businesses who responded to the Middlefield Road Commercial District Survey expressed a need for assistance in attracting new customers. The data collected could support in future efforts to do so.

Partnering with Facebook

The County should partner with Facebook to assist each business in creating a business Facebook page. By assisting businesses in creating a business page - especially those with minimal or no online presence - new channels of marketing and communication are opened increasing their ability to connect with new customers. Facebook has expressed an interest in better integrating into the North Fair Oaks community and this strategy offers them the opportunity to do so.

North Fair Oaks Community Council

While the Plan was developed to minimize construction's adverse impacts on Middlefield Road businesses, it is paramount to balance the interest of the business community and residents. For example, while night time construction may be beneficial for businesses, it could impact the residents' quality of life. The same may apply for construction during morning hours when businesses are closed but residents are commuting to school and work. For this reason, it is proposed that the County engage with the North Fair Oaks Community Council to receive feedback on the Plan.

Development of a Business District Map

In order to better understand where each business is located on Middlefield Road and where like-sector businesses (auto-shops, restaurant, retail, salon, etc.) are clustered, the County should develop a color-coded map of Middlefield Road. Each business sector would be identified by a different color. By consulting this map, the County will be able to try and focus construction activities at specific times of day to try and minimize the impacts on businesses in the immediate vicinity.

The map will also have a corresponding registry that identifies the business' name, owner, sector, street address, contact, hours and days of operations, number of employees and any exclusive parking rights. This will allow the County to better understand the status of Middlefield Road businesses and track the impacts of construction.

Lastly, the map can be formatted in a public-friendly manner and used for future promotions of the Middlefield Road corridor. The map could be converted to a marketing flyer and mailed to nearby residents, posted on the Redesign and County's Facebook page, and, hopefully, promoted by the Redwood City/San Mateo County Chamber of Commerce.

Part Two: During Construction

Part Two of the Plan focuses on how to support businesses during the construction of the Redesign. As the Redesign may take two construction seasons to complete, it is critical to continue to communicate with businesses and maintain patron access and through traffic.

Phase Construction

The biggest fear Middlefield Road business owners expressed through the Middlefield Road Commercial District Survey is that patrons will lose access to their businesses

during construction. The first step to mitigating this concern is to phase construction. By phasing construction, access to businesses and through traffic will be maintained.

The phasing strategy should be developed by the Department of Public Works and project consultant in a manner that accounts for feasibility and increases in duration, cost and impacts. Any analysis conducted for the phasing plan should also consider the feasibility of work being conducted on weekends and at night.

Furthermore, prior to the commencement of each phase of construction, the County should hold a meeting with businesses located immediately adjacent to the work site to ensure that businesses fully understand the anticipated impacts, work to be conducted, construction schedule and contact information for the Project Liaison.

It is highly advised that through traffic never be blocked. By blocking through traffic, the County creates an emergency response hazard and runs the risk of forcing patrons to find other locations to shop. This could change patrons' shopping habits and have long-term, implications for the Middlefield Road commercial corridor.

Pedestrian Access

Maintaining access for foot-traffic is critical given that a vast majority of patrons access the businesses by either parking nearby and walking to the businesses or walk from the residential neighborhood. While construction is occurring adjacent to storefronts, a temporary pedestrian pathway should be provided. Individual walkways should then link the pathway to each business. To further support the businesses, the County should purchase each business an A-Frame sign that can be place on the pedestrian pathway as a marketing tool. The cost of A-Frame signs will depend on the style and quantity purchased.

[Examples provided below]

Temporary Pedestrian Access



Marketing

When surveyed, 95% of businesses stated that the most helpful strategy the County could employ to support them during construction is to provide signage notifying residents and patrons that businesses are still open. In addition to the A-Frame signs, electronic message boards and static signs should be placed at nearby strategic locations notifying people that businesses are still open. Given that surveyed businesses project that over half of their customers (60%) are from the North Fair Oaks community, signage in immediate proximity will be essential. The County should also design and purchase bilingual banners for the businesses that state “Open During Construction”. The banners, which will be made available for all businesses, will be easily hung on the storefront. For comparison purposes, the sign will resemble the “Grand Opening” banners used by new businesses.

Further promotional and marketing strategies should be developed based on the results of the proposed Patron Survey. Without any data on Middlefield Road patrons, it is unclear what demographic the businesses and County should target through the marketing campaign.

Temporary Parking Lots

Maintaining patrons’ ability to park and walk a relatively short distance to a desired business should be a priority during construction. Businesses estimate that over 80% of patrons access their business by driving. The loss of parking due to construction will impede this ability. Additionally, as parking demand in North Fair Oaks already exceeds parking capacity, it has been a challenge to identify permanent parking solutions. For this reason, it is proposed that the following lots be considered for temporary patron parking:

- Everest High School (When school is not in session only)
- Dumbarton and Middlefield Road (2865 Middlefield Road)
- Fair Oaks Health Clinic (Weekends Only)
- Huntington and Berkshire

None of the sites above have committed to allowing the public to park on the premises. These negotiations would have to occur prior to construction.

In addition to identifying parking opportunities for patrons, there should be consideration given to how delivery trucks make and receive shipments. 77% of businesses receive regular delivery shipments. Currently, delivery trucks park in the Middlefield Road roadway during deliveries. This will not be possible during construction as all available roadway will be used for through traffic and pedestrian access. By ensuring businesses can still receive deliveries and make shipments, business operations can proceed in an appropriate manner. Department of Public Works and the project consultant should develop a strategy that will allow for the efficient and effective delivery and receipt of commercial shipments.

Employee Parking

Many parking spaces on Middlefield Road and in immediate proximity to Middlefield Road are used by employees of local businesses and auto shops. During construction, the County should reserve space at 2700 Middlefield Road for employees of businesses on Middlefield Road and vehicles being worked on by auto shops. This will make more storefront parking available for patrons and provide easier access to businesses. Designating space at 2700 Middlefield Road specifically for employees and auto shops will act as an incentive for employers since storefront parking is vital to maintaining patrons' ability to access their businesses. This is similar to the strategy used by retail shops during holiday seasons.

Update Notices

It is recommended that the County distribute bilingual weekly/bi-weekly update notices to all businesses and landlords; preferably every Friday. Each notice should identify what progress was made on the project in the prior week and the work that will be done in the upcoming week. This will allow businesses to be better informed and prepared for the

upcoming workweek. Additionally, by maintaining constant communication, businesses will feel more comfortable with the project. Each notice should be hand-delivered by the North Fair Oaks Forward Outreach Team to promote face-to-face engagement, relationship building, and trust.

The County should also create a Middlefield Road Redesign Facebook page as a tool to provide updates to residents and businesses. By having weekly/bi-weekly update notices for businesses, regular briefings to the North Fair Oaks Community Council, and a Facebook page the County will be able to educate and inform all parties impacted by construction. Further, if the businesses “Like” the Redesign Facebook page, when they log into their account, the project updates will appear on their news feed.

North Fair Oaks Community Council

While the County plans on providing regular updates to businesses through hand-delivered notices, it is important to keep residents informed of the progress. In order to provide ongoing project updates, the project team should provide quarterly presentations to the North Fair Oaks Community Council. This will ensure the North Fair Oaks Community Council and community are provided with accurate and up to date information. It will also allow residents to express their thoughts and concerns directly to the County.

Part Three: Mid- to Long-Term Strategies

Part Three of the Plan includes strategies that would be implemented during and after construction. The ongoing, mid- to long-term nature of these strategies offer unique opportunities for the County and Middlefield Road businesses and landlords.

Special Events

It is critical to get patrons to visit local businesses at the outset of construction in order for them to understand that the construction will not inhibit their ability to shop at or enjoy the businesses on Middlefield Road. One way of doing this is through a North Fair Oaks Farmer's Market; preferably a Latin American themed Farmer's Market that utilizes the unique culture of North Fair Oaks. In order to participate in the Farmer's Market, a business has to be located in the Middlefield Road commercial corridor. While this strategy has great potential, it should be determined through the proposed surveys if businesses and patrons are interested in participating in such an event.

Businesses and community members have both stated that people come from around the region for the authentic Latin American cuisine and culture. This should be capitalized on. As an incentive for Middlefield Road businesses to participate in the Farmer's Market, the County should waive all fees associated with participating in the event. This will provide two opportunities. First, it will support local businesses during the outset of construction which will set the desired tempo for the rest of the project. Second, it will give the County the opportunity to assess if there is a desire to hold ongoing North Fair Oaks Farmer's Markets after construction.

The first Farmer's Market should be organized and hosted by the County. This will be an additional opportunity for the County to support the businesses and bring the community together at the outset of construction. The County is also likely the only entity that has the resources available to organize such an event. Based on the reception of the first Farmer's Market, it can be determined if a second should be organized and the proper entity to host ongoing Farmer's Markets. The location of the event has not yet been determined; however, it could be at the Middlefield Road parking lot or the parking lot at the Fair Oaks Health Clinic.

During these events, consideration should be given to having live music and other activities to ensure a family-friendly environment. The Farmer's Market should also be certified to accept CalFresh for qualified families.

Middlefield Road Façade Improvement Program

Beautifying storefronts can greatly enhance the local economy and community. Façade Improvement Programs have been proven to attract and retain retail businesses, improve business identity and enhance patron experience. In fact, physical improvements to commercial structures can increase sales revenue, attract new businesses and patrons, and secure private investments for continued improvements.

While a Façade Improvement Program can offer great benefits, it could also lead to commercial displacement. For this reason, a Middlefield Road Façade Improvement Program should be developed and structured in a way that incentivizes landlords and protects tenants. One way of doing this is to include a condition that requires the landlord and existing tenant to (1) execute a new lease at an agreed upon market rate for a term of at least five years; (2) extend the existing lease for a term of at least five years; or (3) secure County approval that a good faith effort was made to comply. Existing leases that have more than five years remaining should automatically comply. While this approach could discourage landlords from participating, the financial structure explained below can offer them great benefits.

In order to maximize the effectiveness of a Middlefield Road Façade Improvement Program, the County should set aside \$50,000 to provide rebates to landlords who submit an application and meet all specified requirements. To comply, a landlord would have to complete improvements from a preapproved list, obtain all applicable permits, and be in compliance with the aforementioned lease requirement. The preapproved improvements should include, but not be limited to, removing security grilles and roll ups, painting, rehabilitation of historic or cultural façades, replacement of storefront windows and doors, new signage and new awnings.

Qualifying projects should be reimbursed at a rate of 50% of the project cost and up to an amount not to exceed \$5,000. For example, if a landlord spends \$8,000 to repaint a building, add an awning and replace the windows and door, they would be eligible for \$4,000 in rebates. While this is a higher percentage and amount than most rebate programs researched, the hope is that it will counterbalance the specified lease requirement. To promote the program and encourage landlords to participate, the County should identify 5 - 10 landlords and businesses to pilot the program.

Projects funded by Measure A have a sign that states “*Local Funds Local Needs*”. Projects funded by the Middlefield Road Façade Improvement Program should have a similar sign placed in front of the business; possibly a sticker on the front window. This will promote the Middlefield Road Façade Improvement Program and reinforce the County’s commitment to North Fair Oaks.

The Middlefield Road Façade Improvement Program should also promote the Office of Sustainability’s Energy Watch program which provides additional funding for energy efficient projects.

Conclusion

By analyzing the data collected through the Middlefield Road Commercial District Survey, interviewing local jurisdictions who have conducted comparable projects, and reviewing the Construction Mitigation Report produced by the University of Wisconsin-Madison for the City of Milwaukee’s public works projects the County was able to develop a comprehensive Construction Mitigation Plan to mitigate the adverse impacts to businesses during construction of the Redesign.

To ensure all needs and concerns have been considered, this Plan will be presented to the North Fair Oaks Community Council and public for feedback. It is the intention of the County to implement the strategies identified in the Plan approximately six months prior

to the commencement of construction of the Redesign. In the meantime, this plan will remain in draft form to accommodate appropriate amendments. Anticipated amendments include a detailed plan to phase construction, a strategy to accommodate delivery trucks, installation of temporary pedestrian pathways, additional outreach and marketing strategies identified by the business and patron survey, and suggestions from the community.

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