

Mount Dora Northeast Community Redevelopment Agency
Grandview Business District
Market Analysis



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Executive Summary

This Market Study/Economic Analysis of the NECRA and Grandview Business District includes analysis of the potential for future new businesses, opportunities and activities to draw visitors, branding, and recommendations for implementation of our findings. It includes a collection of demographic and lifestyle data, retail spending and sales, and consumer trends organized by their respective influence on one of the five key drivers of economic development. Stakeholder input collected through online surveys and one-on-one meetings supplements the research. Mapping, imagery and GIS analysis are also included.

Economic development is building wealth in a community, encouraging economic growth and improving quality of life. This is accomplished by implementation of actions that influence the five key drivers of economic development: Land, Labor, Markets, Capital and Regulation, and each community's ability to influence these drivers is different.

This study provides recommended strategies and initiatives as requested by the City to revitalize the Grandview Business District and the Community Redevelopment Area, enhance the character of the area, provide for business retention and expansion and market the uniqueness of Grandview. The goal of the revitalization of the Grandview Business District is to bring a new dimension of the quality of life offered by the area, which has a direct influence on new jobs and businesses throughout the entire City.

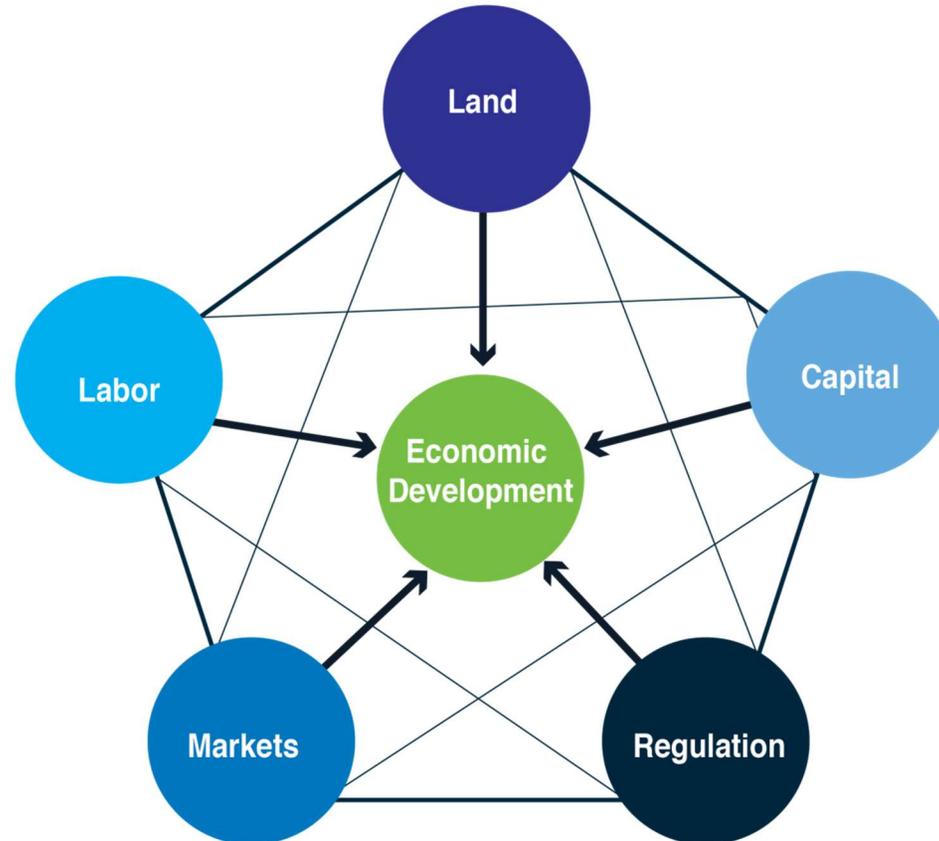
Our commitment is to manage the expectations, establish credibility, and deliver a respectfully realistic plan. It must be recognized that the Grandview area is an amenity for the entire community. To achieve the City's desire for a lively district, activities and new businesses will require a different approach than previously taken by the City.

The specific strategic initiatives recommended for the Grandview Business District in the NECRA include the following:

1. Implement a retail attraction branding, marketing and messaging program.
2. Target specific uses for this area, including residential live and work studios.
3. Host regular events in the District through vision partnerships with the business community.
4. Advertise the incentive based program to encourage development of targeted uses.
5. Improve and create, wayfinding and directional signage.
6. Improve the aesthetics of the area through code enforcement and education of merchants.
7. Expand the boundaries of the Business District north to Limit Avenue.

Analysis

The market analysis will provide a realistic assessment of the area’s economic development potential and an overview of the constraints and opportunities influencing the five drivers of economic development:



RMA’s review of demographic and lifestyle data, along with real estate information, housing conditions, labor market, business types, spending potential and other economic data points will enable the team to develop potential build-out scenarios that the market can support, including demand analysis for residential and commercial development that will inform the recommendations the team will make regarding zoning, comprehensive plan, and CRA plan changes.

Market Opportunity

This Market Assessment identifies opportunities for economic growth, redevelopment, investment, entrepreneurship and revitalization based on market reality, market demand, and market potential. The Market Assessment will support the recommendations in this report with strategies that match market opportunities to real estate reality, community character and vision, and the regulatory environment. The market assessment will also help answer five key questions on which the strategies are based:

- 1) What should be preserved that will support new investment in the Grandview Business District?
 - a) Community Character & Pride
 - b) History, Character & Historic Buildings
 - c) Places of worship
 - d) Streetscape
 - e) Diversity
 - f) Tree Canopy
 - g) Leadership
 - h) Martin Luther King Center
 - i) Connectivity throughout the district & city

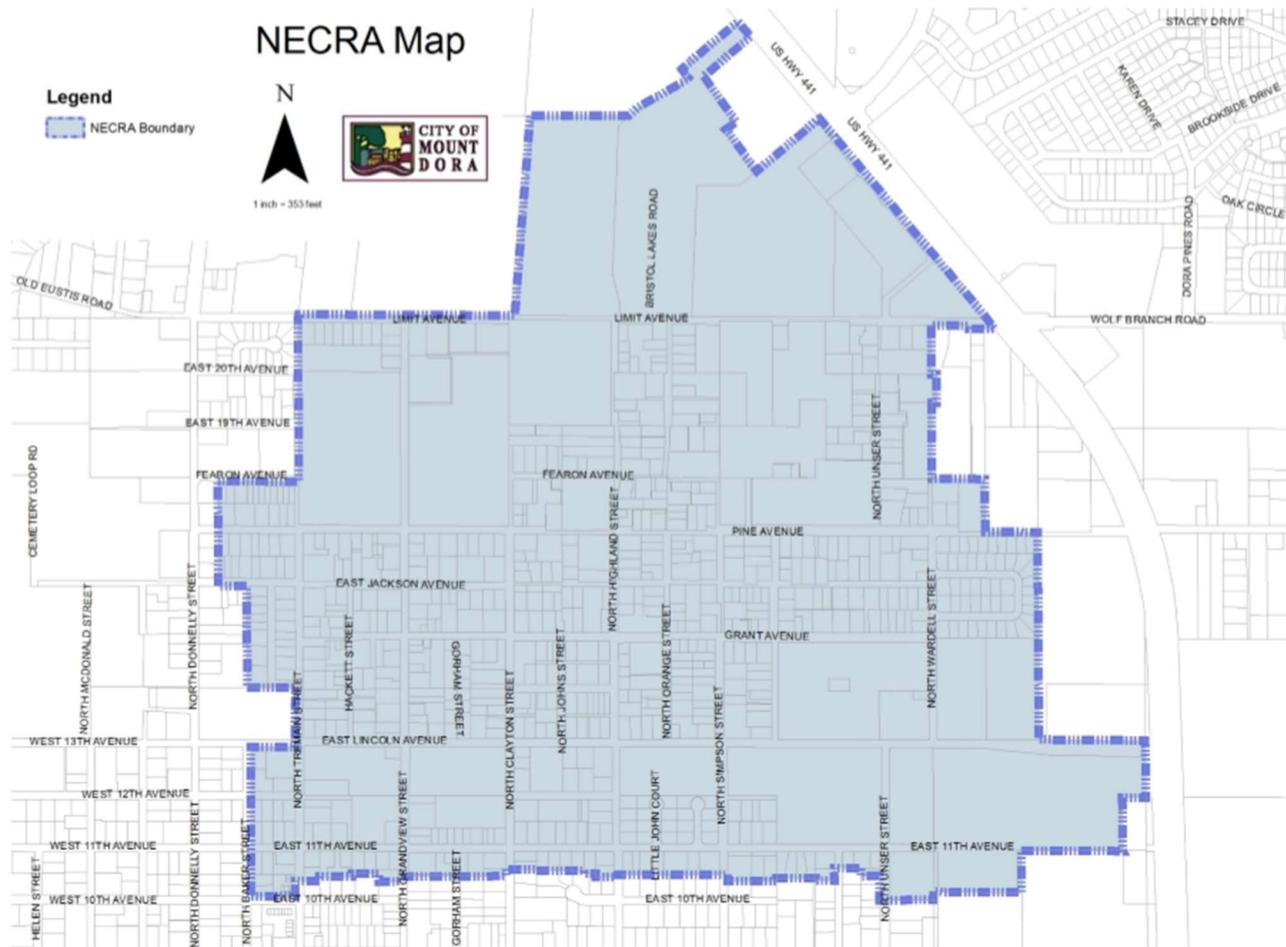
- 2) What can be enhanced to encourage economic development and investment in the Grandview Business District?
 - a) Aesthetics
 - b) Sense of community pride
 - c) Connections
 - d) Market Opportunity / Financial Feasibility
 - e) Social Media
 - f) Communications
 - g) African American Ownership
 - h) Holistic City environment including churches
 - i) Music, art and culture
 - j) Code Enforcement
 - k) Area Safety
 - l) Impact of the religious organizations on the community

- 3) What can be exposed and promoted to attract more development in the Grandview Business District?
 - a) Opportunity for Residential Development
 - b) Community pride & heritage
 - c) Hidden Assets i.e. Southern culture and courtesy
 - d) Opportunity for new Businesses and Expansions
 - e) Connection to Downtown and Highway 441 Business Communities
 - f) Location i.e. bus routes
 - g) Quality of Life
 - h) Communication
 - i) Bike Trails
 - j) Deep Roots

- 4) What can be invested in that will improve the Grandview Business District area's competitiveness?
 - a) Branding
 - b) Public Spaces, such as MLK Center
 - c) Community Pride
 - d) Signage & banners to cross promote with Downtown
 - e) Education, i.e. disaster recovery
 - f) Activities and Events
 - g) Police foot patrol & presence
 - h) Land, Parks & Recreation
 - i) Community Garden
 - j) Trail Network
 - k) Gathering Place
 - l) Landscaping
 - m) Infrastructure and Transportation
 - n) Sidewalks streetscaping & themed street lights
 - o) Waste Disposal Cans
 - p) Incentives for new development
 - q) Façade and Property Improvement Grants
 - r) Targeted Businesses
 - s) Training
 - t) Redevelopment Implementation Plan

- 5) What can be capitalized on to establish the Grandview Business District area as a good location for investment?
- a) Market Potential and Position
 - b) Location / Proximity to other assets
 - c) Workforce housing incentives
 - d) Connections to other assets
 - e) Existing Tourist/Visitor Market
 - f) Recreation Opportunities
 - g) Private Sector Experience
 - h) Return on Investment
 - i) Existing businesses to encourage weekend markets and vendors
 - j) Mount Dora Brand

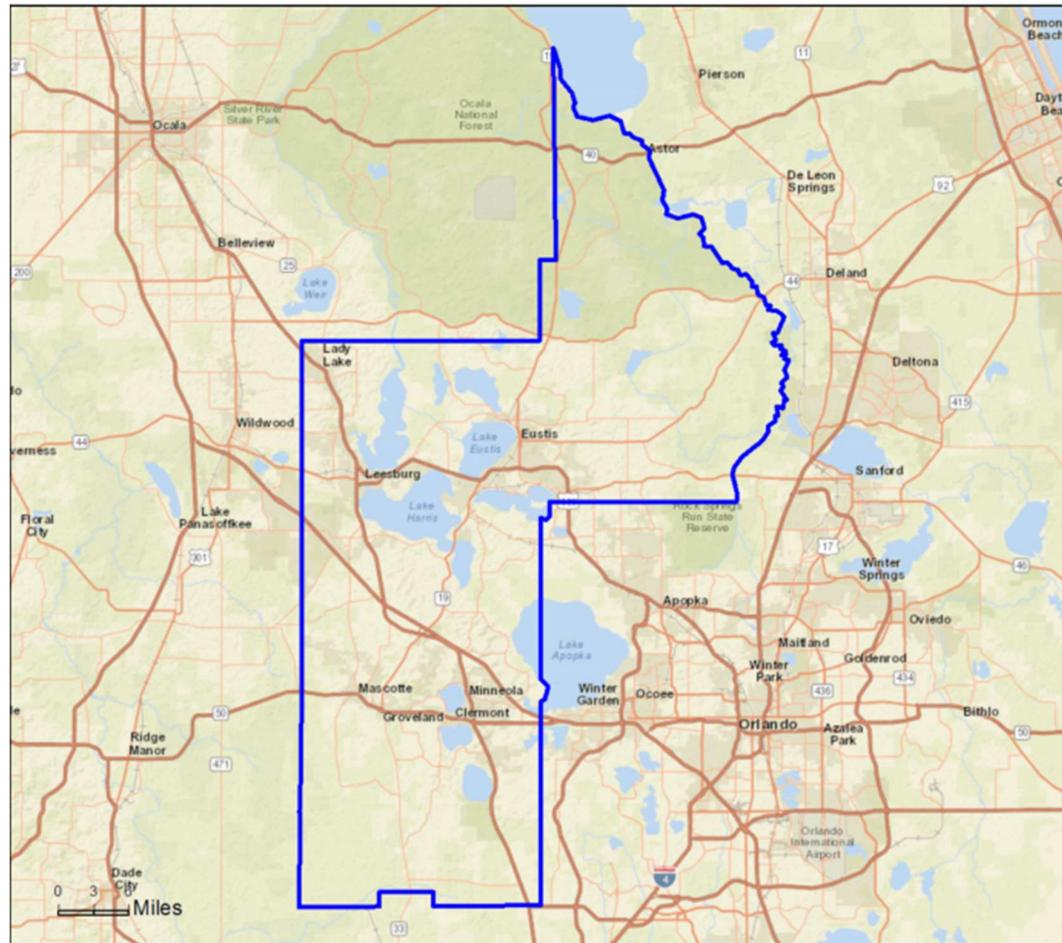
Study Area City of Mount Dora Northeast Community Redevelopment Area



Grandview Business District



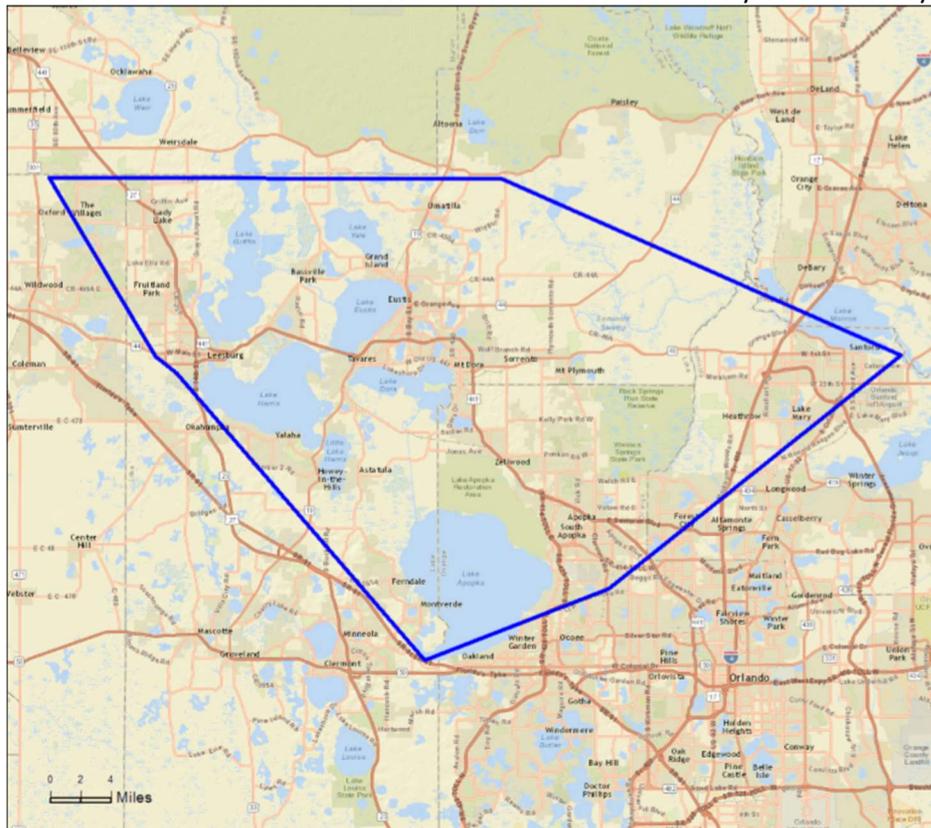
Lake County



Market Areas

There are various potential market areas for goods and services associated with the Northeast Community Redevelopment Agency which are evaluated. These include: residents of Lake County, Mount Dora, NECRA, and surrounding communities of The Villages, Umatilla, Eustis, Tavares, Leesburg, and Apopka.

This custom trade area delineates the area that can reasonably be serviced by businesses located in Mount Dora.



Public Input

On August 4, 2016, the Mount Dora NECRA held a Public Meeting to discuss ideas to encourage new businesses to locate in the Grandview Business District. The questions regarding preserving, enhancing, exposing, investing, and capitalizing on the area were discussed and responded to by the participants. Approximately forty people attended the full day Open House to offer their input.

Our business flare assessment provided significant insight into the priorities that the community considers to be significant to improve the area for business and investments. In order of weighted influence, the following are important areas in need of attention and improvement.

1. Create a gathering place for the community. The current MLK building is in need of improvements to provide the community a gathering place, and one that the residents can be proud of.
2. Continue to celebrate the history of the area through appropriate events that reflect the black heritage of this part of Mount Dora, and be inclusive in the promotion of these historical attributes.
3. Signage, wayfinding and directional signs are not as prevalent in this district as in other parts of Mount Dora, and should be improved upon.
4. Cross promotion of events and connecting the downtown with this district are areas that would benefit the entire City.



RMA also conducted community surveys to query the general public about the issues that face the NECRA today. More than eighty people responded to the surveys.

Specific ideas and responses identified during the Open House and from the Survey include the following:

- Wants and Needs
 - Grocery Store with fresh local produce.
 - Increased dining and entertainment options.
 - Niche retail options such as: thrift store, garden supply/plant store, yarn store, craft beer and food.
 - More variety of clothing stores.
 - Barber shop/hair salon.
 - Seafood restaurant/market.
 - Better parking options.
 - Discount shopping options (Kohls, Marshalls', etc.).
 - More attractive streetscape, landscape and lighting in Grandview district.
 - Improved facades and storefronts within NECRA.
 - Improve condition of homes in the area.
 - Events designed to attract visitors to the area.
 - Events promoting the areas rich heritage.
 - Weekend farmers market.

- Issues and Challenges
 - Loitering and vagrants in Grandview District.
 - Safety concerns about the area.
 - Lack of existing businesses in the area.
 - Poor aesthetics.

Infrastructure

72% of respondents were in favor of expansion of the Martin Luther King Center and recreational activities.

Investment Driver Land

Residential Real Estate*

Market Conditions: Mount Dora Residential

68% of the Population lives in owner-occupied households
61% of the Population is married

Housing Pricing

Median Sales Price of Homes	\$200,450
Median Rent Per Month	\$1,397

*Sources: Trulia Research and Zillow



Investment Driver: Labor

Overall Conditions

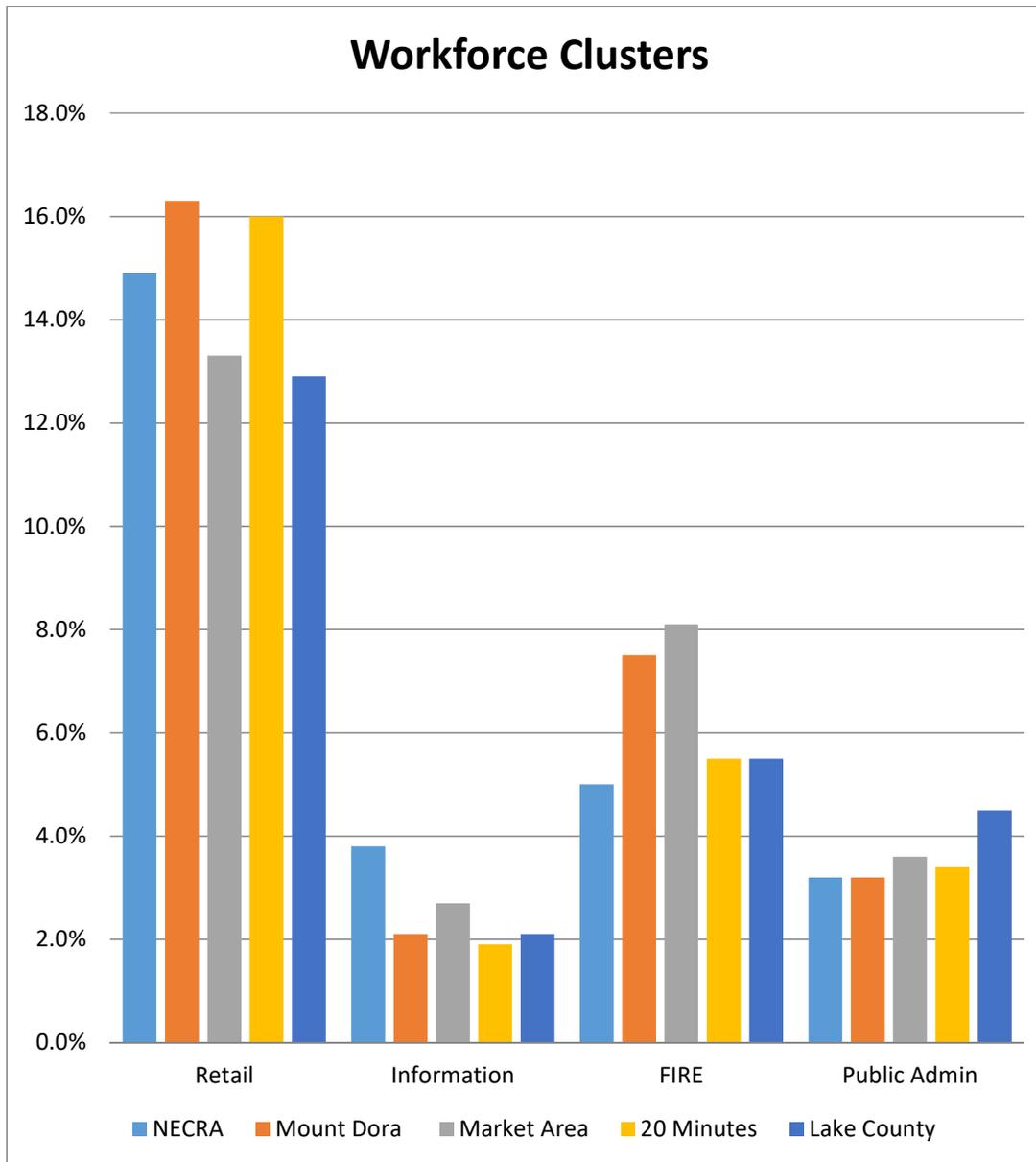
Unemployment Rate – 2014

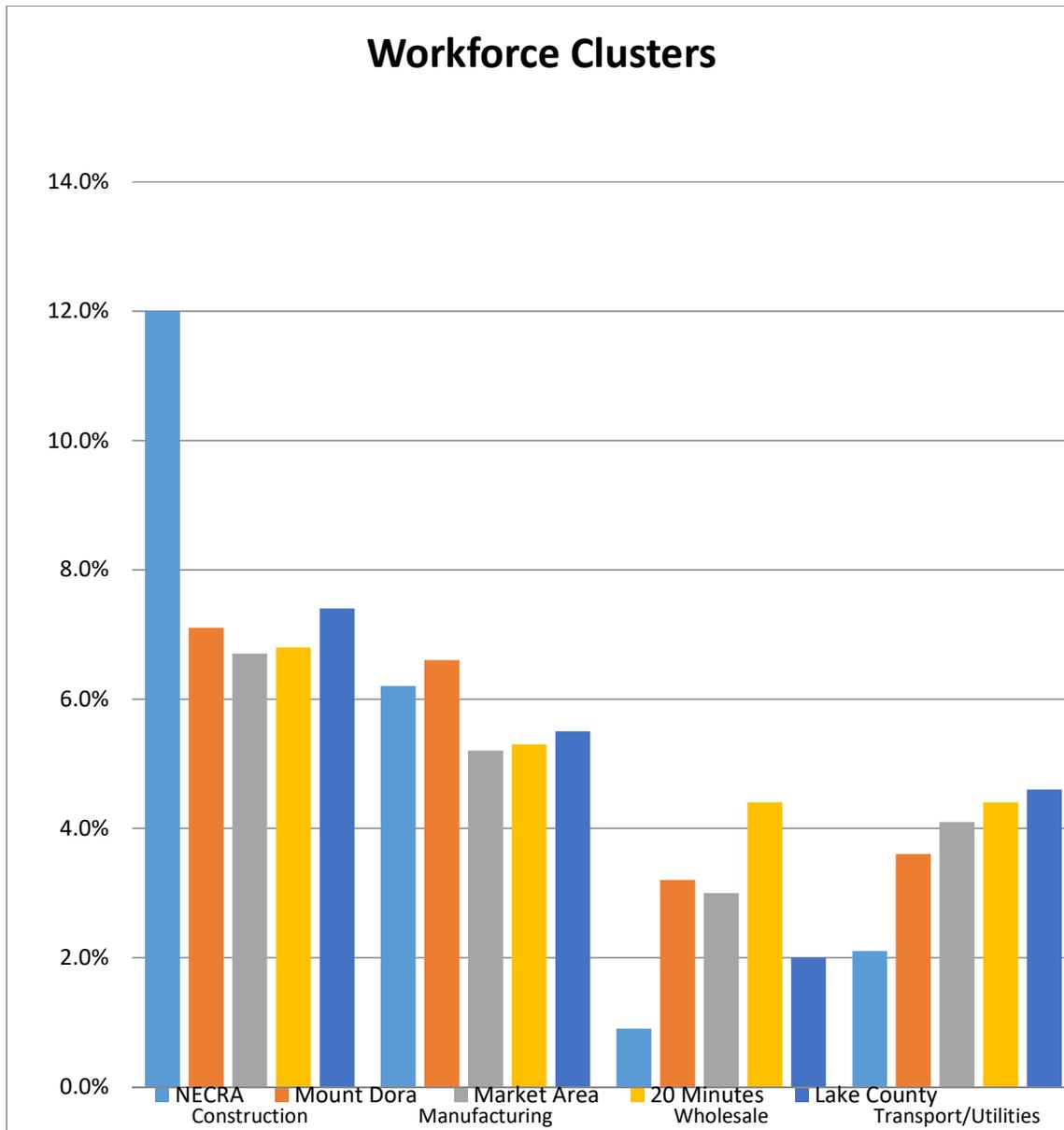
NECRA 4.8% as of January, 2016	Mount Dora 5.3% as of January, 2016	Lake County 5.1% as of January 2016	State of Florida 5.1% as of January, 2016
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(US Census Bureau, Census 2010, ESRI Inc.)

Workforce

LOCAL WORKFORCE	NECRA	Mount Dora	Market Area	20 Minutes	Lake County
Construction	105	384	17,300	786	9,548
Manufacturing	54	357	13,427	613	7,096
Wholesale	8	173	7,746	509	2,580
Retail	131	881	34,342	1,849	16,644
Transport/Utilities	18	195	10,586	509	5,935
Information	33	114	6,972	220	2,710
FIRE	44	405	20,915	636	7,096
Services	434	2,670	135,042	5,883	69,415
Public Admin	28	173	9,295	393	5,806
Total	878	5,410	258,207	11,558	128,895

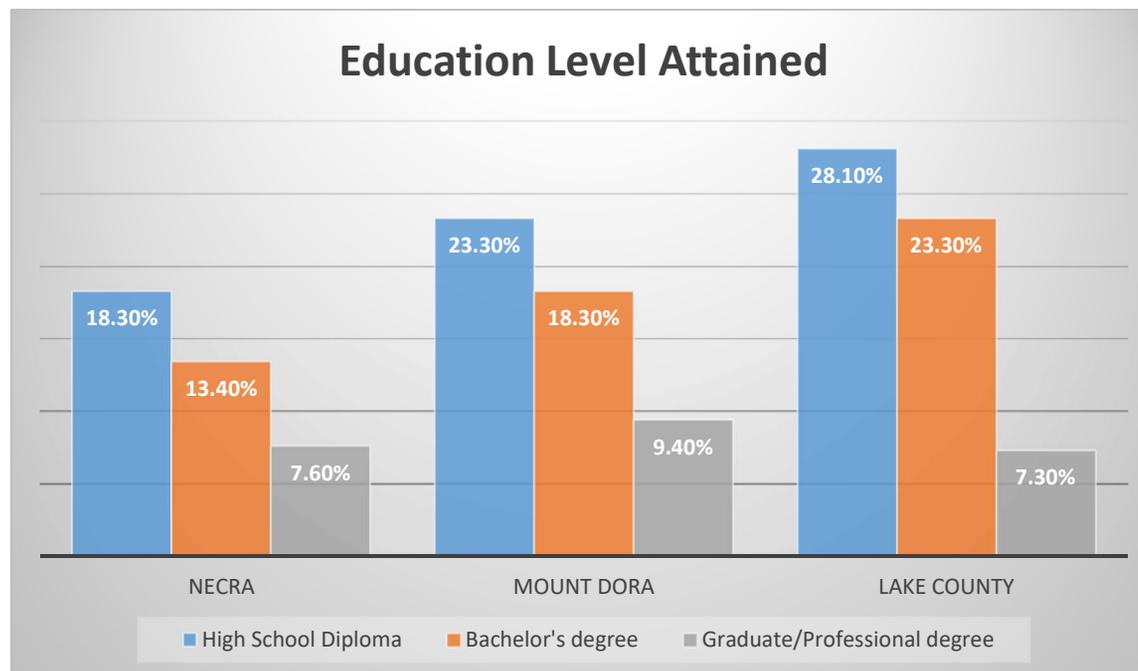




Education

2015 Population 25+ by Educational Attainment

	NECRA	Mount Dora	Lake County
High School Diploma	18.3%	23.3%	28.1%
Bachelor's degree	13.4%	18.3%	23.3%
Graduate/Professional degree	7.6%	9.4%	7.3%



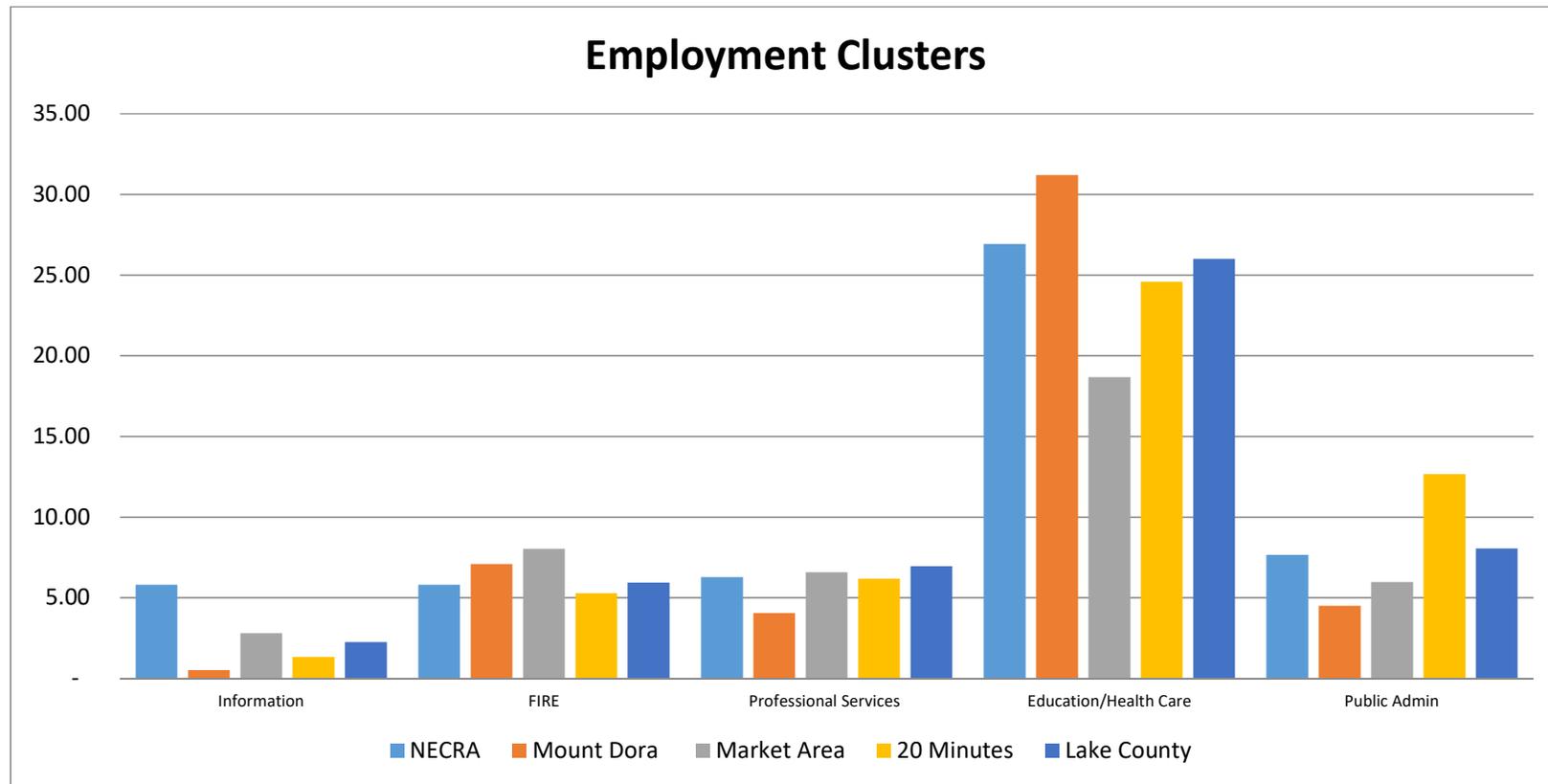
Employment and Wages* Lake County

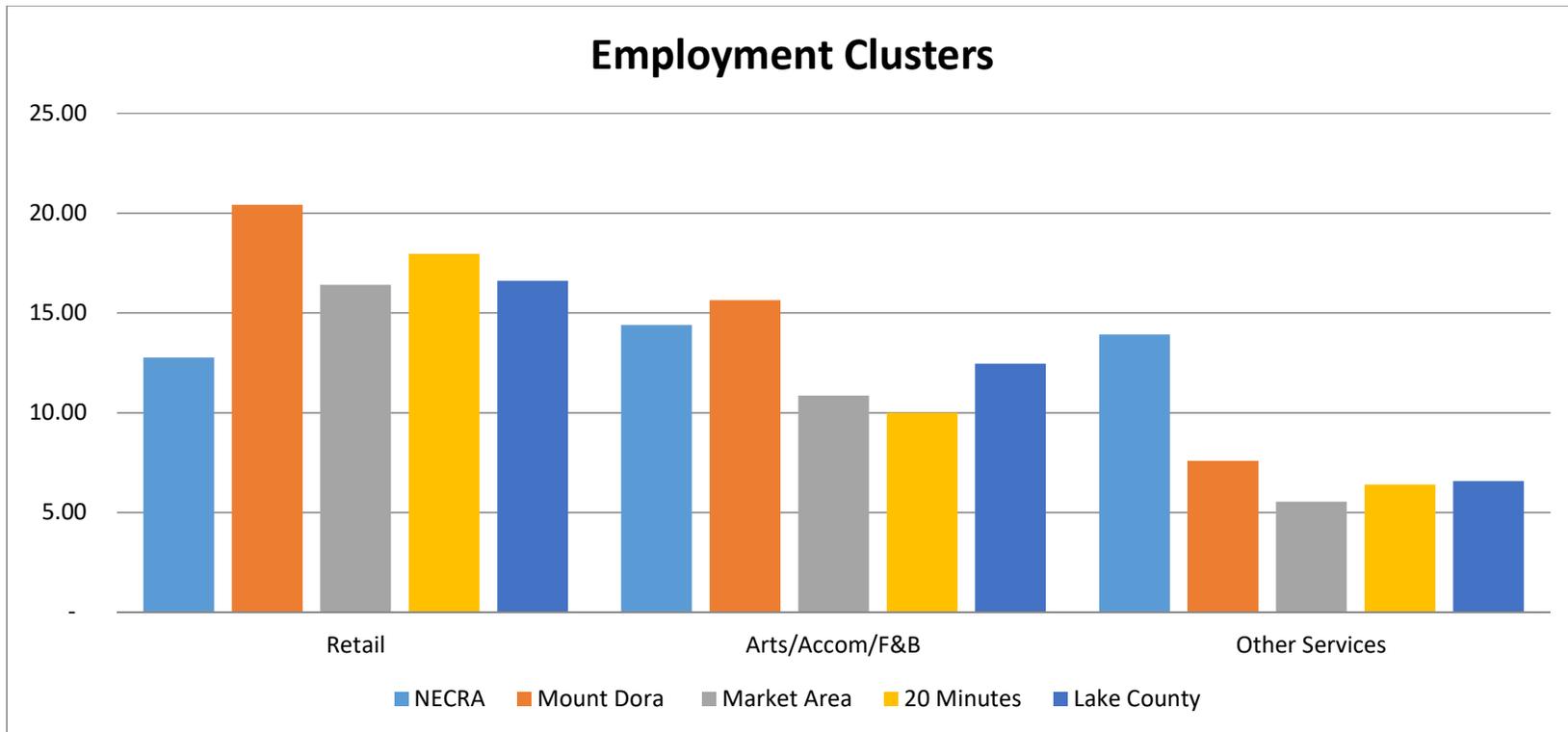
Industry	Total Wages	Employment	Avg Qtr Wage
	\$19,414,153	1,834	\$10,586
Durable Goods			
Manufacturing	\$40,019,086	3,510	\$11,401
	\$38,226,028	2,661	\$14,365
Professional and Technical			
Wholesale Trade	\$20,538,125	1,521	\$13,506
	\$55,334,552	4,812	\$11,499
Public Administration			
Transportation and Warehousing	\$167,506,073	20,152	\$8,312
Finance and Insurance	\$28,711,333	1,919	\$14,964
Professional and Business Services	\$83,467,035	7,769	\$10,743
Information	\$15,182,133	1,252	\$12,123
Financial Activities	\$42,761,453	3,671	\$11,650
Health Care and Social Assistance	\$201,099,224	16,486	\$12,198
Education and Health Services	\$290,790,879	26,067	\$11,156
Construction	\$89,956,372	7,227	\$12,448
Administrative and Waste Services	\$42,244,990	4,973	\$8,495
Trade, Transportation, and Utilities	\$174,005,510	20,581	\$8,455
Other Services	\$23,806,482	3,249	\$7,327
Retail Trade	\$115,399,989	15,748	\$7,328
Leisure and Hospitality	\$53,960,394	12,446	\$4,336

Accommodation and Food Services	\$44,379,128	10,037	\$4,422
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Source: Florida Department of Economic Opportunity

Employment Clusters*





Source: ESRI

Labor and Transportation

Job Market

Jobs

NECRA	431
Mount Dora	9,080
Lake County	111,106

NECRA - CIVILIAN EMPLOYED POPULATION AGE 16+ YEARS BY INDUSTRY

Industry	Jobs	Percent of Total Jobs
Construction	10	2.3%
Manufacturing	6	1.4%
Wholesale	22	5.1%
Retail	55	12.8%
Transport/Utilities	12	2.8%
Information	3	0.7%
Finance, Insurance & Real Estate	25	5.8%
Services	27	6.2%
Public Admin	33	7.7%
Education/Health Care	116	26.9%
Arts, Accommodation, Food & Bev.	62	14.4%

Mount Dora - CIVILIAN EMPLOYED POPULATION AGE 16+ YEARS BY INDUSTRY

Industry	Jobs	Percent of Total Jobs
Construction	309	3.4%
Manufacturing	136	1.5%
Wholesale	273	3.0%
Retail	1855	20.4%
Transport/Utilities	100	1.1%
Information	45	0.5%
Finance, Insurance & Real Estate	646	7.1%
Services	255	2.8%

Education/Health Care	2832	31.2%
Arts, Accommodation, Food & Bev.	1420	15.6%
Public Admin	409	4.5%

Lake County - CIVILIAN EMPLOYED POPULATION AGE 16+ YEARS BY INDUSTRY

Industry	Jobs	Percent of Total Jobs
Construction	7,737	6.9%
Manufacturing	3,476	3.1%
Wholesale	3,364	3.0%
Retail	18,442	16.4%
Transport/Utilities	2,319	8.6%
Information	2,499	2.2%
FIRE	6,585	5.8%
Services	7,719	6.8%
Education/Health Care	28,880	25.8%
Arts, Accommodation, Food & Bev.	13,831	12.3%
Public Admin	8,949	8.0%

(US Census Bureau, Census 2010, ESRI Inc.)

Employment Industry Diversity

The Shannon-Weaver Diversity Index is a measure of the extent to which the employment of a region is distributed among its industries. It ranges from 0 (perfect inequality or no diversity) to 1 (perfect equality or diversity).

Zip Code 32757 (Mount Dora)- 0.65838

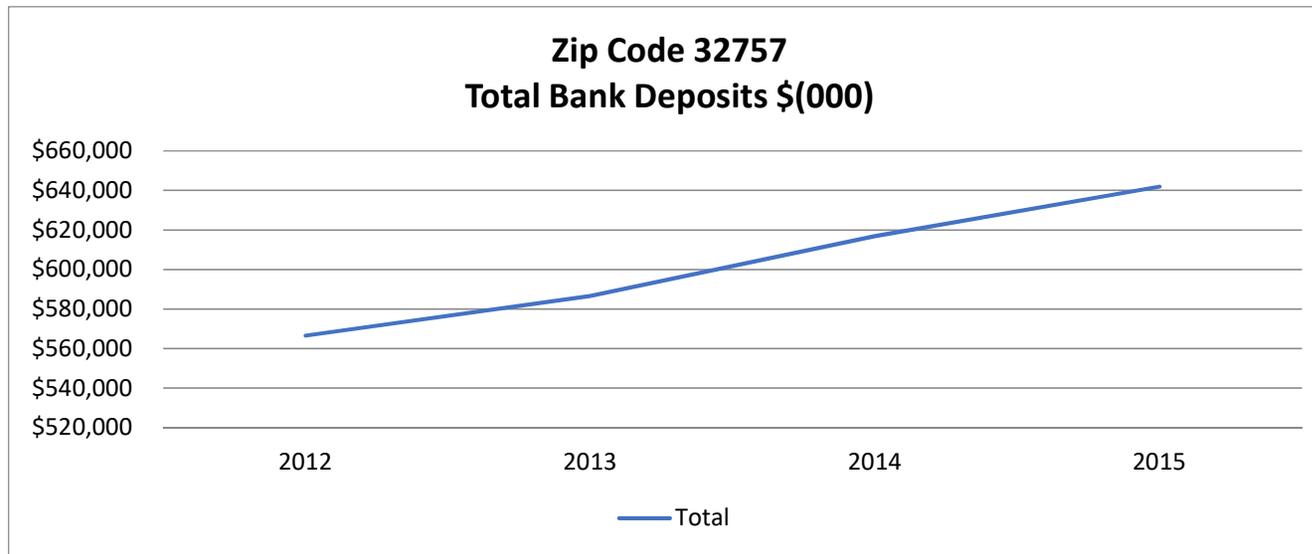
Number of Industries- 179

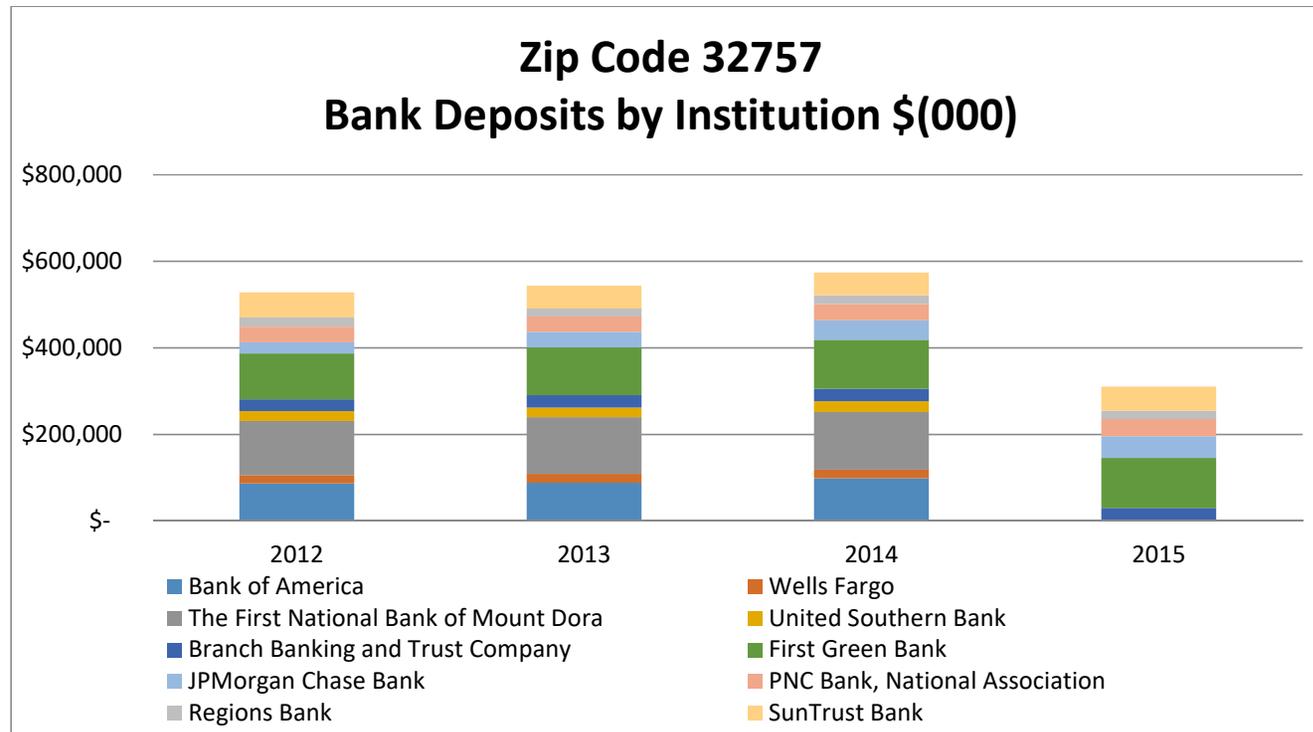
Investment Driver: Capital

Banking

Summary of Bank Deposits- Zip Code 32757

<u>Deposits \$(000)</u>				
	2012	2013	2014	2015
Bank of America	\$ 78,071	\$ 86,521	\$ 88,137	\$ 98,412
Branch Banking and Trust Company	\$ 27,343	\$ 28,375	\$ 29,072	\$ 29,792
First Green Bank	\$ 106,185	\$ 110,878	\$ 112,809	\$ 115,439
JPMorgan Chase Bank	\$ 25,914	\$ 35,507	\$ 45,450	\$ 49,769
PNC Bank, National Association	\$ 35,469	\$ 35,297	\$ 37,142	\$ 39,967
Regions Bank	\$ 21,681	\$ 19,031	\$ 20,492	\$ 19,177
SunTrust Bank	\$ 57,701	\$ 52,868	\$ 52,269	\$ 56,153
The First National Bank of Mount Dora	\$ 123,496	\$ 125,015	\$ 130,500	\$ 133,519
United Southern Bank	\$ 21,824	\$ 22,748	\$ 22,475	\$ 25,095
Wells Fargo	\$ 68,851	\$ 70,454	\$ 78,602	\$ 74,576
Total	\$ 566,535	\$ 586,694	\$ 616,948	\$ 641,899





Businesses

There are 892 businesses in the City of Mount Dora at the time of this study.

Data for all businesses in area	NECRA	Mount Dora	20 minutes
Total Businesses:	49	892	4,883
Total Employees:	431	9,080	44,598

(US Census Bureau, Census 2010, ESRI Inc.)

City NECRA Funds

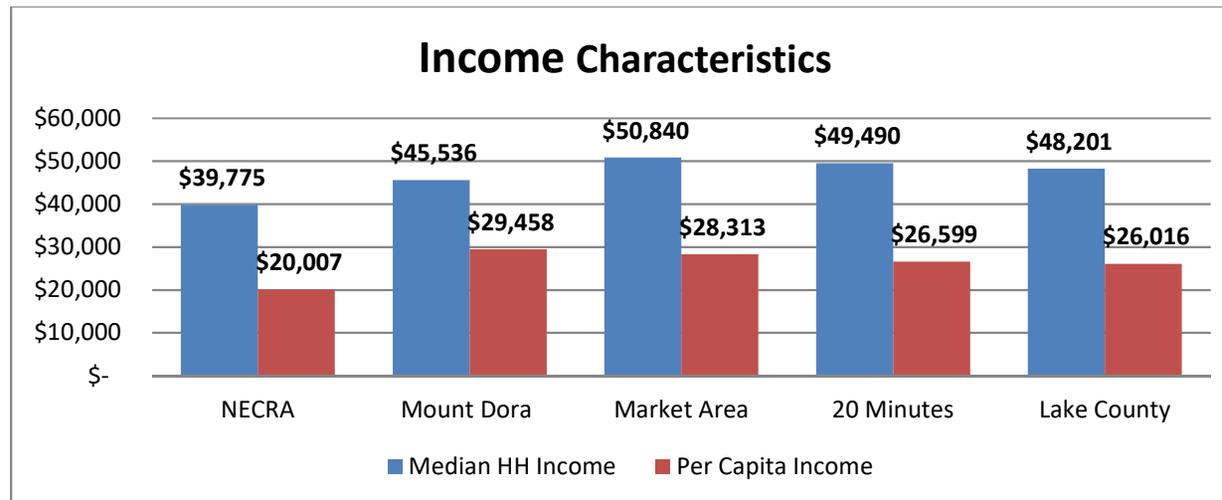
The annual budget indicates that Grants and Capital Outlays that have been allocated for NECRA have not been used for the past several years. According to the 2015 year end budget, there is a fund balance of \$1,243,985.

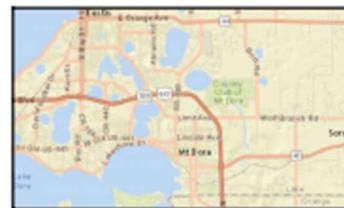
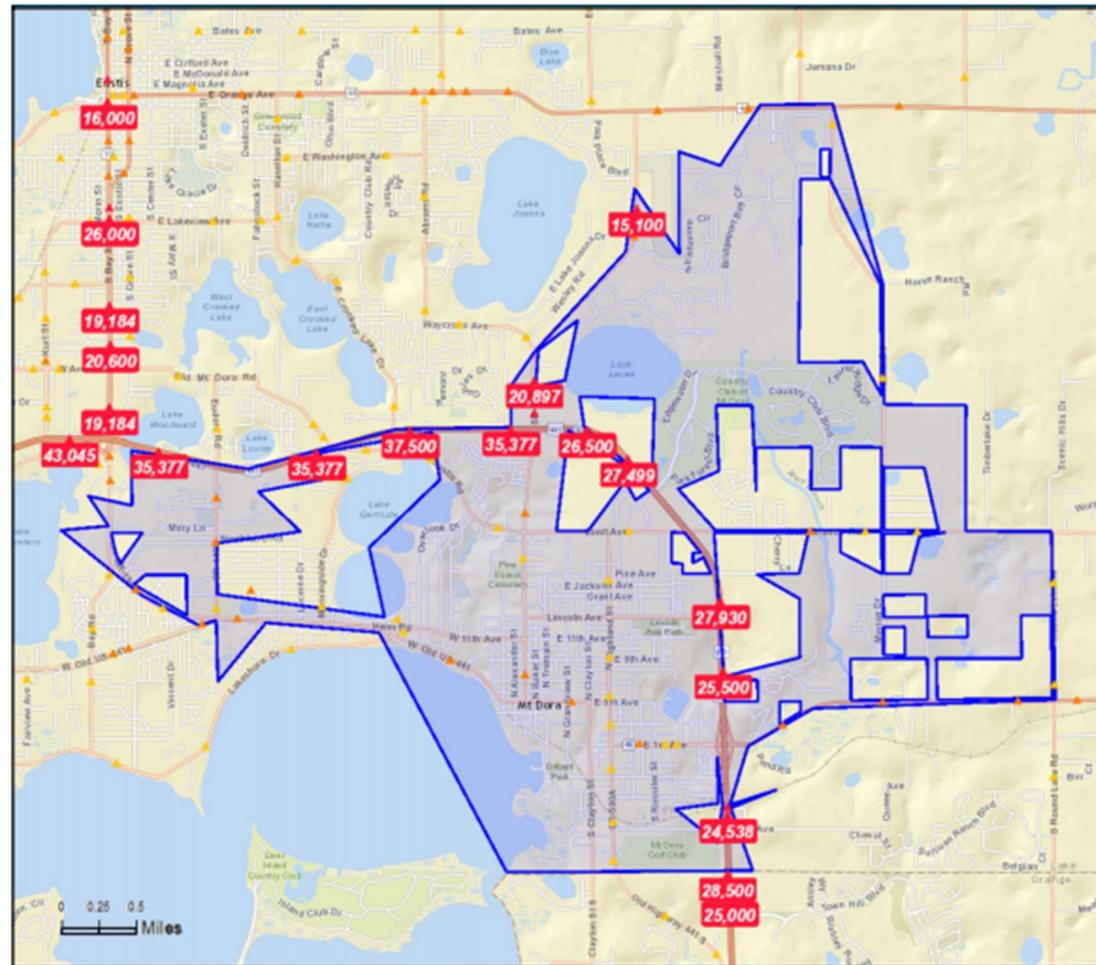
Investment Driver: Markets

Key Observations

There seems to be a disconnect between Downtown Mount Dora and the Northeast part of Mount Dora. Driving tour maps do not offer the NECRA area as having any significant points of interest. This includes the historic driving map that does not identify Witherspoon Lodge or the Milner-Rosenwald Academy.

CRA Local Market Area





- Average Daily Traffic Volume**
- ▲ Up to 6,000 vehicles per day
 - ▲ 6,001 - 15,000
 - ▲ 15,001 - 30,000
 - ▲ 30,001 - 50,000
 - ▲ 50,001 - 100,000
 - ▲ More than 100,000 per day



Mount Dora Traffic Counts

Population

Population Summary

TOTAL POPULATION	NECRA	Mount Dora	Market Area	20 Minutes	Lake County
Population	1,999	13,875	603,712	111,466	326,226

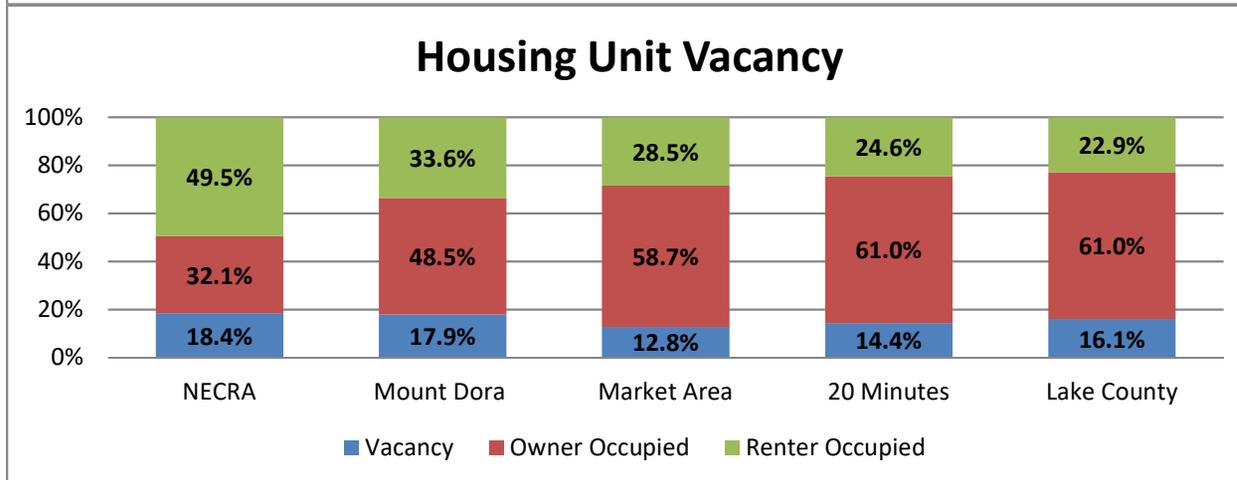
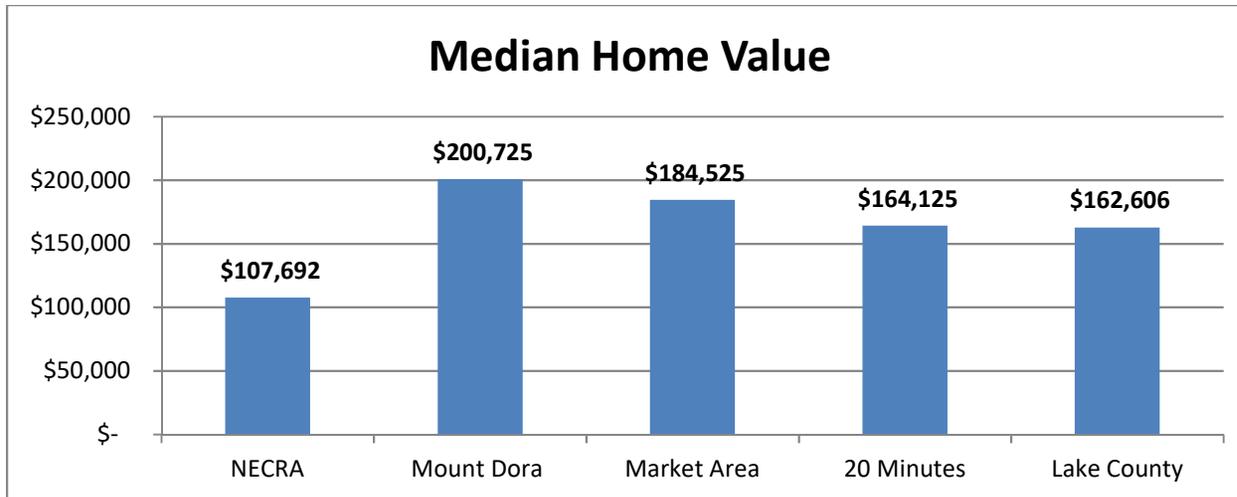
Daytime Pop.

Population Age

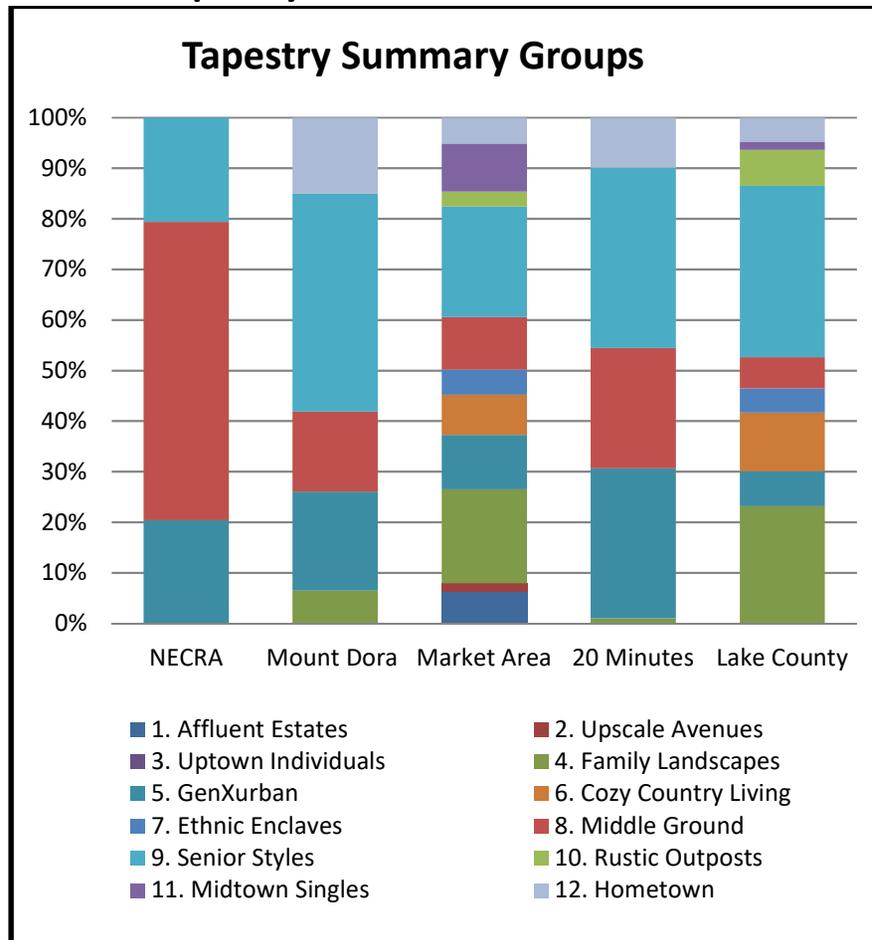
2016 Population by Age	
0-4	5.1%
5-9	4.7%
10-14	5.0%
15 - 24	9.9%
25 - 34	9.6%
35 - 44	10.2%
45 - 54	11.8%
55 - 64	14.2%
65 - 74	14.5%
75 - 84	9.3%
85 +	5.5%

Households

HOUSING UNITS	NECRA	Mount Dora	Market Area	20 Minutes	Lake County
Housing Units	832	7,535	279,269	52,085	156,817



Market Tapestry



Lifestyles

For more than 30 years, companies, agencies, and organizations have used segmentation to divide and group their consumer markets to more precisely target their best customers and prospects. This targeting method is superior to using “scattershot” methods that might attract these preferred groups. Segmentation explains customer diversity, simplifies marketing campaigns, describes lifestyle and life stage, and incorporates a wide range of data.

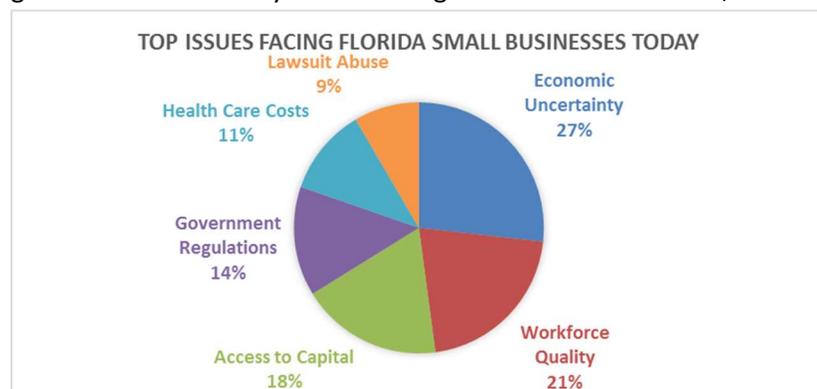
Investment Driver: Regulation

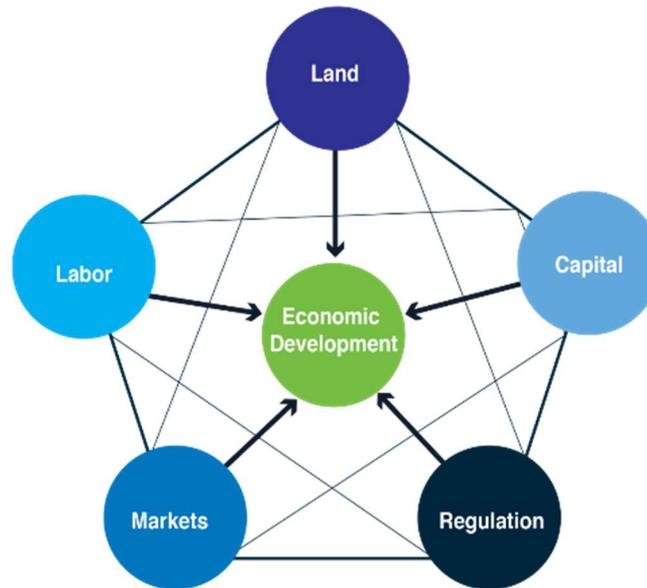
Business Friendly does not only mean smiling, courteous or friendly. Cities must provide a professional response with an expedited solution. City staff has a reputation of being very courteous and helpful; however, the county does not share that reputation. The City regulations governing the interior and/or exterior remodeling for buildings are considered restrictive for businesses considering a location within the Grandview District.

Infill development in the CRA can help raise the tax base and surrounding property values. However, private developers cannot generate adequate returns on investment to justify the investment risk if the barriers for entry include prohibitive regulations requiring additional time and money. Typically, lenders view redevelopment projects as being very risky and are reluctant to fund them. By identifying the barriers for development, the City can aid development in this area.

The regulatory staff must continue to work to encourage growth and facilitate development of the area and fight any perception of non-responsiveness. Difficult, expensive and lengthy processes to permit new and existing businesses are shown to be a significant obstacle in plans for expansion. Slow response by government cost businesses money and will influence expansion plans. A review of regulations regarding multi-family development in the Community Redevelopment Area designed to encourage residential occupancy is needed to create the nucleus required for the Grandview Business District to survive and thrive.

The Florida Chamber of Commerce reports that while 54 percent of small businesses expect to hire during the next six months, they are worried about the future of the economy. While there is optimism in the business community, there are concerns that workforce quality, access to capital, government regulations and health care costs will continue to be areas that businesses cannot control. Listed as the top obstacles for business growth are uncertainty about what government will do next, too much regulation and requirements of the federal health care bill. (source OBJ 04816)





Market Demand and Market Potential

*“Not everything that can be counted, counts; and not everything that counts, can be counted.”
-Albert Einstein*

Market Demand (and associated development capacity) is identified through the analysis of existing conditions, and evaluates growth based on normal economic conditions, many of which the City and NECRA have little direct influence over. Market demand evaluates the current need for additional office space, the amount of additional retail and commercial space that the market could support, and the additional residential units that will be necessary to accommodate population growth.

Market Potential is the estimation of development capacity that MAY become available through the convergence of brand strength, regulatory efficiency, financial feasibility and developer execution. Market potential analysis evaluates migration trends and mobility rates; i.e. how many households move into an area, and how many move within a market area, and the additional commercial goods and services that those additional units may patronize.

Supply and demand analysis is not sufficient in an urban setting, or in an area that seeks more urban development. At the county level, new units must respond to demand and projected increases in households. At the local level however, especially at full stabilization, there is no increase in population if no units are to be built. Supply can create its own demand, but “they will come” only works if units are matched to the households that make up the potential market.

Retail and restaurant market potential will be driven by branding and revitalization of the Grandview Business District area; as well as realization of residential market potential. Residential development can drive the need for new commercial space, especially to serve locally generated employment and entrepreneurship.

The bottom line however, is that market demand analysis looks at the past, while market potential looks to the future. For the Grandview Business District area, RMA believes that it is not the quantity of market demand that is important; rather, it is the quality of market potential. The difference between economic development and redevelopment is that economic development serves and capitalizes on the market while redevelopment changes the market or creates a new one. Redevelopment is about realizing market potential, and the Grandview district of Mount Dora has significant potential and opportunity for market change!

Market Analysis Summary and Potential

As previously mentioned, Market Potential is the estimation of development capacity that MAY become available through the convergence of brand strength, regulatory efficiency, financial feasibility and developer execution. Market potential analysis evaluates migration trends and mobility rates; i.e. how many households move into an area, and how many move within a market area, and the additional commercial goods and services that those additional units may patronize.

Residential

The opportunity to develop new residential in the Grandview Business District that attract entrepreneurs to the area is outstanding. Currently there is property available for this type development, approximately 1.25 acres owned by a party who is interested in working with the City to provide this type of product. This may include a portion of the property owned by the City on Gorham Street.

Retail

Service retailers and local restaurants are targeted businesses for this particular area. The reputation and draw of the two restaurants in Grandview is quite significant, and the emergence of Mount Dora as a culinary destination is an opportunity to expand other types of restaurants and entertainment venues, as well as retailers that provide condiments, market items and other similar provisions. This is a particularly interesting direction that is an outstanding opportunity for the District.

This chart indicates the square footage that the analysis indicates the area can support.

Retail

SUPPORTABLE SQUARE FEET	NECRA	Mount Dora	Market Area	20 Minutes	Lake County
Auto Parts, Accessories & Tire Stores	1,376	11,895	-	13,259	25,718
Furniture Stores	933	7,976	-	44,362	76,114
Home Furnishings Stores	611	1,534	-	-	-
Electronics & Appliance Stores	1,477	11,243	-	75,104	221,743
Bldg. Material & Supplies Dealers	1,007	11,923	-	-	-
Lawn & Garden Equip & Supply Stores	221	2,522	-	-	-
Grocery Stores	7,427	59,496	-	-	-
Specialty Food Stores	611	1,675	116,890	15,030	67,468
Beer, Wine & Liquor Stores	335	-	25,453	9,140	14,537
Health & Personal Care Stores	2,276	1,562	-	-	55,609
Gasoline Stations	13,906	105,923	3,929,537	636,090	1,957,585
Clothing Stores	2,756	21,220	115,013	195,604	570,889
Shoe Stores	600	-	46,788	25,254	87,320

Jewelry, Luggage & Leather Goods Stores	712	-	37,498	-	66,285
Sporting Goods/Hobby/Musical Instr	1,205	-	-	-	-
Book, Periodical & Music Stores	508	3,183	38,325	18,827	70,133
Department Stores Excluding Leased Depts.	9,193	-	-	-	-
Other General Merchandise Stores	3,528	26,814	-	143,234	306,963
Florists	81	934	2,989	-	-
Office Supplies, Stationery & Gift Stores	206	219	1,655	2,321	24,709
Other Miscellaneous Store Retailers	1,410	-	60,172	-	60,265
Full-Service Restaurants	-	-	52,706	-	7,076
Limited-Service Eating Places	1,720	-	-	-	-
Special Food Services	78	718	10,129	3,830	6,455
Drinking Places - Alcoholic Beverages	231	2,300	54,357	13,257	27,382
Total Supportable Retail Square Feet	74,350	464,622	4,374,320	1,419,211	3,645,827
Total Supportable Restaurant Square Feet	2,030	3,018	117,192	17,088	40,913
Total Supportable Square Feet	76,380	467,640	4,491,512	1,436,298	3,686,740

Opportunities

The final part of the market analysis is an assessment of economic development opportunities with five questions, used to link the public input and the market analysis to financial feasibility, regulatory reality, and brand connection for a realistic, implementable economic development strategy and action plan.

What should be preserved that will support new investment in Grandview?

The historic character and authenticity of this area should be preserved. The unique history that is the glue of this community continues to make a mark on the area.

What can be enhanced to encourage economic development and investment in Grandview?

The parks and activity center provide a cohesive anchor for this area, and should be improved and expanded.

What can be exposed and promoted to attract more development in the Grandview Business District, Mount Dora?

The unique businesses in Grandview and their success should be a focal point of social media throughout the area.

What can be invested in that will improve the Grandview Business District area's competitiveness?

Aesthetics and the welcoming attributes of a community are reasons that people chose to live in an area, and those are the same reasons that they choose to invest in an area. The signage that links this area to the surrounding communities is a key element to drive new investment.

What can be capitalized on to establish the Grandview Business District area as a good location for investment?

The Mound Dora brand should be a factor for investors to consider, as well as the African-American heritage and community.

Strategic Initiatives

Our business flare assessment provided significant insight into the priorities that the community considers to be significant to improve the area for business and investments, as well as the market research that provided a basis for our recommendations.

The specific initiatives recommended for the Grandview Business District include the following:

- 1) Implement a retail attraction branding, marketing and messaging program.

Specific tactics include:

- a) Develop the identity/ brand and campaign message for the Northeast Community Redevelopment Area.
- b) Identify a team of community advocates, to develop a Grandview brand that will be used consistently across all promotional channels and that will ensure that all branded campaigns portray a strong singular message defining the redevelopment message and encouraging awareness, interest and desirability to increase attraction to the entire city.
- c) Use regional and national promotional organizations and cross promote. Visit Florida, Southern Living, Garden and Guns and AAA are a few of the media resources that are candidates for advertisement.
- d) Piggyback with neighboring communities to capitalize on the areas attraction including crafts, music, art, cycling, markets and storytelling.
- e) Cross promote with the downtown to the existing customer base to encourage repeat visits and to engage new customers through: merchant and customer communications (email, direct mail, and advertising), special coupons/offerings and online promotions via social media or other online promotional tools.
- f) Evaluate the impact of these programs through event, intercept and/or phone surveys.

- 2) Target specific uses for this area, including residential live and work studios.

- 3) Improve the aesthetics of the area. Neighborhoods that are safe and aesthetically pleasing are key conditions for the quality of life of a community's residents. Neighborhoods define a community's character and are the place that residents should be able to enjoy life. Since aesthetics define a neighborhoods character, a program to enhance the look and feel of the District should be

Strategic Initiatives Continued

pursued. Initial efforts should focus on those areas with the most code violations, so that the community understands the importance of aesthetics and their quality of life.

- 4) Host regular events in the District through partnerships with the local business community. Events may start out as music fests, storytelling, Business After Hours, or events that are centered on certain specific target groups, such as culinary contests. The events may be varied and have themes, with branding and marketing as an integral part of the program. Continue to celebrate the history of the area through appropriate events that reflect the black heritage of the Grandview District, and be inclusive in the promotion of these historical attributes. The vision for Grandview is to once again be a lively, vibrant place that serves the community as a gathering place, and promotes the City's goals for the District. Regular events will need to be created to make the community aware of the district and managed so that they are a magnet for the entire surrounding population. Crafts, arts, music, dance, quilting, scrapbooking, canning, gardening, yoga, biking, running, walking.... The list goes on of synergetic activities that are the heartbeat of the community. The fire of the community will burn brighter if these events are encouraged in the Grandview Business District.
- 5) Improve and create, wayfinding and directional signage. Signage is a vital element of defining a sense of place. Community identity and messaging can be reinforced throughout the District and the City with consistency in signage, entry features and pedestrian wayfinding.
 - a) Create and install wayfinding signs
 - b) Work with a contracted design firm to develop the conceptual design of wayfinding signs and contract with a sign company to manufacture and install the wayfinding sign package to direct pedestrian and vehicular traffic to their destinations utilizing the brand components.
 - c) Invest in historic designation signs on the driving and walking tours to direct visitors to the area.
- 6) Advertise the incentive based program to encourage development of targeted uses. It will be imperative on the City to aggressively pursue development in the Grandview District and the NECRA as well. Economic development does not just occur, it must be actively pursued for certain areas.

Strategic Initiatives Continued

- 7) Expand the boundaries of the Grandview Business District north to Limit Avenue. This expansion will provide for commercial development in this area, in a planned environment that encourages smart growth.

