



Downtown Strategic Vision

Revised May 1, 2020

Crozet, Virginia



LETTER TO THE MAYOR

Dear, Roger,

Through our *Downtown Strategic Visioning Workshop* process, we assessed the five pillars of your downtown's mix: **Market Analysis, Design, Tourism & Promotion, Economic Vitality and Policy & Administration**, to provide a true roadmap to revitalization.

For Downtown Crozet, we identified and created a tailored strategy to enhance, revitalize, and mobilize your community's efforts. When properly fueled, your Downtown can be a powerful economic, tourism, and quality of life engine and our team of professionals was honored to help you define your potential and empower you to achieve it.

Downtown Strategies' Strategic Visioning Workshop operates on **three key tenets**: utilizing asset-based methodology based on the community's existing strengths and potentials, holistically evaluating the community's Downtown, and conducting the Workshop with community and stakeholder input.

The holistic approach utilized in the Workshop included varying degrees of emphasis on the five pillars:

- **Market Analysis** to uncover and define the **economic potential** in your Downtown area
- **Policy & Administration** to ensure the recommendations of the plan include a road map to turn them into reality by creating a strong foundation for a **sustainable revitalization effort**
- **Design** to support a **community's transformation** by enhancing the physical and visual assets that set the commercial district apart,
- **Tourism and Promotion** to position your downtown as the center of the community and **hub of economic activity**,
- **Economic Vitality** to assist new and existing businesses, **catalyze property development**, and create a supportive environment for entrepreneurs and innovators that drive local economies.

Downtown Strategies exists to assist communities in taking the next, or first, step in their Downtown's journey.



Jenn Gregory, President
Downtown Strategies
Retail Strategies

Finally, it is the participatory nature of the Workshop that makes it maximally effective. Since the plans were created considering input from the communities' citizens and stakeholders, the Workshop ensured a level of community-wide buy-in and enthusiasm that will lead to an unprecedented level of successful implementation.

We appreciate the opportunity to partner with you and your staff, and we look forward to continuing a strong and productive relationship as you embark on your revitalization journey.

PREFACE

Crozet is situated along the I-64 corridor approximately 12 miles west of Charlottesville and 21 miles east of Staunton.

Originally called "Wayland's Crossing," it was renamed in 1870 in honor of Colonel Claudius Crozet, the French-born civil engineer who directed the construction of the Blue Ridge Tunnel.

The corner stone of Crozet is believed to have been Pleasant Green, a property also known as the Ficklin-Wayland Farm, located just about 130 yards from the actual Wayland Crossing. Claudius Crozet is said to have lodged in that property while surveying the land that today honors his name.

Traditionally a railroad town with farming and orchards, Crozet has become much more culturally diverse since the turn of the century (2000). Many of the new residents are outdoor enthusiasts. Home based, online employment is common and many work professional jobs in nearby Charlottesville. Wineries and breweries have blossomed in the area providing tourism and employment.

Crozet Park also hosts the semiannual Crozet Arts and Crafts Festival on Mother's Day weekend and the second weekend of October. It has been held in Claudius Crozet Park for the past 36 years, and has recently partnered with the local YMCA. This event typically features live entertainment, local food trucks, and local breweries and wineries. It is attended by artists all over Virginia, as well as all along the east coast.

Over the past fifteen years, Crozet has seen an increasing rate of housing development. In 2001, the Albemarle County Board of Supervisors approved the Crozet Master Plan in order to regulate development patterns and provide a public forum for discussing the topic. The Master Plan allows the population of Crozet to grow to over 12,000 people by the 2020s—more than four times the 2001 population. By 2013, the population had swelled to over 7000.

Another change coming to Crozet involves the redevelopment of the old Barnes Lumber property which encompasses much of the downtown section.

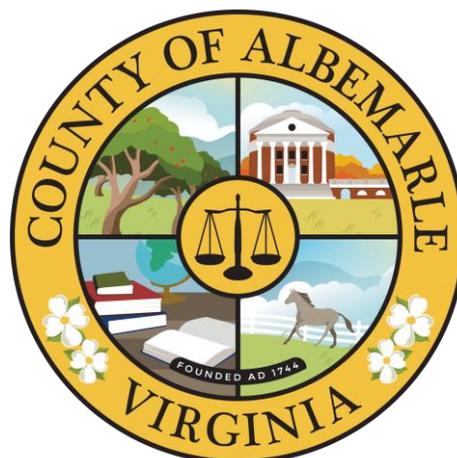


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downtown strategies

EXECUTIVE SUMMARY



 **NOW**
no cost

- 1 Serve as a conduit between small businesses and available resources amidst COVID-19.
- 2 Promote the benefits of state and federal tax credits to property owners in Downtown Crozet and support rehabilitation and redevelopment of historic properties in the Downtown area.
- 3 Work with property owners and community leaders to develop a plan to begin backfilling vacant properties, starting with short term leasing.
- 4 Create phased plan for wayfinding signage system, including parking signage in first phase.
- 5 Create a Facebook page to promote community activities, merchants, improvements and opportunities for gathering. Be sure to incorporate a revolving content calendar.
- 6 Enhance existing special event plans with opportunities for economic impact such as vendor spaces for retailers and restaurants.
- 7 Assemble a prospect list for recruiting local and regional based retail according to categories identified in report.



 **YEAR 1-3**
minimal
investment

- 1 Create a part-time position or add specific Downtown related focus to existing position for implementation of this plan and ongoing support.
- 2 Create a BID plan, and take steps to establish a Special Service District.
- 3 Engage consultant to create Design Guidelines booklet.
- 4 Establish Façade Improvement Incentive Program and publicize to existing and prospective property owners.
- 5 Install wayfinding signage system in phases.
- 6 Establish an Art in Public Places program to incorporate sculptures, installations, murals, and interactive displays with color throughout the Downtown district.
- 7 Partner with the local school district and local artisans on the design and construction of a collection of artistic bike racks to be placed in pivotal locations throughout the community for enhanced cyclist experience.
- 8 Engage consultant to do a branding exercise to develop a new logo, brand statement, and story, and incorporate this message in all local and tourism based promotions.



 **YEAR 3-5**
long-term
investment

- 1 Develop a bike and scooter rental program at the new Barnes Lumber development to promote Downtown as a recreational hub for Crozet.
- 2 Invest in/partner for streetscape amenities to enhance pedestrian space of redeveloped properties within corridor.
- 3 Albemarle County should continue prioritizing neighborhood connectivity and walkability, investing in infrastructure improvements such as greenways, sidewalks, bike paths, or multi-use paths to adjacent walkable neighborhoods.
- 4 Develop a multi-media branding campaign to strategically position Crozet as a residential and quality of life destination.
- 5 Continue this support by assisting with community event planning and promotion, branding, and promotion of this shopping and lifestyle destination.

In the next 12 months, our team can grade your community's progress, re-evaluate your needs, and identify which future opportunities should be tackled next. We are here to be your guide.



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downtown strategies

MARKET ANALYSIS

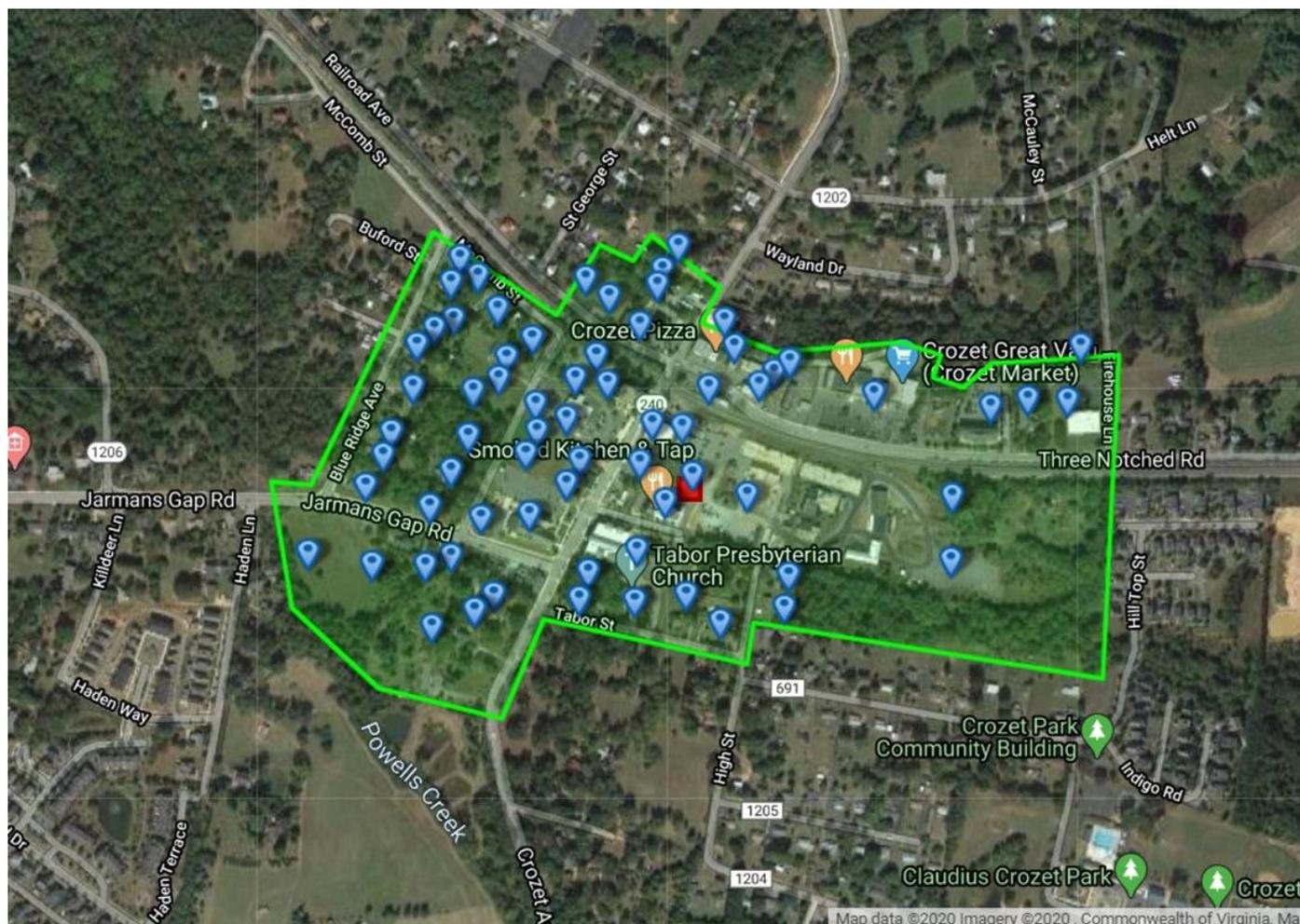
We begin by assessing your consumers from multiple geographies. Using our advanced analytics and proprietary tools, we uncover and define the economic potential in your Downtown area based on a custom trade area derived from mobile data tracking.



MARKET ANALYSIS

Diving into the Data

For your Downtown, assessing your consumers from multiple geographies is key. Using our advanced analytics, and proprietary tools, we help you **uncover** and **define** the **economic potential** in your Downtown area.



Downtown Study Area

Crozet has a prominent and easily identifiable Downtown that is primarily located at the base of the Blue Ridge Mountains. Through proper implementation of our recommended strategies, and a focus on placemaking and business development, this defined area has the great potential to become a premier destination and gathering place.



MARKET ANALYSIS

Our Research

Memberships, Subscriptions & Customized Reports

Crittenden Research



Downtown Strategies is proud to be a member of Main Street America and the International Downtown Association.



A PROUD MEMBER OF



Research Partners & Geographic Information Systems





MARKET ANALYSIS

Our Research

Where does all this information come from?

Here are a few of the demographic data sources used:





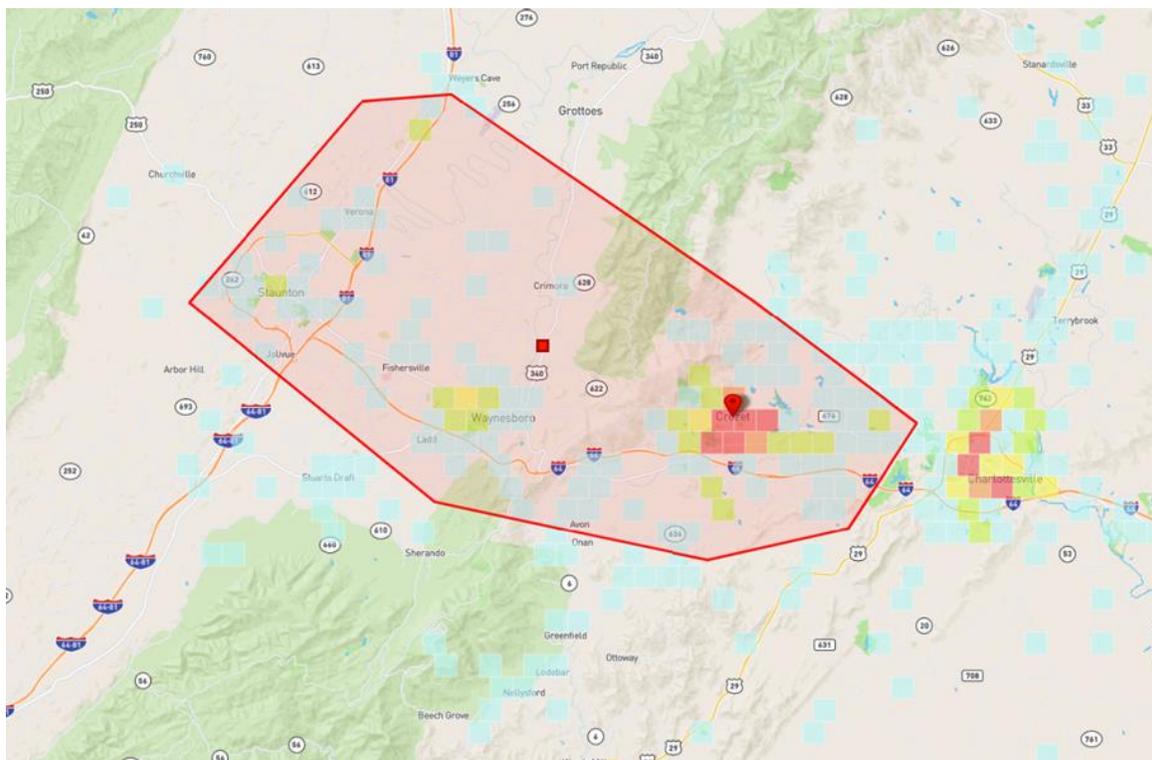
MARKET ANALYSIS

Mobile Data Tracking

Mobile data tracking uses **data collected from mobile phone users** who have agreed within their apps and phone settings to enable location information. This technology includes mobile phone data with **latitude and longitude points** that are accurate to approximately 20 feet. Data inputs are updated as quickly as every 24-hours.

The data shown **includes shoppers who visited the defined location** during a 1-year time period. This tool allows us to identify where consumers are actually coming from to shop in your market (Custom Trade Area) using actual data. This information is used to optimize your trade area, analyze business locations, compare frequency of visitors, and more **accurately predict business success**.

This data is intended to support the trade area, but does not solely define the trade area.



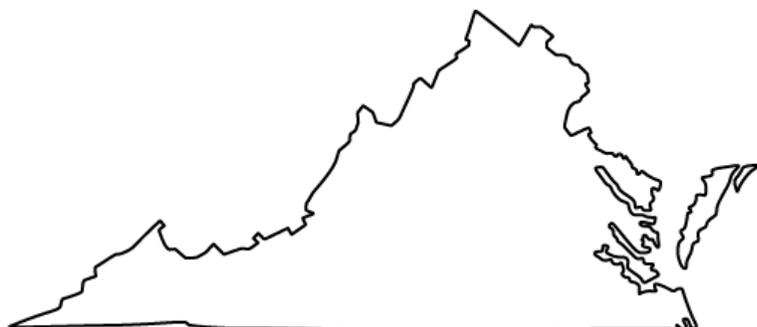
The locations tracked were **Dollar General / Smoked Kitchen & Tap**

for the time period of **January 2019 – January 2020**

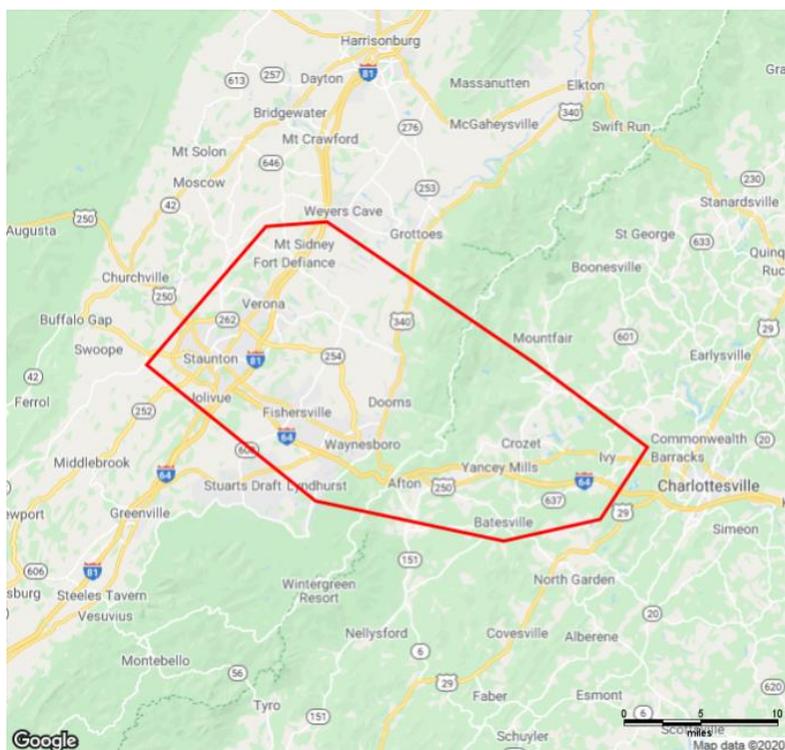


MARKET ANALYSIS

Our Research



State of Virginia
Population – 8.6 Million



Crozet, VA (CTA)
Population – 103,946

*The following demographics (pages 14-25) reflect the Custom Trade Area (CTA) and not geographic community boundaries.



MARKET ANALYSIS

Our Research

103,946

2019 estimated
population

109,829
projected 2024
population



5.7%
projected growth rate
2019-2024

41

male avg. age

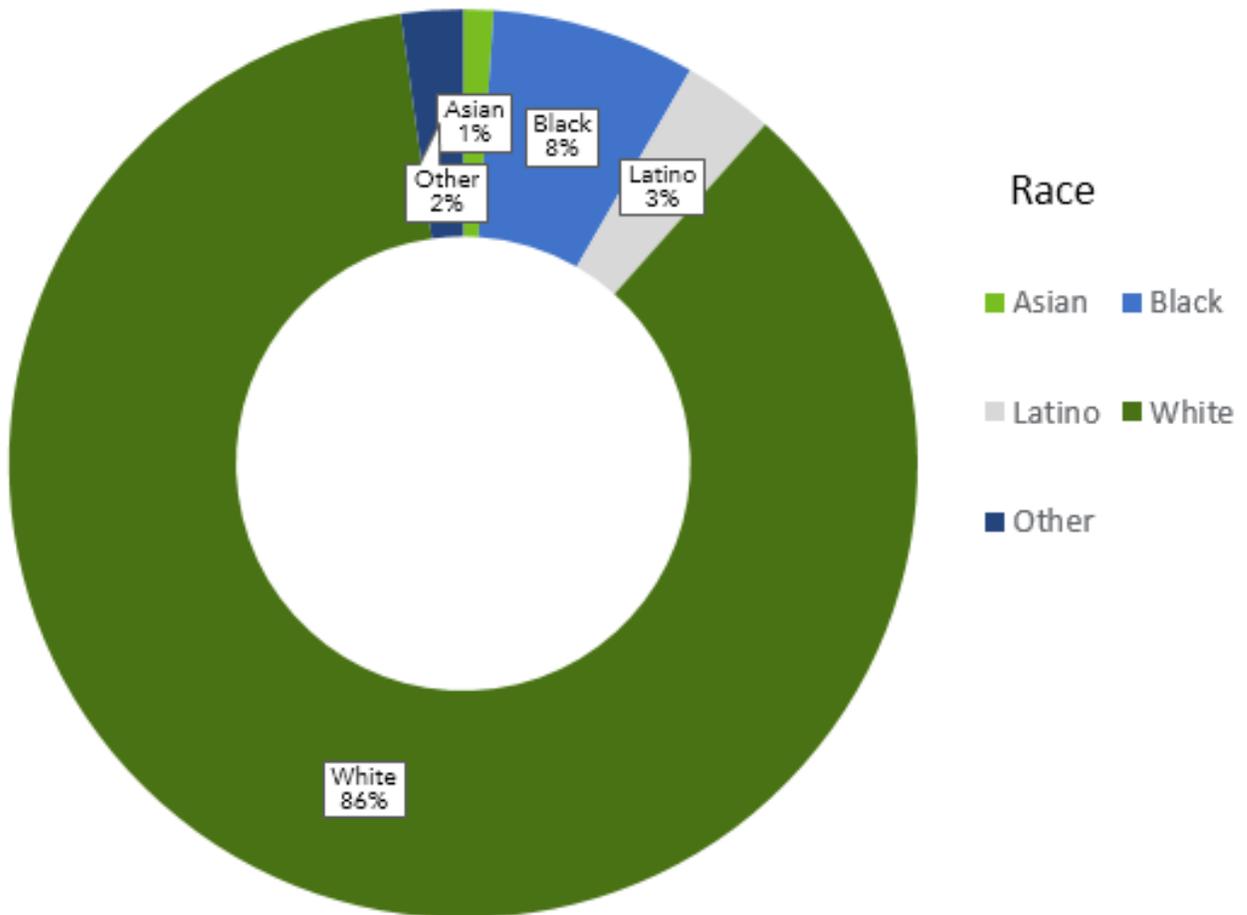
43

female avg. age



MARKET ANALYSIS

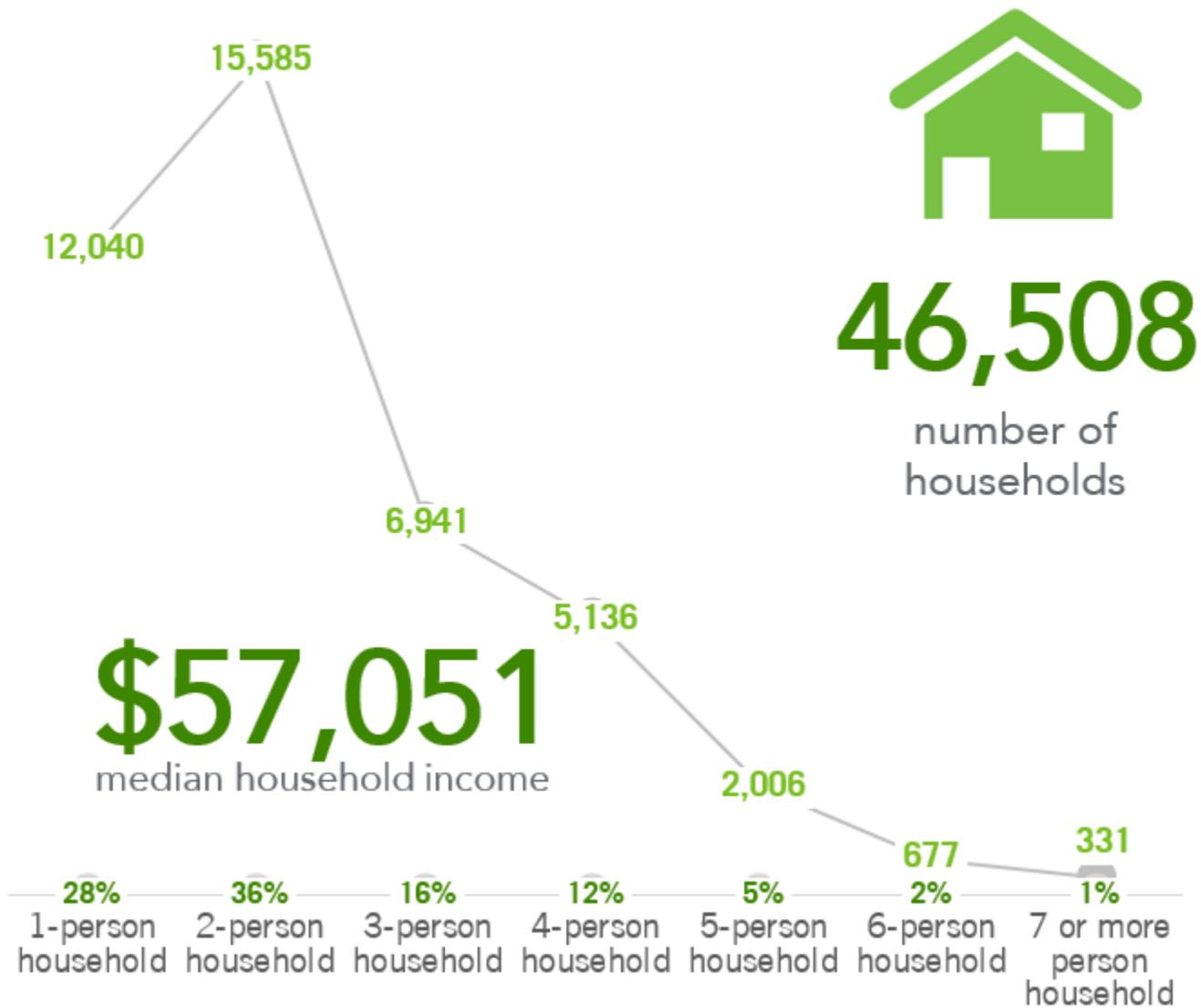
Our Research





MARKET ANALYSIS

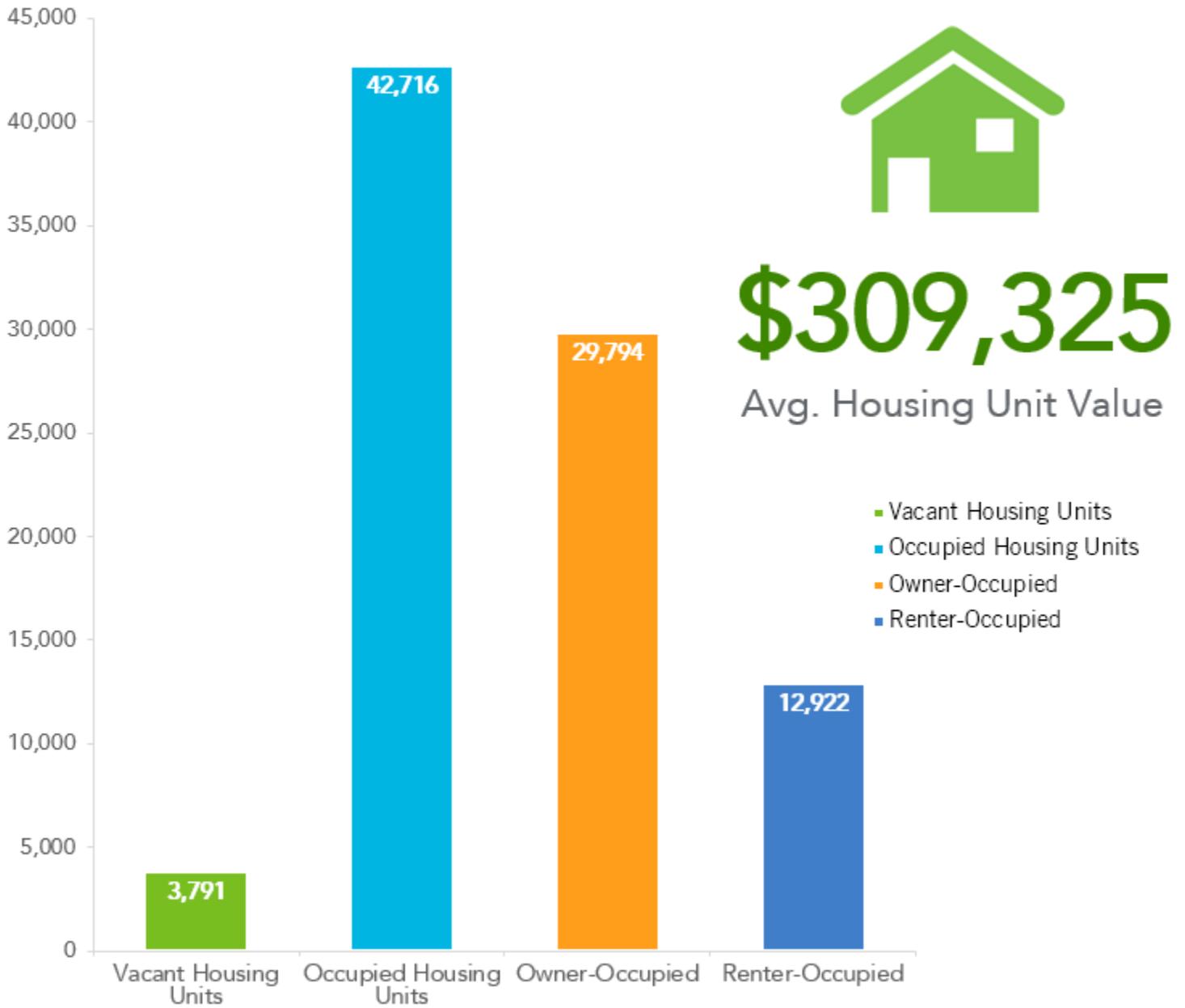
Our Research





MARKET ANALYSIS

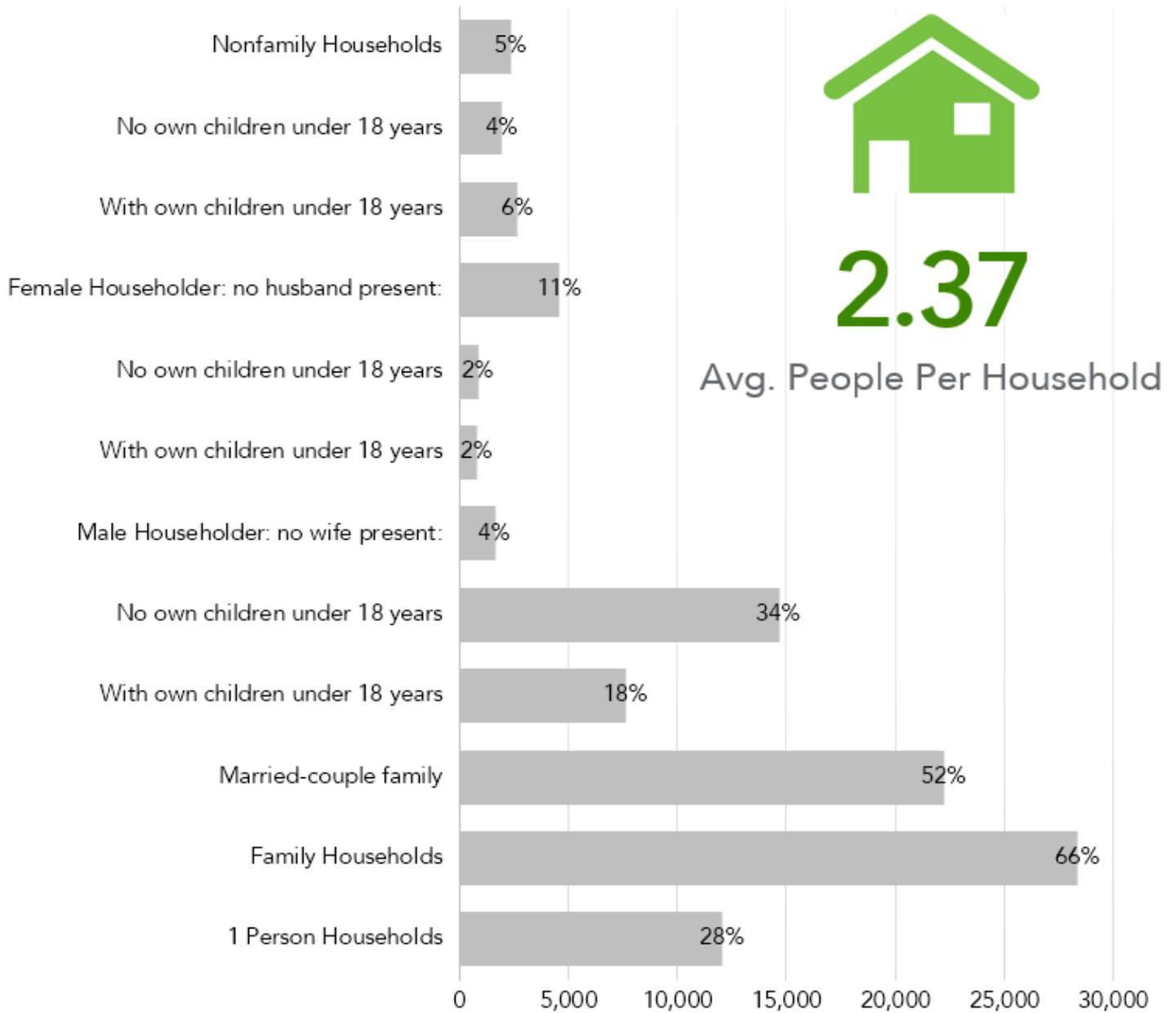
Our Research





MARKET ANALYSIS

Our Research



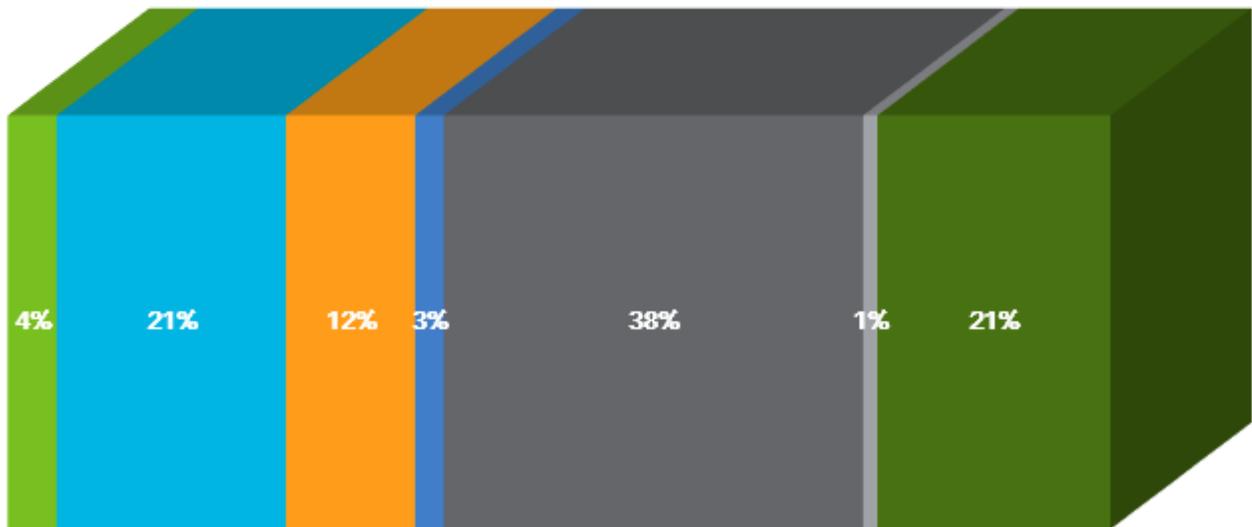


MARKET ANALYSIS

Our Research

DAYTIME POPULATION

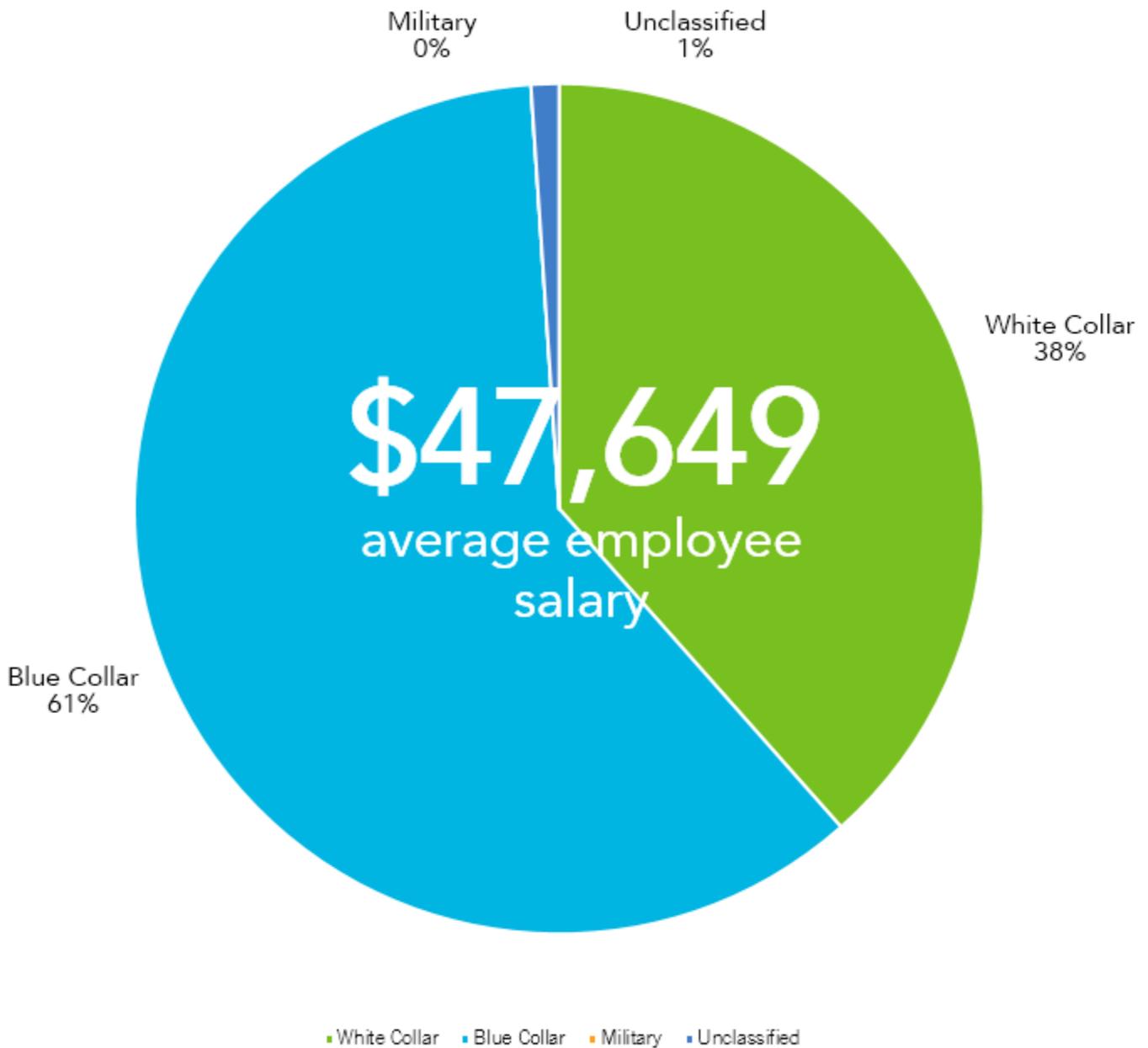
- Children at home
- Retired/Disable persons
- Homemakers
- Work at Home
- Employed
- Unemployed
- Student Populations





MARKET ANALYSIS

Our Research

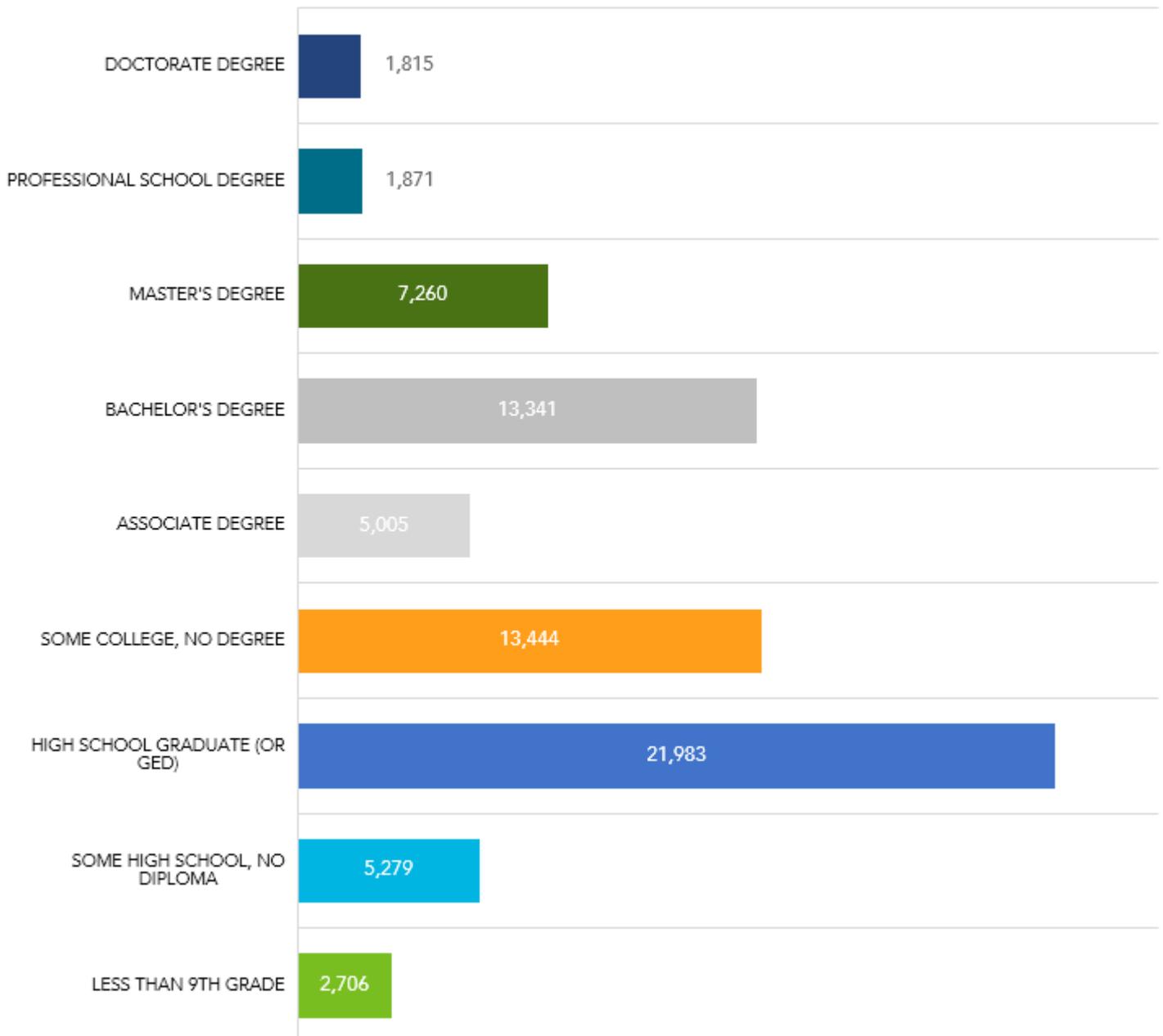




MARKET ANALYSIS

Our Research

CURRENT YEAR ESTIMATED POPULATION AGE 25+
BY EDUCATIONAL ATTAINMENT



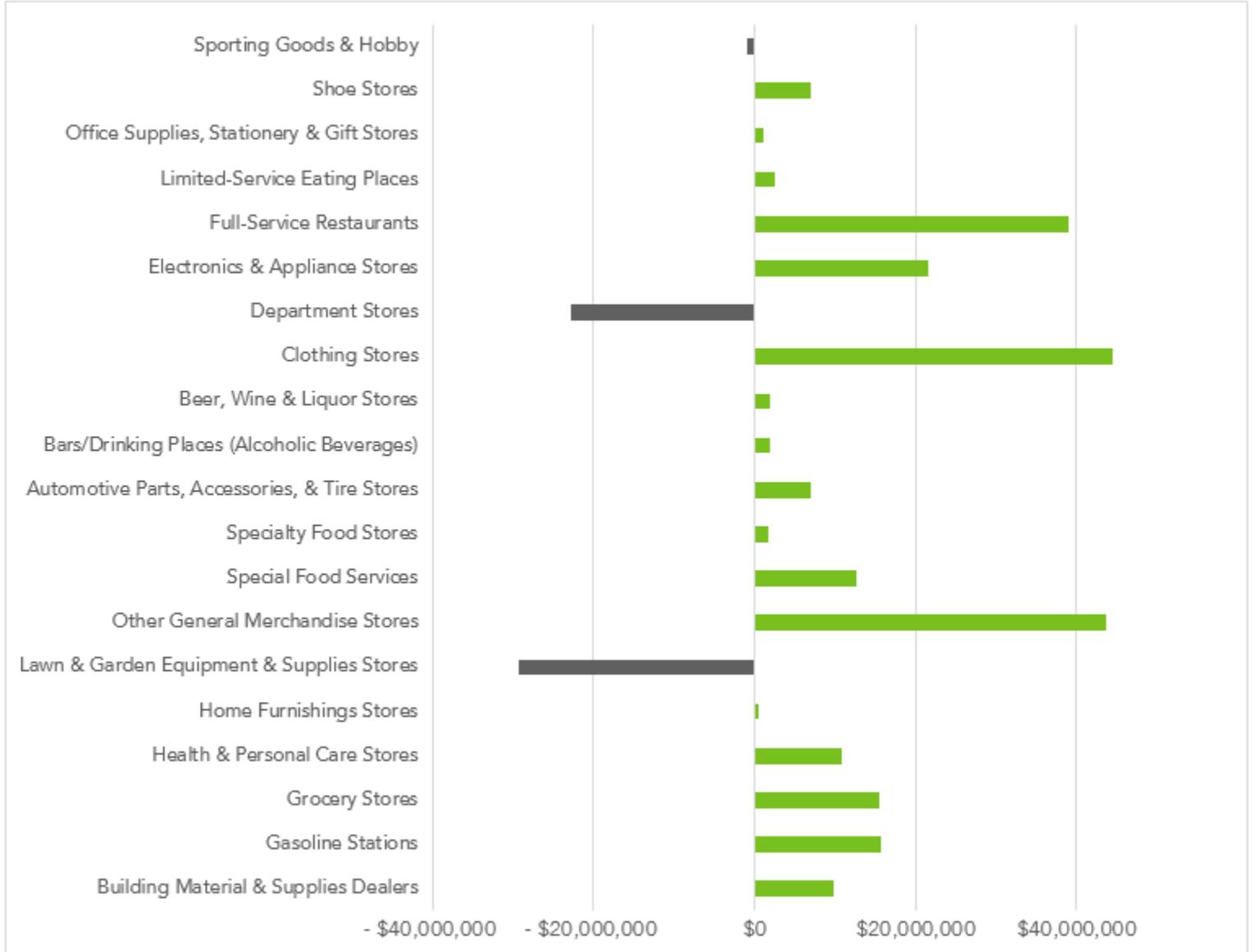


MARKET ANALYSIS

Our Research

CONSUMER DEMAND AND SUPPLY (OPPORTUNITY GAP)

← Surplus Shortage →



*Dollars shown as factor of 1,000

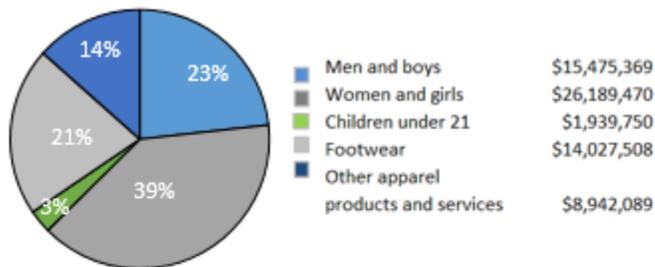


MARKET ANALYSIS

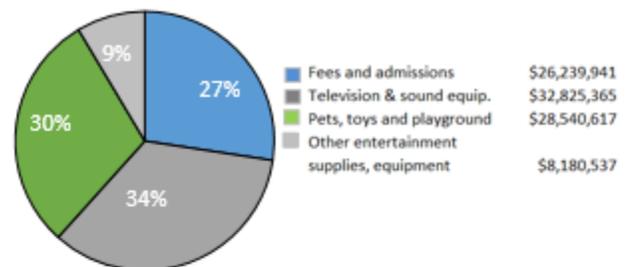
Annual Consumer Spending Patterns

By utilizing mobile data collection, data and analytics, and real estate acumen, our team identified shopping patterns within your Custom Trade Area that will answer key questions for your revitalization efforts. Based on the CTA, we analyzed consumer expenditures annually in 5 retail categories: Apparel & Services, Household Equipment, Entertainment, Food & Beverages, and Others.

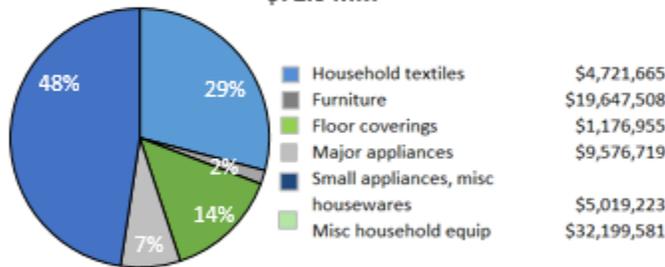
Apparel and Services \$66.3 MM



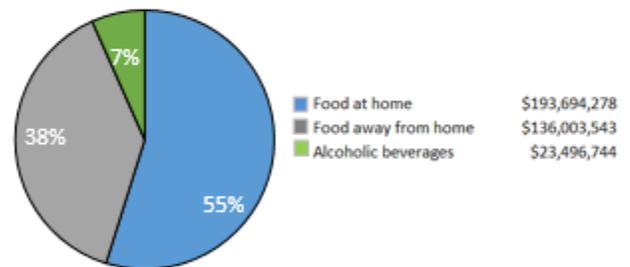
Entertainment \$95.8 MM



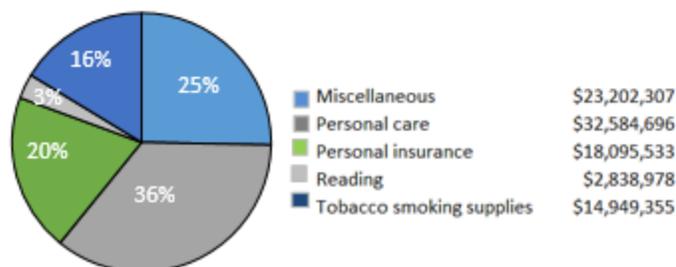
Household Equipment \$72.3 MM



Food and Beverages \$353.2 MM



Other Categories \$91.7 MM

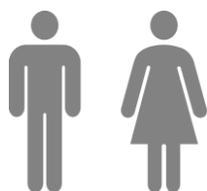




MARKET ANALYSIS

Commute Profile

Workers



46,559
2013-2017 ACS
Workers Age 16+



5%
2013-2017 ACS
Workers Age 16+ Worked
at Home (%)



83%
Estimated % Workers 16+
Drove Alone to Work

Transportation to Work



< 1%
Took Public Transportation



8.0%
Carpooled

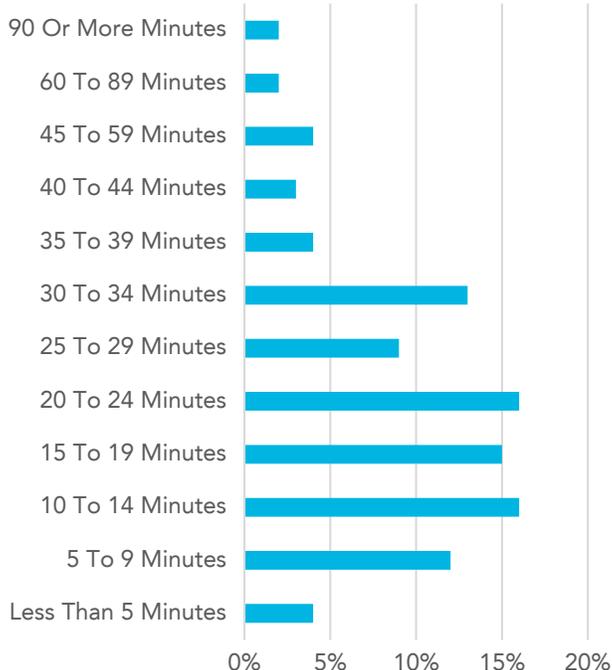


2.0%
Walked to Work



< 1%
Biked to Work

Travel Time to Work



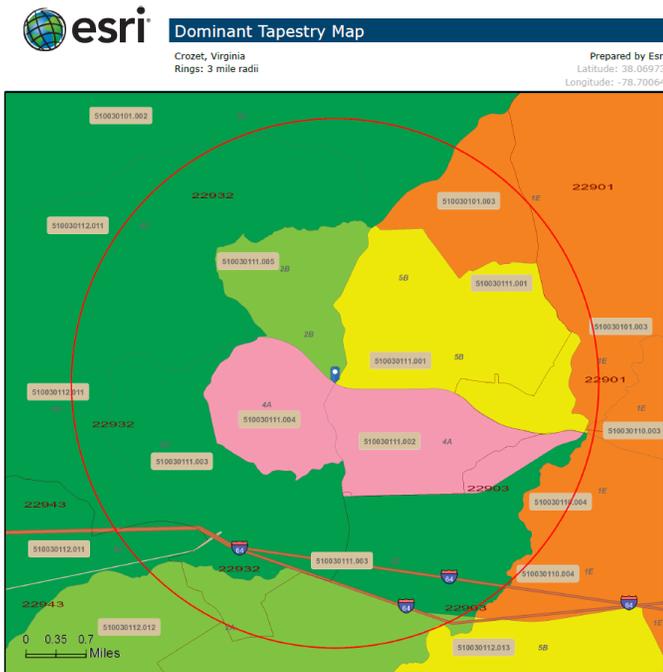


MARKET ANALYSIS

Tapestry Segmentation Profile

Tapestry Segmentation classifies neighborhoods into 67 unique segments based not only on demographics but also socioeconomic characteristics. It describes US neighborhoods in easy-to-visualize terms, ranging from Soccer Moms to Heartland Communities.

Tapestry gives you insights to help you identify your best customers, optimal sites, and underserved markets by understanding customers' lifestyle choices, what they buy, and how they spend their free time.



Tapestry LifeMode

- L1: Affluent Estates
- L2: Upscale Avenues
- L3: Uptown Individuals
- L4: Family Landscapes
- L5: GenXurban
- L6: Cozy Country
- L7: Ethnic Enclaves
- L8: Middle Ground
- L9: Senior Styles
- L10: Rustic Outposts
- L11: Midtown Singles
- L12: Hometown
- L13: Next Wave
- L14: Scholars and Patriots



Tapestry Segmentation Area Profile

Crozet, Virginia
Ring: 3 mile radius

Prepared by Esri
Latitude: 38.06973
Longitude: -78.70064

Top Twenty Tapestry Segments

Rank	Tapestry Segment	2019 Households		2019 U.S. Households		Index
		Percent	Cumulative Percent	Percent	Cumulative Percent	
1	Soccer Moms (4A)	59.4%	59.4%	2.9%	2.9%	2030
2	In Style (5B)	17.4%	76.8%	2.2%	5.1%	775
3	The Great Outdoors (6C)	11.8%	88.6%	1.6%	6.7%	753
4	Pleasantville (2B)	7.3%	95.9%	2.2%	8.9%	334
5	Exurbanites (1E)	2.1%	98.0%	1.9%	10.8%	110
Subtotal		98.0%		10.8%		



MARKET ANALYSIS

Tapestry Segmentation Profile



LifeMode Group: Family Landscapes

Soccer Moms

4A

Households: 3,541,300

Average Household Size: 2.97

Median Age: 37.0

Median Household Income: \$90,500

WHO ARE WE?

Soccer Moms is an affluent, family-oriented market with a country flavor. Residents are partial to new housing away from the bustle of the city but close enough to commute to professional job centers. Life in this suburban wilderness offsets the hectic pace of two working parents with growing children. They favor time-saving devices, like banking online or housekeeping services, and family-oriented pursuits.

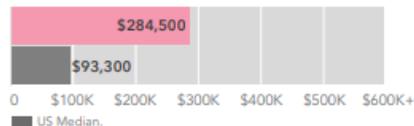
INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income



Median Net Worth



OUR NEIGHBORHOOD

- Soccer Moms residents prefer the suburban periphery of metropolitan areas.
- Predominantly single family, homes are in newer neighborhoods, 34% built in the 1990s (Index 236), 31% built since 2000.
- Owner-occupied homes have high rate of mortgages at 68% (Index 164), and low rate vacancy at 4%.
- Median home value is \$257,400.
- Most households are married couples with children; average household size is 2.97.
- Most households have 2 or 3 vehicles; long travel time to work including a disproportionate number commuting from a different county (Index 132).

SOCIOECONOMIC TRAITS

- Education: 40.5% college graduates; more than 72% with some college education.
- Low unemployment at 3.8%; high labor force participation rate at 71%; 2 out of 3 households include 2+ workers (Index 124).
- Connected, with a host of wireless devices from iPods to tablets—anything that enables convenience, like banking, paying bills, or even shopping online.
- Well insured and invested in a range of funds, from savings accounts or bonds to stocks.
- Carry a higher level of debt, including first (Index 149) and second mortgages (Index 154) and auto loans (Index 149).

MARKET PROFILE (Consumer preferences are estimated from data by GfK MRI)

- Most households own at least 2 vehicles; the most popular types are minivans and SUVs.
- Family-oriented purchases and activities dominate, like 4+ televisions (Index 154), movie purchases or rentals, children's apparel and toys, and visits to theme parks or zoos.
- Outdoor activities and sports are characteristic of life in the suburban periphery. They attend sporting events, as well as participate in them like bicycling, jogging, golfing, and boating.
- Home maintenance services are frequently contracted, but these families also like their gardens and own the tools for minor upkeep, like lawn mowers, trimmers, and blowers.





MARKET ANALYSIS

Tapestry Segmentation Profile



LifeMode Group: GenXurban

In Style

5B

Households: 2,764,500

Average Household Size: 2.35

Median Age: 42.0

Median Household Income: \$73,000

WHO ARE WE?

In Style denizens embrace an urbane lifestyle that includes support of the arts, travel, and extensive reading. They are connected and make full use of the advantages of mobile devices. Professional couples or single households without children, they have the time to focus on their homes and their interests. The population is slightly older and already planning for their retirement.

INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income



Median Net Worth



OUR NEIGHBORHOOD

- City dwellers of large metropolitan areas.
- Married couples, primarily with no children (Index 112) or single households (Index 109); average household size at 2.35.
- Home ownership average at 68% (Index 108); nearly half, 47%, mortgaged (Index 114).
- Primarily single-family homes, in older neighborhoods (built before 1980), with a mix of town homes (Index 132) and smaller (5-19 units) apartment buildings (Index 110).
- Median home value at \$243,900.
- Vacant housing units at 8.6%.

SOCIOECONOMIC TRAITS

- College educated: 48% are graduates (Index 155); 77% with some college education.
- Low unemployment is at 3.6% (Index 66); higher labor force participation rate is at 67% (Index 108) with proportionately more 2-worker households (Index 110).
- Median household income of \$73,000 reveals an affluent market with income supplemented by investments (Index 142) and a substantial net worth (Index 178).
- Connected and knowledgeable, they carry smartphones and use many of the features.
- Attentive to price, they use coupons, especially mobile coupons.

MARKET PROFILE (Consumer preferences are estimated from data by GfK MRI)

- Partial to late model SUVs: compact SUVs are gaining popularity.
- Homes integral part of their style; invest in home remodeling/maintenance, DIY or contractors; housekeeping hired.
- Prefer organic foods, including growing their own vegetables.
- Financially active, own a variety of investments often managed by a financial planner.
- Meticulous planners, both well insured and well invested in retirement savings.
- Generous with support of various charities and causes.
- Actively support the arts, theater, concerts, and museums.



MARKET ANALYSIS

Tapestry Segmentation Profile



LifeMode Group: Cozy Country Living **The Great Outdoors**



Households: 1,908,600
Average Household Size: 2.44
Median Age: 47.4
Median Household Income: \$56,400

WHO ARE WE?

These neighborhoods are found in pastoral settings throughout the United States. Consumers are educated empty nesters living an active but modest lifestyle. Their focus is land. They are more likely to invest in real estate or a vacation home than stocks. They are active gardeners and partial to homegrown and home-cooked meals. Although retirement beckons, most of these residents still work, with incomes slightly above the US level.

INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income



Median Net Worth



OUR NEIGHBORHOOD

- Over 55% of households are married-couple families; 36% are couples with no children living at home.
- Average household size is slightly smaller at 2.44.
- Typical of areas with rustic appeal, the housing inventory features single-family homes (77%) and mobile homes (15%); a significant inventory of seasonal housing is available (Index 397).
- Residents live in small towns and rural communities throughout the West, South, and Northeast regions of the country.
- More than half of all homes were constructed between 1970 and 2000.
- Most households have one or two vehicles; average travel time to work is slightly higher (28 minutes) despite a disproportionate number that work from home (Index 149).

SOCIOECONOMIC TRAITS

- 60% have attended college or hold a degree.
- Unemployment is lower at 4.8% (Index 88), but so is labor force participation at 60%.
- Typical of neighborhoods with older residents, income from retirement and Social Security is common, but residents also derive income from self-employment and investments.
- Residents are very do-it-yourself oriented and cost conscious.
- Many service their own autos, work on home improvement and remodeling projects, and maintain their own yards.
- They prefer domestic travel to trips abroad.

MARKET PROFILE (Consumer preferences are estimated from data by GfK MRI)

- Satellite dishes and riding lawn mowers are familiar sights in these rural settings, along with multiple vehicles; four-wheel drive trucks are popular, too.
- Residents are members of AARP and veterans' clubs and support various civic causes.
- Technology is not central in their lives: light use of Internet connectivity for shopping to entertainment.
- Most households have pets—dogs or cats.
- Television channels such as CMT, History, and Fox News are popular.
- They enjoy outdoor activities such as hiking, hunting, fishing, and boating.



MARKET ANALYSIS

Tapestry Segmentation Profile



LifeMode Group: Upscale Avenues **Pleasantville**

2B

Households: 2,718,100

Average Household Size: 2.88

Median Age: 42.6

Median Household Income: \$92,900

WHO ARE WE?

Prosperous domesticity best describes the settled denizens of *Pleasantville*. Situated principally in older housing in suburban areas in the Northeast (especially in New York and New Jersey) and secondarily in the West (especially in California), these slightly older couples move less than any other market. Many couples have already transitioned to empty nesters; many are still home to adult children. Families own older, single-family homes and maintain their standard of living with dual incomes. These consumers have higher incomes and home values and much higher net worth (Index 364). Older homes require upkeep; home improvement and remodeling projects are a priority—preferably done by contractors. Residents spend their spare time participating in a variety of sports or watching movies. They shop online and in a variety of stores, from upscale to discount, and use the Internet largely for financial purposes.

INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income



Median Net Worth



OUR NEIGHBORHOOD

- Suburban periphery of large metropolitan areas, primarily in Middle Atlantic or Pacific states.
- Most homes owned (and mortgaged) (Index 146).
- Households composed of older married-couple families, more without children under 18, but many with children over 18 years (Index 141).
- Older, single-family homes: two-thirds built before 1970, close to half from 1950 to 1969.
- One of the lowest percentages of vacant housing units at 4.5% (Index 39).
- Suburban households with 3 or more vehicles and a longer travel time to work (Index 132).

SOCIOECONOMIC TRAITS

- Education: 66% college educated, 37% with a bachelor's degree or higher.
- Low unemployment at 4.6%; higher labor force participation rate at 67% (Index 107); higher proportion of HHs with 2 or more workers (Index 118).
- Many professionals in finance, information/technology, education, or management.
- Median household income denotes affluence, with income primarily from salaries, but also from investments (Index 130) or Social Security (Index 106) and retirement income (Index 122).
- Not cost-conscious, these consumers willing to spend more for quality and brands they like.
- Prefer fashion that is classic and timeless as opposed to trendy.
- Use all types of media equally (newspapers, magazines, radio, Internet, TV).

MARKET PROFILE (Consumer preferences are estimated from data by GfK MRI)

- Prefer imported SUVs, serviced by a gas station or car dealer.
- Invest in conservative securities and contribute to charities.
- Work on home improvement and remodeling projects, but also hire contractors.
- Have bundled services (TV/Internet/phone).
- Access the Internet via fiber optics or cable modem, on a newer computer, to pay bills, make purchases, and track investments.
- Subscribe to premium channels (HBO, Showtime, or Starz) and use video-on-demand to watch TV shows and movies.
- Enjoy outdoor gardening, going to the beach, visiting theme parks, frequenting museums, and attending rock concerts.



MARKET ANALYSIS

Tapestry Segmentation Profile



LifeMode Group: Affluent Estates

Exurbanites

1E

Households: 2,398,200

Average Household Size: 2.50

Median Age: 51.0

Median Household Income: \$103,400

WHO ARE WE?

Ten years later, *Exurbanites* residents are now approaching retirement but showing few signs of slowing down. They are active in their communities, generous in their donations, and seasoned travelers. They take advantage of their proximity to large metropolitan centers to support the arts, but prefer a more expansive home style in less crowded neighborhoods. They have cultivated a lifestyle that is both affluent and urbane.

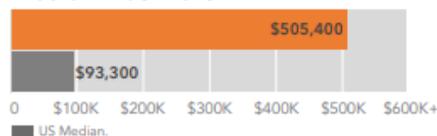
INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income



Median Net Worth



OUR NEIGHBORHOOD

- Established neighborhoods (most built between 1970 and 1990) found in the suburban periphery of large metropolitan markets.
- A larger market of empty nesters, married couples with no children; average household size is 2.50.
- Primarily single-family homes with a high median value of \$423,400 (Index 204), most still carrying mortgages.
- Higher vacancy rate at 9%.

SOCIOECONOMIC TRAITS

- Residents are college educated; more than half have a bachelor's degree or higher; nearly 81% have some college education.
- This labor force is beginning to retire. 1 in 3 households currently receive Social Security or retirement income. Labor force participation has declined to less than 60% (Index 95).
- Unemployment remains low at 3.3% (Index 61); more of the residents prefer self-employment (Index 178) or working from home (Index 177).
- Consumers are more interested in quality than cost. They take pride in their homes and foster a sense of personal style.
- Exurbanites* residents are well connected, using the Internet for everything from shopping to managing their finances.
- Sociable and hardworking, they still find time to stay physically fit.

MARKET PROFILE (Consumer preferences are estimated from data by GfK MRI)

- Exurbanites* residents' preferred vehicles are late model luxury cars or SUVs.
- They are active supporters of the arts and public television/radio.
- Attentive to ingredients, they prefer natural or organic products.
- Gardening and home improvement are priorities, but they also use a number of services, from home care and maintenance to personal care.
- Financially active with wide-ranging investments, these investors rely on financial planners, extensive reading, and the Internet to handle their money.



MARKET ANALYSIS

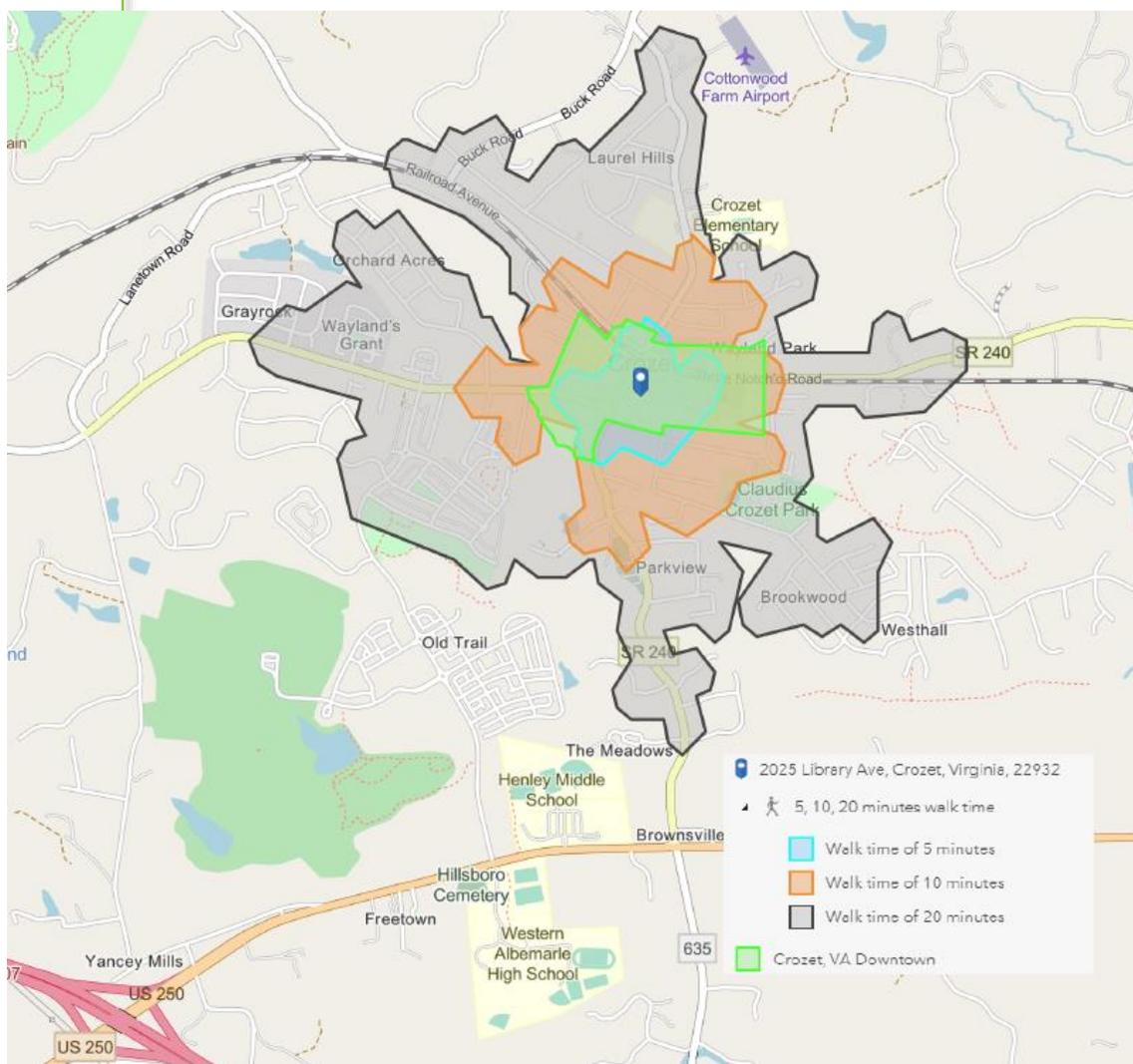
Walkability Assessment

61

What's your Community's Walk Score?

A community's walk score is determined by analyzing 3 factors: **walkable distance** between boundaries, presence of a **comprehensive network of pathways** designed for pedestrians and cyclists, and variety of restaurants, retailers, and service providers **necessary for regular life**.

This assessment shows your Downtown with rings notating a **5, 10, and 20-minute walk**. A walk time from one Downtown boundary to the next that exceeds 20 minutes is not considered walkable.





MARKET ANALYSIS

Walkability Assessment

A community's walk score is determined by analyzing 3 factors: walkable distance between boundaries, presence of a comprehensive network of pathways designed for pedestrians and cyclists, and variety of restaurants, retailers, and service providers necessary for regular life.

1

Walkable Distance Between Boundaries

Crozet's Downtown boundaries fall within a 0.5 mile radius or a 10 minute walk time from end to end of the District. This is considered extremely walkable from a distance perspective, as a 20 minute walk time from end to end is considered walkable.

2

Presence of a Comprehensive Network of Pathways

Crozet has a very well –developed system of pathways on main thoroughfares, but other areas, such as adjacent to the proposed Barnes Lumber Mixed-Use Development have opportunities with improvement, and we understand that is planned.

3

Variety of Restaurants, Retailers & Service Providers Present

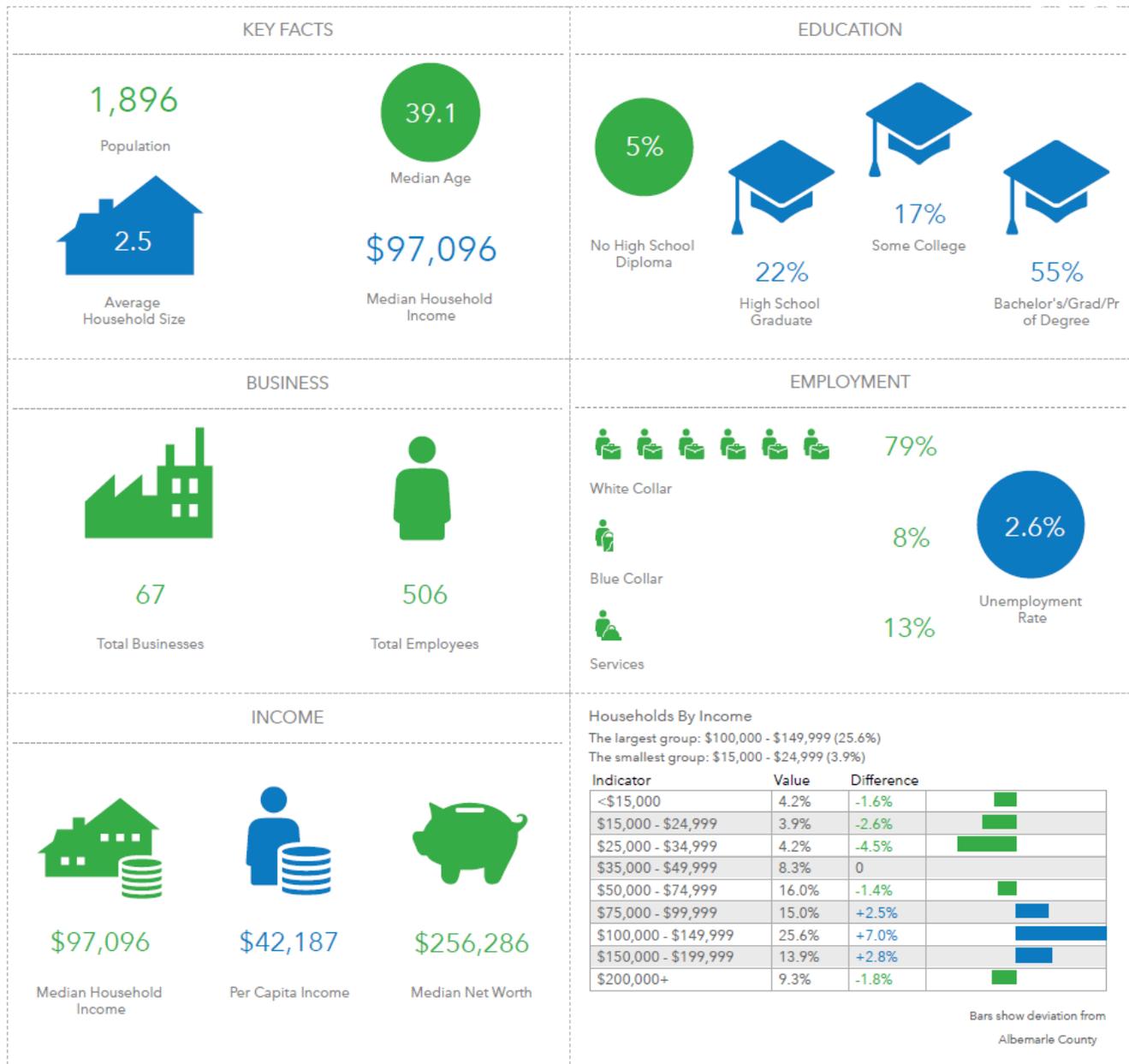
There is a nice variety of restaurants and service providers within the District, but there is opportunity for more locally owned boutique retail. With the enhancement of this sector, and the addition of even more locally owned restaurants, placing a specific focus on outdoor seating, Downtown Crozet has the potential to be a true destination for residents and visitors.



MARKET ANALYSIS

Walkability Assessment

The following demographics represent the **population of residents** within a **20 minute walk time** of the Downtown Study Area. Keep these figures in mind when imagining the possible economic impacts of developing your Downtown into a walkable destination.



This infographic contains data provided by Esri, Esri and Infogroup. The vintage of the data is 2019, 2024.

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Open

3

downtown strategies

RESPONDING TO COVID-19

With Small Businesses suffering now more than ever in the midst of COVID-19, cities should prioritize support of entrepreneurs and encourage creative strategies for property owners to backfill current or forthcoming vacancies.



COVID-19

Resources for Small Businesses & Community Leaders



Serve as a conduit between small businesses and available resources

Small businesses are overwhelmed, and information from the Federal government is constantly changing and updating. Support the community by serving as a local expert and conduit between these small businesses and resources included within this report.

Main Street America recently surveyed 1,600 Downtown commercial districts, comprised of over 300,000 small businesses. According to their forecasts released in April 2020, approximately **3.5 million businesses** are in danger of permanent closure over the next two months, while **7.5 million** are in danger of closing over the next five months as a result of the COVID-19 crisis.

Similarly, depending on geographic location, anywhere **between 50-75% of businesses responding indicated that they did not have a digital commerce presence** prior to COVID-19.

Your team at Downtown Strategies has created the following resources that will equip you with fresh and creative strategies and solutions and encourage you to take inspiration from best practices other communities have implemented to create a recovery and rebuild plan of your own:

- CARES Act Summary
- Top Questions Answered: City Management & Funding
- Navigating COVID-19 for Small Businesses
- Plan Ahead: Start Today to Ensure Your Community is “Open for Business” Tomorrow
- Community to Community: Knowledge Sharing Platform



retail strategies

CARES Act Economic Relief Plan Overview

City and State, Small Business,
and Retailer Opportunities

March 30, 2020
Subject to Change



COVID-19

CARES Act Economic Relief Plan Overview

Congress' \$2 trillion coronavirus stimulus package is the rare bipartisan legislative agreement that will have an immediate and lasting impact on ordinary citizens around the country.

Thousands of dollars in direct payments to most Americans, as well as a huge loan package designed to help keep small businesses afloat as Main Street struggles through what could become the worst recession in American history will soon be available.

Direct Payments

Americans will receive a one-time direct deposit of up to \$1,200, and couples will receive \$2,400. The payments will be phased out based on income levels, before ending for those earning more than \$99,000 annually. Families receive an additional \$500 per child.

Small Businesses

Small businesses will receive \$367 billion to keep making payroll while workers have to stay home. Companies with 500 employees or less that keep paychecks steady could get up to \$10 million each in forgivable small business loans. Federally guaranteed loans will provide eight weeks of assistance for qualifying employers who maintain payroll. Those who meet requirements would have costs such as utilities, mortgage interest and rent forgiven.

States and Local Governments

States and local governments will receive \$150 billion, with \$8 billion set aside for tribal governments.



COVID-19

CARES Act Economic Relief Plan Overview

The Unemployed

The program's extended unemployment insurance program ensures laid-off workers, on average, will receive their full pay for four months. It also allows furloughed workers to stay on as employees, so that when the crisis ends they can quickly resume work. The deal extends to gig economy workers, such as Uber drivers as well.

Hospitals and Health Care Workers

The deal injects \$100 billion into hospitals and the nation's health system, and billions more into providing personal and protective equipment for health care workers, testing supplies, and increased workforce and training.

Industry

Big businesses like airlines and others will receive \$500 billion in loans, which would ideally help stave off layoffs for employees in these industries.

Payroll Taxes

The measure enables individuals to defer payment of their 2020 payroll taxes until 2021 and 2022.

**There are a multitude of other provision for various programs within government and the private sector. For the full text of HR 458, please visit www.congress.gov.*



COVID-19

City & State Funding Opportunities

Coronavirus Relief Fund

- Creates a \$150 billion fund to **provide direct assistance to states and localities to use for expenditures incurred due to the public health emergency with respect to COVID-19** in the face of revenue declines, allocated by population proportions, with a minimum of \$1.25 billion for states with relatively small populations. 55% to states; 45% to localities. Localities eligible for direct assistance include: a county, municipality, town, township, village, parish, borough, or other unit of general government below the State level with a population that exceeds 500,000.
- The language states that a State, Tribal government, and unit of local government shall use the funds provided under a payment made under this section to cover only those costs of the State, Tribal government, or unit of local government that—“(1) are necessary expenditures incurred due to the public health emergency with respect to the Coronavirus Disease 2019 (COVID-19); “(2) were not accounted for in the budget most recently approved as of the date of enactment of this section for the State or government; and “(3) were incurred during the period that begins on March 1, 2020, and ends on December 30, 11 2020.
- In addition to federal aid, **states also have the option to access their own emergency reserves called rainy day funds**, which are intended to help fill budget gaps and allow states to respond to unexpected events like the coronavirus outbreak. **Overall rainy day fund balances are at an all-time high**, but spending levels are still not back to their pre-2008 levels and budgets have become more rigid as fixed costs (like Medicaid) have ballooned; this means that despite record-high levels of emergency cash, states may not have enough on hand to endure a prolonged economic downturn.

Department of Commerce

- **Economic Development Administration (EDA)** – The bill provides \$1.5 billion for economic adjustment assistance, which can be used to help rebuild impacted industries such as tourism or manufacturing supply chains, capitalize local funds to provide low-interest loans to businesses of all sizes, and support other locally-identified priorities for economic recovery.
- **Support for Manufacturing** – \$50 million is provided for the Manufacturing Extension Partnership to help small- and medium-sized manufacturers recover.



COVID-19

Small Business Funding Opportunities

The Senate's plan currently supports American small businesses in the following ways:

- A 50% refundable payroll tax credit on worker wages will further incentivize businesses, including ones with fewer than 500 employees, to retain workers
- Looser net operating loss-reduction rules that will allow businesses to offset more
- A delay in employer-side payroll taxes for Social Security until 2021 and 2022
- Sole proprietors and other self-employed workers could be eligible for the expanded unemployment-insurance benefits the bill provides
- A portion of the \$425 billion in funds appropriated for the Federal Reserve's credit facilities will target small businesses

The Small Business Administration, under the stimulus package, will oversee the **Paycheck Protection Program**, which will distribute \$350 billion to small businesses that can be partially forgiven if the companies meet certain requirements. The loans will be available to companies with 500 or fewer employees.

Businesses can receive loans up to \$10 million, based on how much the company paid its employees between Jan. 1 and Feb. 29. The loans will carry an interest rate up to 4%. The bill provides for an expedited origination process.

If the business uses the loan funds for the approved purposes and maintains the average size of its full-time workforce based on when it received the loan, the principal of the loan will be forgiven.



COVID-19

Retailer Funding Opportunities

Hotels

The majority of U.S. hoteliers qualify as businesses with fewer than 500 employees, making less than \$35 million in annual revenue, and therefore, qualify for the \$350 billion in loans and grants for small businesses. Language was included in the bill that defines each individual hotel as its own business.

Retailers

Retailers won a correction that was already in the works to a drafting error in the 2017 Tax Cuts and Jobs Act that required them to expense property improvements over 39 years, instead of in the first year as was initially intended. Because of the mistake, retailers, along with restaurants and hotels that made such improvements over the last two years, overpaid their taxes by as much as \$30 billion. The bill allows that money to flow back to these companies. This was far less than many national retailers lobbied for.

Restaurants

For restaurants, a range of operations are set to be eligible for small-business loans. Previous versions of the loan provision had capped the employee head count at 500, smaller than many franchised operations. Now, most franchisees should qualify for the program.

Small Businesses

The bill allows businesses and non-profits with up to 500 employees in a single location to apply through qualifying banks for loans backed by the Small Business Administration. The loans would convert to grants that don't have to be repaid for amounts spent on items such as payroll, rent or utilities, with the grants reduced when workers are laid off. The loans will be capped at \$10 million and cover wages up to \$100,000 a year.

Other Community Development Opportunities

Farmers

The bill directs more than \$48 billion to agriculture and nutrition programs, with \$9.5 billion specifically to support producers of specialty crops, livestock and dairy, as well as those farmers who supply farmers markets, restaurants and schools.

Music

The bill provides expanded unemployment and small-business loans to independent contractors and sole proprietors. Charitable organizations affiliated with the music business could receive grants from the new funding for the National Endowment of the Arts.



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CARES Act: Top Questions Answered

City Management & Funding

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COVID-19

Top Questions Answered: City Management & Funding



How do I recoup lost sales tax revenue due to Covid-19 related closures, cancelled events, and lack of tourism?

Unfortunately, there is not a direct provision in the CARES Act that reimburses municipalities or stimulates the economy to recoup this revenue. However, the following provisions exist that other entities in your community may be eligible for that would indirectly provide support and enhancement:

Department of Commerce

Economic Development Administration (EDA) – The bill provides \$1.5 billion for economic adjustment assistance, which can be used to help rebuild impacted industries such as tourism or manufacturing supply chains, capitalize local funds to provide low-interest loans to businesses of all sizes, and support other locally-identified priorities for economic recovery.

Support for Manufacturing – \$50 million is provided for the Manufacturing Extension Partnership to help small- and medium-sized manufacturers recover.

Department of Housing & Urban Development (HUD)

Community Development Block Grant (CDBG) is a flexible program that provides communities and states with \$5 billion in funding to provide a wide range of resources to address COVID-19, such as services for senior citizens, the homeless, and public health services.

Department of Agriculture

\$9.5 billion total allocation with partial funding allocated specifically for specialty crops, producers who supply local food systems and farmers markets, restaurants and schools, livestock producers, (e.g. cattlemen and women, and dairy farmers).



COVID-19

Top Questions Answered: City Management & Funding



How do I support small businesses in my community?

Today, you can support small businesses by connecting them with local banks that are certified lenders of the Paycheck Protection Program grants and loans through the Small Business Association and the CARES Act. Time is of the essence, and these resources can help your small businesses survive through the next 8 weeks. Tomorrow, your small businesses will need a resurgence of consumers and activity in your Downtown or town center.

Events, festivals, retail promotion events, farmers markets and art programs will reintroduce your residents back to these key areas of your community. Developing your roadmap now will pay dividends when the crisis is over.



I'm hearing that my small businesses are having trouble accessing the Paycheck Protection Program funds from our local lenders. What should I tell them?

The \$349 billion allocated to this program in the CARES Act has all been claimed; however, we believe more will be coming.

Businesses can apply for PPP funding through any existing Small Business Association (SBA) 7(a) lender or through any federally insured depository institution, federally insured credit union, and Farm Credit System institution that is participating. SBA offers a handy tool where small businesses can find eligible lenders near their geographic location.

However, most lenders are prioritizing current clients. Wells Fargo also recently announced that they are no longer taking applications for the PPP, which is a big blow to many of their customers.

If a small business can't get traction with their existing banker, encourage them to try reaching out to credit unions or more community-based banks that may be more incentivized to participate in this program.



COVID-19

Top Questions Answered: City Management & Funding



What do I do if a business closes?

First, you need to expect businesses to close. Retailers and restaurants run on a very thin margin and disruptions such as this will cause many to close. Following this crisis, the businesses and entrepreneurs who weathered the storm will have the ingredients for expansion: lower real estate values, lower cost of capital, and lower construction prices.

Second, when a business closes ideally you already understand the type of property that is now available, the prospective tenants who can occupy the space, and have inroads with expanding businesses that want to be in your market. If you have this knowledge base and relationships – leverage them.

If you do not have that information, the best thing you can do to reach out to the property owner or broker to identify how the City can assist.



The BOTTOM LINE

We understand that in times like these there are more questions than answers. Our team is still working hard and welcome to opportunity to provide answers to your questions. At the end of this crisis we know that communities' strategic priorities will include:

- Creating jobs
- Bolstering sales tax revenues
- Ramping up quality of life and sense of place
- Enhancing and supporting small business efforts

SMALL BUSINESS RESOURCE

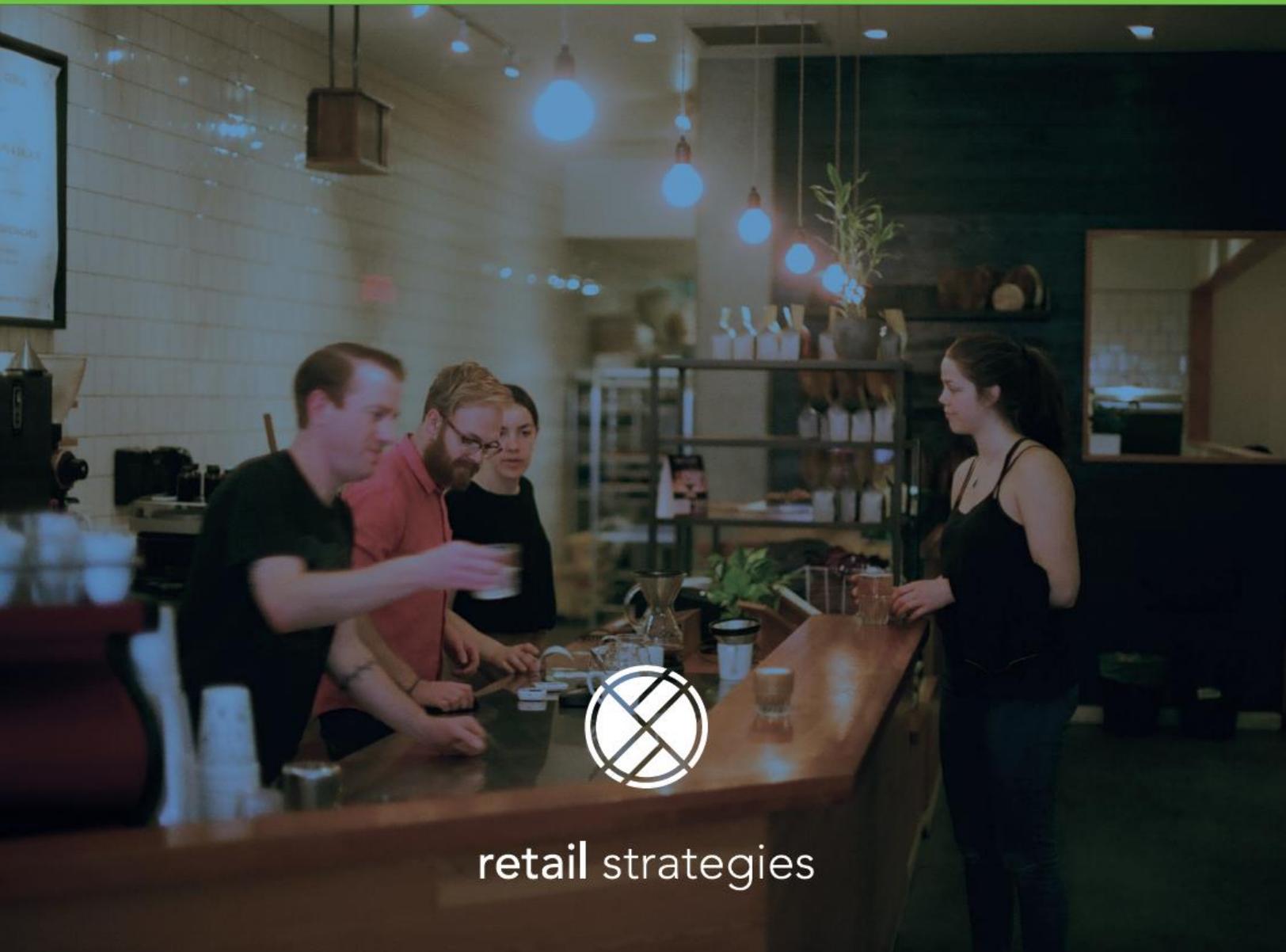


Navigating the Future Amidst COVID-19



Strategies and Resources for Small Businesses

March 23, 2020



retail strategies

LOCAL

Marketing Strategies

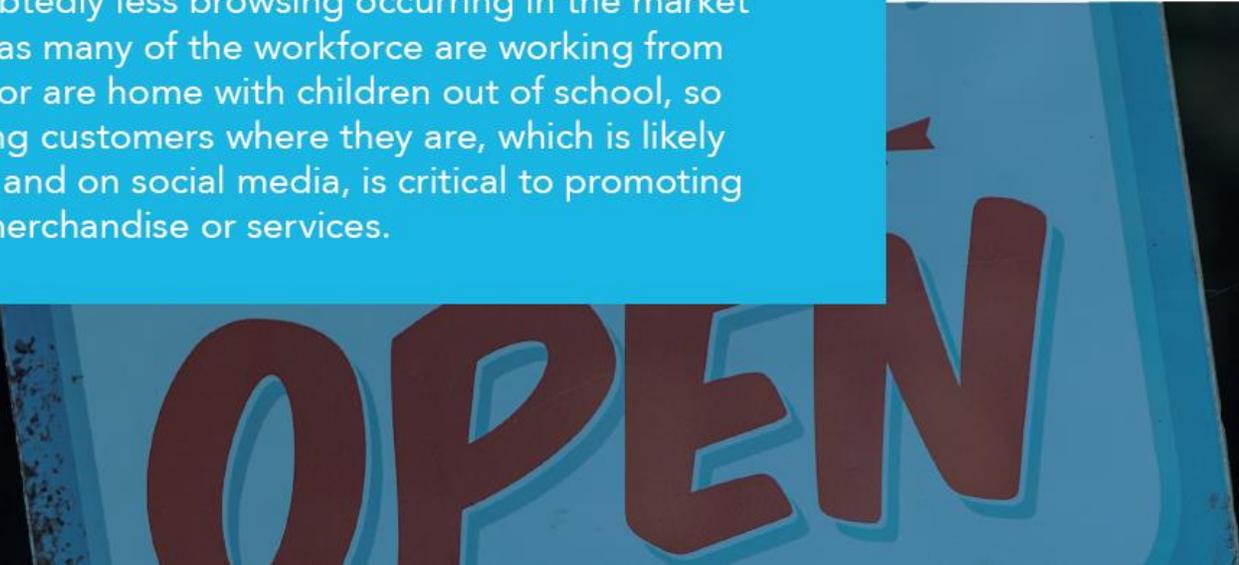
First and foremost, prioritize and take all health and safety precautions for yourself, your employees, and others in your community. Community health as a whole depends on working together, and small businesses are the lifeblood of the local economy.

Businesses that choose to remain open during these uncertain times must adapt to their clients and customers' fears and needs for social distancing by implementing these strategies:

If your business is open, tell people! Post your hours on social media, update your Google My Business profile, and send out an e-newsletter to your distribution list letting your customers know your plans.

To Do:

Ramp up your online presence. There is undoubtedly less browsing occurring in the market today as many of the workforce are working from home or are home with children out of school, so meeting customers where they are, which is likely online and on social media, is critical to promoting your merchandise or services.



OPEN

LOCAL

Marketing Strategies

Regularly sanitize hard surfaces in your store such as counters and doorknobs throughout the day and **share photos** of your staff doing so on social media. This not only protects your customers, but it gives them confidence and peace of mind.



Restaurants:

Promote carry-out and curbside delivery. Restaurants are seeing a large decline in the midst of social distancing, but many families need prepared food now more than ever. Promote your menu online and offer discounts for daily specials. Offer catering-sized portions of favorite dishes, such as soups and casseroles, and offer these for curb-side pick-up.



LOCAL

Getting Creative

- Post high-quality photos of your merchandise throughout the day on social media and **offer online ordering** via phone or social media and curbside pick-up as an option.
- Take shoppers on a video **virtual tour** of your store to spark interest in your products.
- If you're a **bakery** owner, consider assembling cookie decorating kits available via curbside pick-up for children to create at home.
- **Local health and wellness store:** Assemble a wellness box containing products for increasing immunity and overall well-being.
- **Hardware store:** Many consumers are stuck at home for an uncertain amount of time. Assemble DIY project kits such as a home interior paint kit that offer a simple way for customers to get what they need easily and with minimal social interaction.





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Small Business Financial Resources

Funding Programs & Business Support

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COVID-19

Small Business Financial Resources

Main Street America conducted an online survey to assess the impact of COVID-19 on small businesses and help us better understand what kinds of support programs will have the most impact. The findings are sobering: Nearly 7.5 million small businesses may be at risk of closing permanently over the coming five months and approximately 35.7 million Americans employed by small businesses appear to be at risk of unemployment. These resources are available immediately to assist.

Small Business Administration Loan Programs

The Paycheck Protection Program is designed to provide a direct incentive for small businesses and nonprofits to keep their workers on the payroll. SBA will forgive loans if all employees are kept on the payroll for eight weeks and the money is used for payroll, rent, mortgage interest, or utilities. Economic Injury Disaster Loans provide small businesses and nonprofits with working capital loans of up to \$2 million for vital economic support. Be sure to check out the National Trust Community Investment Corporation's highlights of SBA resources that could help small businesses and nonprofits in this recap, as well as their summary of the Paycheck Protection Program.

Facebook is offering \$100M in cash grants and ad credits through their Small Business Grants Program. Applications become available April 22. Learn more. They also set up a Business Resource Hub.

The Save Small Business Fund, a new grantmaking initiative from the U.S. Chamber of Commerce Foundation, is offering short-term relief for small employers in the United States and its territories. Funded by corporate and philanthropic partners, the Save Small Business Fund is a collective effort to provide \$5,000 grants to as many small employers as they can.



COVID-19

Small Business Financial Resources

ioby has launched a new match grant opportunity: National COVID-19 Community Response and Recovery Match Fund. Wherever you are in the United States, when you crowdfund for a project that responds to COVID-19 in your community, they'll waive their fiscal sponsorship and platform fee, and double your donations dollar-for-dollar up to \$8,000.

JPMorgan pledged \$50 million global philanthropic commitment to support communities and people hit hardest by this public health crisis, including \$2 million to existing nonprofit partners and \$8 million to assist small businesses.

The James Beard Foundation is launching a fund that will be gathering support from corporate, foundation, and individual donors to provide micro-grants to independent food and beverage businesses in need.

MainVest, a crowdfunding platform, announced its new Main Street Initiative: a \$2,000, zero-interest, 120 day loan for restaurants or other brick and mortars affected by the shutdown.

Opportunity Fund, which specializes in money lending to small businesses owned by women, immigrants and people of color, is collaborating with investors and nonprofits to put together a coronavirus relief fund that will provide grants and low-interest rate loans.

The Go Fund Me Relief Initiative is intended to support our local businesses facing financial loss. Make a difference today by donating or starting a fundraiser.



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Ensure Your City is “Open for Business” Tomorrow

Economic Development, Rethinking
Public Facilities & Talent Recruitment
for Tomorrow

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COVID-19

Ensure Your City is “Open for Business” Tomorrow

During this pandemic it is important to be intentional with your time allocation dedicating a portion to the immediate tasks of today and a portion to prepare for the future. Life will go back to a new type of normal and we all have the responsibility to do what is right for today and the opportunity to prepare for our future.

Even as cities focus on a full-out mobilization of required health and medical resources to cope with the first phase of the COVID-19 pandemic, it is important to be prepared safely and securely for the future, too.

In this resource, we'll identify steps your team can take now to prepare for getting back to business breaking it down between economic development, healthcare and city-wide initiatives.

Rethinking Public Facilities

Prepare City Hall and other city-owned offices where the public frequently visits by **adding painted lines** on floors and stanchions to **promote adequate social distancing** in waiting areas, as well as providing masks and hand sanitizer.

Think of assets in your community where **large groups gather** – stadiums, performing arts centers, schools – pandemic-proof these assets as much as possible. Work with operators of these facilities to talk about their plans for reopening, opening up discussions around limiting the size of future crowds, temperature checks upon entry, and signage to leave seats open in between guests.

Talent Recruitment

In the midst of a **nationwide work from home experiment**, this is certainly something that will likely be supported by more companies in the future. Take advantage of this movement by luring new residents to move to your community. The city of Tulsa, Oklahoma implemented the Tulsa Remote program offering remote workers \$10,000 and free desk space to move to the city. Northwest Alabama and Topeka, Kansas have followed suit with similar programs.



COVID-19

Ensure Your City is “Open for Business” Tomorrow

Economic Development

Conduct market research on your own market, including downtown and other commercial corridors. Strong restaurant and retail companies are looking at this uncertain time as an opportunity to enter markets that they normally couldn't afford or to find ideal real estate in markets that were previously overpriced or occupied. Community leaders that are equipped with the right information, tools, and resources will be in a much better position once things get back to “normal”.

Invest in downtown to make sure Main Street survives. Mom and pop businesses are the fabric that make your community truly unique. Capital investment in the restaurants, coffee shops, galleries, retail establishments, and bars are critical for survival, but so is promotional help from the city. Provide ongoing advice, marketing support, and guidance to businesses downtown to mitigate future loss of these businesses.

Focus on placemaking. Consumer behaviors will change coming out of this shelter-in-place period and people will desire common places to take their families and connect with others. Placemaking capitalizes on your community's assets, inspiration, and potential, with the intention of creating public spaces that promote people's health, happiness, and well-being. Identify areas in your community where you can invest resources to create these needed common places.

Economic development teams need to **assess the clusters of industry** that currently make up the area. Connect with local business leaders across different sectors to discuss ideas and create a plan to diversify industries to plan for future economic challenges and the hopeful reshoring of new industry.



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Community to Community: Knowledge Sharing

Best Practices & Strategies from other
Partner Communities

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COVID-19

Community to Community: Knowledge Sharing

Here at Retail Strategies we're fortunate to work hand-in-hand with city leaders from communities of all sizes across the country. As a partner of these communities, we've curated examples to promote knowledge sharing of what cities have put into place to market local restaurant and retail businesses, provide financial assistance, and encourage community collaboration.

We understand how important it is to support your local business community and hope you'll find these examples helpful as you continue to evolve your strategy.

Community Collaboration & Business Impact Surveys

Promoting collaboration within community businesses and getting a pulse for what small business owners are facing is another trend that we are hearing from client communities.

Tullahoma, Tennessee

The city joined a county-wide Community Collaboration initiative to promote a single website for citizens looking to support the local business community, people seeking employment, financial resources and more.

Phelps County, Nebraska

The Phelps County EDC created a program called the Magic Multiplier gift card program, encouraging citizens to support local businesses by purchasing gift cards, and matching the purchase dollar-for-dollar.

Fayetteville, North Carolina

Many communities are trying to get a handle on economic impact due to COVID-19. The Cool Spring Downtown District in Fayetteville put together [a business impact survey](#) for local business owners.



COVID-19

Community to Community: Knowledge Sharing

Financial Assistance

To assist the local business community, **Peachtree Corners, GA** has implemented a 60-day deferral period on all business license fees. The annual fees, normally due by March 31, are now due May 31. There will be no penalty fees assessed during this period. The city is also temporarily waiving the convenience fees charged for online and/or internet transactions and deferring payment of alcohol excise tax for 60 days. No penalty fees will be assessed during this period.

In **Buda, TX**, A Hotel Occupancy Tax Payment Emergency Deferral + Forgiveness Program was created to provide a 60-day deferral of tax payments requiring applying hotels to submit a written employee retention plan to receive the deferment.

In **Lincolnton, NC**, The Lincolnton Small Business Emergency Loan Program is providing assistance to locally-owned, non-franchise businesses located within the Lincolnton corporate limits. Eligible businesses may receive up to \$5,000 per month for up to three months.

In **Newport, AR**, the Newport Micro-Business Bridge Loan is a joint project of the Newport Area Chamber of Commerce and the Newport Economic Development Commission. The Bridge Loan, a one-time loan of \$1,500, is designed to help self-employed individuals, sole proprietors or sole member LLC or S Corporation that meet certain criteria including:

- Businesses required to close by the State including barbers, beauty shops, massage therapists, nail salons, etc
- Must operate within the county
- The Qualified Business Owner will be filing an unemployment claim with the State
- The Qualified Business has determined that the SBA PPP Act loan and the SBA EIDL loan are unavailable to them, or unfeasible for their situation, and that they will not be applying for these loans



COVID-19

Community to Community: Knowledge Sharing

Restaurant Guides & Promotion

Seabrook, TX

The city is running a shop local promotion where they will award gift card prizes to individuals that spend the most money at local restaurants until the end of the month. Contest participants scan and submit their receipts. Gift card prizes range from \$500-\$15.

Rosemount, MN

During a month-long restaurant promotion, the city encouraged residents to play Restaurant Takeout Bingo with restaurants that have remained open for to-go orders and delivery.

The screenshot shows a promotional flyer titled "Let's Eat! A Guide to Dining in Place". It features a background image of a restaurant table with food. The text includes:

- retail strategies** logo in the top left.
- A placeholder "[place city logo here]" in the top right.
- Headline: "Let's Eat! A Guide to Dining in Place"
- Text: "America's restaurants are in crisis. The coronavirus poses a significant threat to the future of an industry that employs more than 15 million Americans. That's why we're asking everyone in America to support restaurants and their employees. It's more important than ever to order delivery and curbside pickup meals. Help save America's restaurant industry by ordering takeout!"
- Section: "General Information & Tips:"
 - This list is not exhaustive.
 - Things are still changing, sometimes by the hour, please understand that this information is correct to the best of our knowledge. We'll update as we can.
 - For some places, takeout is new. Please be patient with the restaurants who've had to lay off their employees and figure out this new normal on their own.
 - Picking it up yourself will leave more money in the restaurant's pockets.
 - Tip. Tip large. Many of these places are pooling tips to distribute among their laid off service staffs.
- Section: "Don't see your restaurant listed?"
 - Email [insert city contract email here] with the following information:
 - Restaurant Name
 - Phone number
 - Address
 - Website Link
 - Delivery Options: takeout, delivery app name, curbside pickup only, etc.
 - Gift Cards Available? Yes or No
- Section: "Common Delivery Apps:" GrubHub, Doordash, UberEats, Postmates, Instacart, Delivery.com, goPuff, ChowNow.



Retail Strategies has created a Dining in Place template that you can use and customize, detailed on the next 3 pages, that is included on your flash drive.



Let's Eat!

A Guide to Dining in Place

America's restaurants are in crisis.

The coronavirus poses a significant threat to the future of an industry that employs more than **15 million Americans**. That's why we're asking everyone in America to support restaurants and their employees.

It's more important than ever to order delivery and curbside pickup meals. **Help save America's restaurant industry by ordering takeout!**

[The Great American Takeout](#)

General Information & Tips:

- *This list is not exhaustive.*
- Things are still changing, sometimes by the hour, please understand that this information is correct to the best of our knowledge. We'll update as we can.
- For some places, takeout is new. Please be patient with the restaurants who've had to lay off their employees and figure out this new normal on their own.
- Picking it up yourself will leave more money in the restaurant's pockets.
- **Tip.** Tip large. Many of these places are pooling tips to distribute among their laid off service staffs.

Don't see your restaurant listed?

Email [\[insert city contract email here\]](#) with the following information:

- **Restaurant Name**
- **Phone number**
- **Address**
- **Website Link**
- **Delivery Options:** *takeout, delivery app name, curbside pickup only, etc.*
- **Gift Cards Available?** Yes or No



Common Delivery Apps: Grubhub, Doordash, UberEats, Postmates, Instacart, Delivery.com, goPuff, ChowNow.

*These may not be available in all areas.



Mellow Mushroom Pizza

(205) 212-9420

1200 20th St S #100, Birmingham, AL 35205

www.mellowmushroom.com

Delivery Options: Uber Eats, curbside pickup

Gift Cards Available? Yes

The Woolworth

(205) 518-6311

1006 20th St S, Birmingham, AL 35205

<https://woolworthbham.com/>

Delivery Options: curbside pickup only

Gift Cards Available? Yes

Restaurant Name

Phone Number

Address

Website Link

Delivery Options: takeout, delivery app, curbside pickup

Gift Cards Available? Yes or No

Restaurant Name

Phone Number

Address

Website Link

Delivery Options: takeout, delivery app, curbside pickup

Gift Cards Available? Yes or No

Restaurant Name

Phone Number

Address

Website Link

Delivery Options: takeout, delivery app, curbside pickup

Gift Cards Available? Yes or No

Restaurant Name

Phone Number

Address

Website Link

Delivery Options: takeout, delivery app, curbside pickup

Gift Cards Available? Yes or No

Restaurant Name

Phone Number

Address

Website Link

Delivery Options: takeout, delivery app, curbside pickup

Gift Cards Available? Yes or No

Restaurant Name

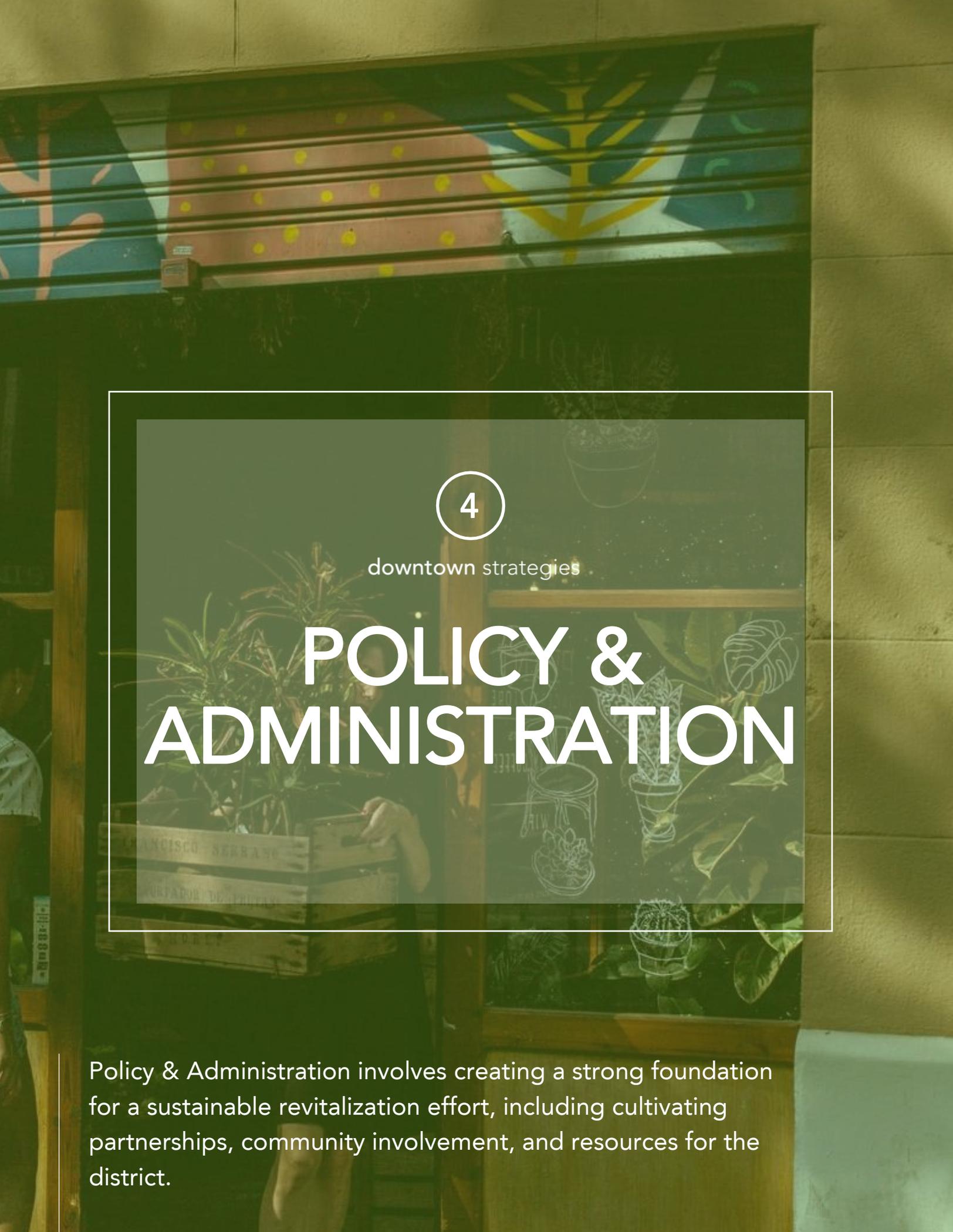
Phone Number

Address

Website Link

Delivery Options: takeout, delivery app, curbside pickup

Gift Cards Available? Yes or No

A person is holding a wooden crate filled with various plants. The background features a colorful mural with abstract shapes and patterns. The scene is set in a greenhouse or indoor garden.

4

downtown strategies

POLICY & ADMINISTRATION

Policy & Administration involves creating a strong foundation for a sustainable revitalization effort, including cultivating partnerships, community involvement, and resources for the district.



POLICY & ADMINISTRATION

Dedicated Staff Person for Downtown Development



Recommendation

Create a part-time position for a Downtown Development Manager, focused on social media management, community event planning, and implementation of this Downtown Strategic Plan.

Downtown Development Manager

The Downtown Development Manager is responsible for development, planning, implementation, and oversight of designated community events, programs, and organizational priorities.

This position works closely with responsible volunteer chairs and committee members to ensure that all events and programs are delivered on time, within budget, and at the desired level of quality. This individual cultivates positive long-term relationships with all program stakeholders, especially committee members and Downtown stakeholders and seeks to consistently improve program execution and revenues.

As a social media manager, this position will develop a revolving content calendar for social media channels, original content supporting the community brand, and suggest creative and strategic ways to attract more visitors and relocations to the community.

Ultimately, this individual should be able to increase web traffic and customer engagement metrics aligned with broader marketing strategies that he/she develops.

It is recommended that this position be housed within the Downtown Crozet Initiative and work hand in hand with tourism and economic development departments to ensure seamless visitor experience.



POLICY & ADMINISTRATION

Business Improvement District

A Business Improvement District (BID) is a non-profit organization established as a public-private partnership to an area's business, retail, restaurant and residential community. Funded by a special tax paid by property owners within the BID's boundaries, BIDs are governed by a Board of Directors elected by its membership and exist to support transformation and attractiveness of a Downtown or urban center.

What is a Business Improvement District (BID)?

A Business Improvement District (BID) is a public/private partnership in which property and business owners elect to make a collective contribution to the maintenance, development and promotion of a commercial district. There are many downtown management organizations throughout various states and across the country.

Why Form a BID?

BIDs typically form to address specific challenges facing property owners and local government that cannot be solved unilaterally.

How is a BID Funded?

Upon establishment of a BID, property owners within the established BID boundary are subject to an additional tax assessment that funds the work plan approved by the organization's governing body.

How is a BID Governed?

Most BIDS are governed by a board of directors elected by the property owners within the BID boundary. The board of directors is responsible for general organizational governance including approval of the annual work plan and budget as well as general fiscal oversight. Members of the board of directors can be property owners, business representatives, tenants, and other individuals with an interest in the trajectory and success of the organization and the area.



POLICY & ADMINISTRATION

Business Improvement District



Recommendation

Develop property owner support, create a BID plan (consultants such as Retail Strategies can assist with this,) and begin the process of establishing a Special Service District, aka BID, for Downtown Crozet, to be managed by the DCI.

In Virginia, the state code (Sections 15.1-18.2 and 15.1-18.3) allows localities to establish a **special service district** through adoption of a local ordinance by the city council. Projects which can be funded include:

- Public improvement projects such as lighting, paving, seating, landscaping and building or improving parking facilities.
- Street cleaning and security services.
- Transportation plans and enhancement of transportation corridors.
- Business development, marketing and promotion services.
- Cultural and recreational activities.
- Non-profit management of the entity charge with providing the services.



POLICY & ADMINISTRATION

Neighborhood Connectivity

Healthy connected neighborhoods create a community that enhances human and environmental health and connects people with nature, neighborhoods, thriving business hubs and each other.

A connected community is a place where residents have access to a range of housing choices and can safely and conveniently meet their daily needs on foot, bicycle, and public transit, as well as in a car. Connected communities have the following characteristics:

Places for People

Public spaces, including streets, parks, plazas, and campuses of schools and other institutions, that are safe, comfortable, and welcoming, and invite people to connect with each other and build community. (The process of planning, designing, and managing these spaces is known as “placemaking.”)

Connections to Destinations

Residents and workers can walk, bicycle, or take public transit to access key goods, services, and amenities—such as schools, fresh foods and other shopping, open space and recreation, health care, libraries, and other services—and to major employment centers and other regional destinations.

Vibrant Neighborhood Hubs

Neighborhood hubs are walkable places with concentrations of neighborhood businesses, community services, housing and public gathering places to provide residents with options for living a healthy, active lifestyle. Downtown Crozet serves as a vibrant neighborhood hub.

Public Decisions that Benefit Health

Public decisions that incorporate human and environmental health will prioritize actions and investments to reduce disparities and inequities and improve residents’ health, while protecting the long term health of the community.



POLICY & ADMINISTRATION

Neighborhood Connectivity

Walkable Street Design

Pedestrian and bicycle infrastructure and facilities, such as sidewalks, bicycle lanes, street trees, lighting, and bicycle racks are installed to make walking or bicycling safe and comfortable. A grid-like street network and small blocks can also make it easier and quicker to walk or bicycle.

Sidewalks, bike paths, multi-use paths, and greenways physically connect neighborhoods with the vibrant hub or gathering place. **Below are ideal greenway paths that should be explored, where topography and right of way allows:**

Habitat, Neighborhood, & Civic Greenways are streets, trails and natural areas that connect neighborhoods, weave nature into the community, and sustain healthy citizens and watersheds.

Neighborhood Greenways provide park-like connections to natural areas, parks, schools, business districts and other community destinations. These attractive neighborhood streets and trails make it safer and more fun to walk and bike in the community, while also treating stormwater.

Habitat Greenways preserve existing natural areas and restore habitat, while improving stream water quality and paths for native and migratory birds, fish and other wildlife. These forest and stream corridors and the neighborhood tree canopy weave nature into the community.

Civic Greenways are major streets that have high-quality transit services with trees, landscaping and other improvements that make it safe and enjoyable to take transit, and improve neighborhood livability, community pride and ecological health.



Recommendation

Albemarle County should continue prioritizing neighborhood connectivity and walkability, investing in infrastructure improvements such as greenways, sidewalks, bike paths, or multi-use paths to adjacent walkable neighborhoods.

5

downtown strategies

DESIGN

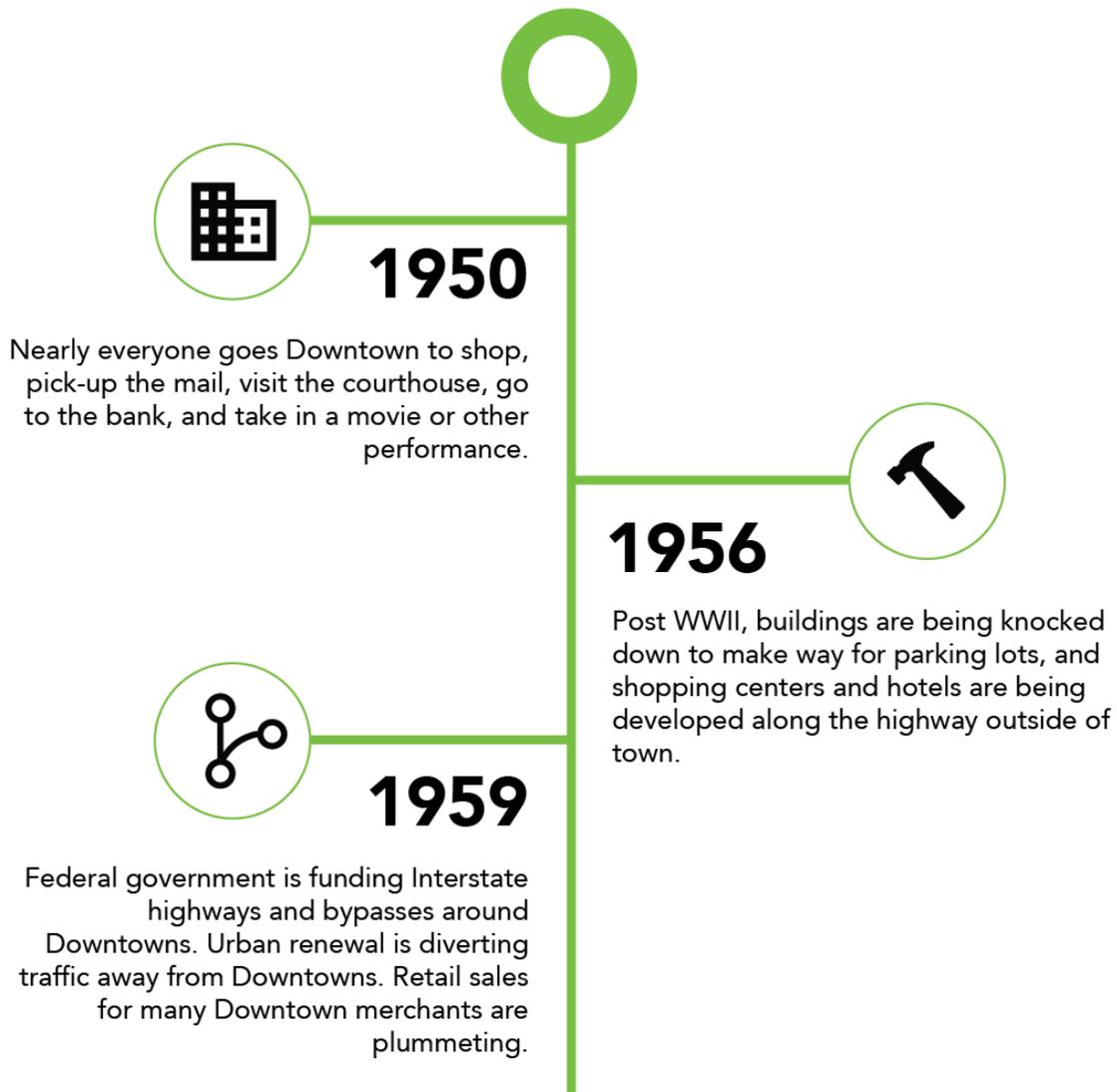
Thoughtful design supports a community's transformation by enhancing the physical and visual assets that set the commercial district apart.



DESIGN

History of America's Downtowns

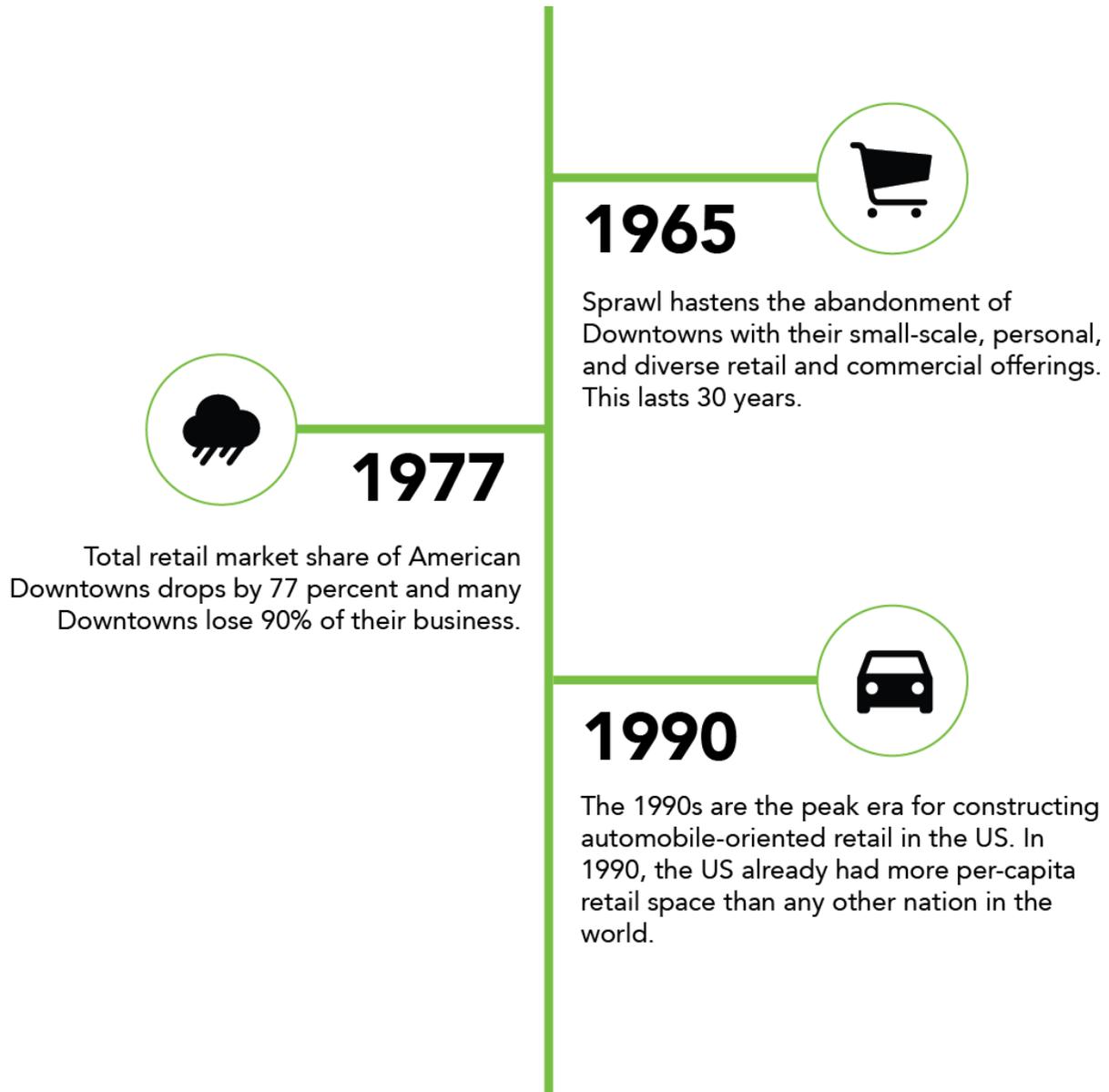
As we seek to redevelop and revitalize our Downtowns to their original vitality and significance, it's important to recognize how Downtowns functioned decades away, and how we got to this shift in perspective and priority.





DESIGN

History of America's Downtowns





DESIGN

History of America's Downtowns



1994

Amazon was founded and the Internet era begins. Consumer connections are greatly enhanced and more dynamic through the Internet as goods can be purchased anywhere from a computer.



1999

Declining urban crime and the New Urbanism prompts a change in market preference for living in walkable, urban places. Retailers begin to experiment with mixed-use town centers and "lifestyle centers" to recreate and/or mimic Main Streets and Downtowns.



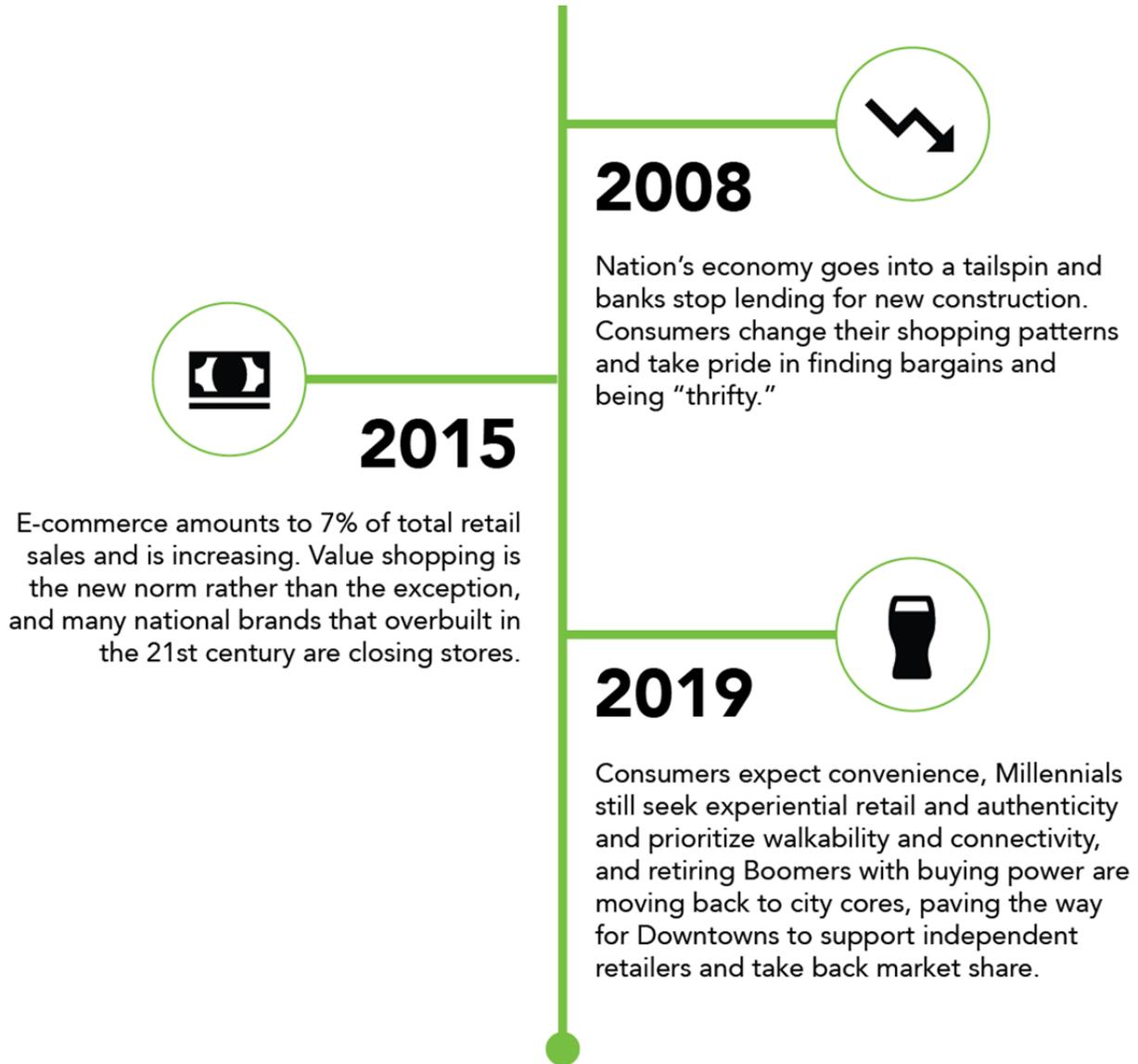
2005

Millennials seek more "authentic" experiences in their purchasing, marking a return to the mid-20th Century concept, when nearly all US shopping was local and unique to place.



DESIGN

History of America's Downtowns





DESIGN

Key Streetscape Amenities



Recommendation

Incorporate enhanced streetscape elements into Downtown area to improve pedestrian experience. Pitch these projects to local civic organizations as funding/partnering opportunities

The key is to create and support people-oriented streets that mitigate suboptimal development patterns and the need for expensive infrastructure, increase walkability, and encourage investment and entrepreneurship, all with the goal of a harmonious, safe, and cost-effective balance of people's and vehicular needs.

Street Trees

Street trees and other landscaping not only provide aesthetic enhancements to a street, but also help mitigate air pollution, provide shade and lower temperatures, and provide opportunities for better stormwater control. Proper maintenance is key to the success of planted areas. Opportunities for widening tree belts and narrowing streets should be considered whenever roads are reconstructed.

Planters and Hanging Baskets

Plants add color and vibrancy to a streetscape, create insect habitats, and help mitigate stormwater runoff. Incorporating edible plants can also make the planters a source of fresh fruits and vegetables for local restaurants or residents. Consult with botanists and gardeners in your community to help identify the plants that will thrive in your climate and setting. Before planting, be sure to have a maintenance plan in place and a dedicated agency or volunteer group who will take care of the plants and flowers on schedule.

Street Lighting

Street lighting is a key organizing streetscape element that defines the nighttime visual environment in urban settings. Street lighting includes roadway and pedestrian lighting in the public right-of-way. Street light poles and fixtures can also create a defining visual characteristic during daylight hours.



DESIGN

Key Streetscape Amenities

Banners

Banners create visual interest in the streetscape, help support the district's image and events, and promote community pride. Banner design should be consistent with your Main Street brand and the overall design vision for the commercial district to create a consistent and cohesive visual. To create an opportunity for public engagement, you could install temporary banners that have been designed locally or voted on by community members.

Public Art

Artwork in public spaces can help create a distinct sense of place and offer an excellent opportunity to engage the community and support local artists. In some cases, they can even be a traffic calming measure or "mental speed bump," as placemaking expert David Engwicht¹ describes them. Placement, construction, and materials are crucial—take time to think through what makes the most sense for your district.

Seating

Benches and other outdoor seating options not only provide resting places for people in your commercial district while they socialize or wait, but also offer a visual cue to drivers and potential pedestrians alike that a street puts people first. Bench placement is as important as design—locate them at regular intervals in places where people will feel comfortable sitting on them (e.g. not next to a trash can). Moveable seating options, on the other hand, make it easier for people to find their own perfect placement, creating impromptu gathering spaces in plazas or parks.

Trash Receptacles

Well-maintained and well-placed trash receptacles are essential to a clean and attractive Main Street. If people have to walk more than half a block to throw away trash, most will not do it. Trash bags should be simple for sanitation workers to remove yet be secure and resistant to vandalism and wind.



DESIGN

Key Streetscape Amenities

Water Features

Fountains and other water features can add interesting and engaging visual elements to a public space. They not only add a calming auditory element to your streetscape, but can actually mask or cover up unwanted noise.

Family Friendly Amenities

Providing family-friendly amenities, such as recreational facilities, playgrounds, and splash pads, can make your commercial district a fun and engaging place for all ages. Providing pet-friendly amenities, such as water bowls and connections to dog parks or dog runs, can also encourage people to stay and hang out.

Charging Stations & Public Wi-Fi

Offering free charging stations and free WiFi is a good way to get people to come and spend time in your community's public spaces. Providing WiFi as an amenity can facilitate social interaction during some solitary activities, support communities during disasters, promote tourism throughout the town, and allow users to easily research Main Street destinations and access online services at all times.

Outdoor Dining

One of the easiest ways the private sector can contribute to creating a more vibrant commercial district is by providing outdoor dining options. Outdoor seating, tables, and advertising (e.g. sandwich boards) give the impression that something is going on in the district, while providing an additional safety measure by adding more eyes on the street. When outdoor seating is allowed, seating areas need to be wide enough to be comfortable, while at the same time not hindering the flow of pedestrian traffic.



DESIGN

Art in Public Places

Cities gain value through public art – cultural, social, and economic value. Public art is a distinguishing part of our public history and our evolving culture. It reflects and reveals our society, adds meaning to our cities and uniqueness to our communities. Public art humanizes the built environment and invigorates public spaces. It provides an intersection between past, present and future, between disciplines, and between ideas. Public art is freely accessible.

Cultural Value and Community Identity

American cities and towns aspire to be places where people want to live and want to visit. Having a particular community identity, especially in terms of what our towns look like, is becoming even more important in a world where everyplace tends to look like everyplace else. Places with strong public art expressions break the trend of blandness and sameness, and give communities a stronger sense of place and identity. When we think about memorable places, we think about their icons – consider the St. Louis Arch, the totem poles of Vancouver, the heads at Easter Island. All of these were the work of creative people who captured the spirit and atmosphere of their cultural milieu.

Social Value and Placemaking

Public art activates the imagination and encourages people to pay attention and perceive more deeply the environment they occupy. Public art stimulates learning and thought about art and society, about our interconnected lives, and about the social sphere as a whole. Public art is uniquely accessible and enables people to experience art in the course of daily life, outside of museums or other cultural institutions.



Recommendation

Establish an Art in Public Places program to incorporate sculptures, installations, murals, and interactive displays with color throughout the Downtown district.



DESIGN

Art in Public Places



Current streetscape:
Corner of Three
Notched Rd. & Crozet
Avenue.



**Example of well
implemented Art in
Public Places**
sculptural installation.



DESIGN

Art in Public Places



Current streetscape:
Corner of Three
Notched Rd. & Crozet
Avenue.



**Example of well
implemented Art in
Public Places**
sculptural installation.



DESIGN

Design Guidelines

Design guidelines help strengthen the character of the built environment and enhance property values by improving the quality of development and by making Downtown a more desirable place to live, work and play. Design guidelines help preserve a cohesive character and also help clarify the community's expectations for new development.

In many communities, Design Guidelines are codified and meant to manage alterations and new construction in a Downtown area. **For Crozet, VA, we recommend developing basic style guidelines first that provide direction and visual evidence of successful installation of appropriate signage and awnings, provide a paint palette for unified and cohesive color schemes for façade improvements, and suggest appropriate use of potted plants and other storefront enhancements.**

The following color scheme was derived from Downtown Crozet's existing historical inventory and natural resources and features historically appropriate colors and tones.



Recommendation

Engage a consultant to create a "Design Guidelines" booklet to showcase preferred and recommended styles of façade improvements and design alterations within the Downtown district.



DESIGN

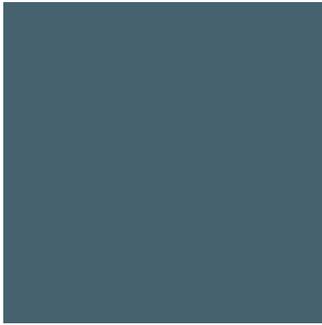
Design Guidelines: Color Inspiration





DESIGN

Design Guidelines: Exterior Paint Palette



Bunglehouse Blue
SW 0048



Black Magic
SW 6991



Lanyard
SW 7680



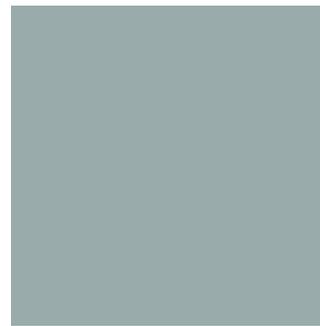
Dover White
SW 6385



Cajun Red
SW 0008



Urbane Bronze
SW 7048



Dutch Tile Blue
SW 0031



Gallery Green
SW 0015



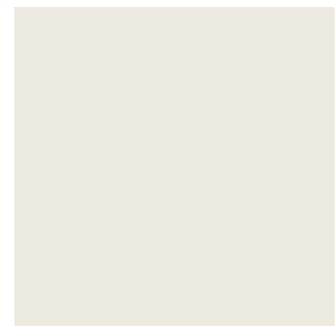
Cut the Mustard
SW 6384



Light French Gray
SW 0055



Salty Dog
SW 9177



Alabaster
SW 7008



DESIGN

Façade Improvements



Recommendation

Develop a Façade Grant Incentive Program to encourage property owners to improve the exterior of their buildings.

The revitalization of a neglected commercial district or residential neighborhood often begins with improvements to a single building or storefront.

Even simple changes such as the removal of non-historic materials, repairs, or a new paint job that calls attention to the building's original architectural details signal positive change and often stimulate similar improvements in neighboring buildings.

While this process sometimes begins spontaneously through the work of individual property or business owners, it can be accelerated when a community creates a façade improvement program. As a result, such programs are frequently among the implementing actions of comprehensive plans, downtown revitalization strategies, and historic preservation plans.

Façade improvement programs are incentive programs created to encourage property owners and businesses to improve the exterior appearance of their buildings and storefronts. They focus on either commercial or residential properties in historic or non-historic areas and provide financial incentives such as a matching grant or loan, a tax incentive, and design assistance.

Although it may seem to be a minor aspect of an improvement program, design assistance enables and helps ensure that building modifications comply with any historic district guidelines or other design guidelines developed specifically to enhance buildings in the target area.

A sample Façade Grant application and program outline have been provided on your flash drive.



DESIGN

Façade Improvement Program

A façade improvement program is a financial incentive to inspire private property owners to upgrade the visible, corridor-facing components of their properties. Property owners can upgrade properties without having to relocate, making a façade improvement program a business retention strategy. Typically, assistance is given as grants, rebates, or as low- or no interest loans.

1

Establish Design Parameters

To coordinate redevelopment and reap the greatest reward from the investment, start by determining what expenses are eligible (prioritizing those most visible to consumers,) and outlining the visual design requirements such as paint colors, sign and awning specifications, and preservation techniques.

2

Develop & Manage Application Process

Determine how the program will be financed and who will administer the loans and/or grants. Use this investment as a jumpstart to implementation of new overlay districts or refreshed policies and ordinances.

3

Evaluate & Monitor Program Success

Establishing benchmarks at the time of launching the program is useful in determining if a program is providing a return on resource investment for the administering organization. Planning to evaluate success at the one- and two-year marks is logical for pilot programs.



DESIGN

Façade Improvement Program

What can the program cover?

It is the administering organization's decision what to list as "eligible" and "ineligible." Some communities choose to separate a façade improvement program from other assistance programs—namely, an on-site improvement program. However, we organizations to streamline and combine incentive programs as much as possible. Standard lists of eligible and ineligible improvements are the following:

Typically **Eligible** Expenses

- Actual construction costs
- Application fees
- Architectural or engineering services
- Removal of inappropriate features
- Restoration of missing or altered features
- Replacement of private sidewalks when it improves pedestrian circulation
- Landscape improvements/restoration
- Parking lot improvements, especially where improvements lead to better compliance with local codes and improve safety and access
- Screening of service areas such as utilities and trash containers
- Installation/restoration of architectural features
- Installation of traditional awnings
- Masonry restoration or repair
- Painting, in conjunction with other restoration or rehabilitation
- Maintenance and preservation of historic signs
- Construction of accessibility improvements to the exterior

Typically **Ineligible** Expenses

- Building permit fees (exception: Can be eligible, wholly or in part, if using the rebate structure)
- Extermination of insects, rodents, etc.
- Title reports and legal fees
- Repair or installation of elevators
- Interior floor or ceiling
- Plumbing and electrical equipment
- Sprinkler systems
- Working capital
- Mechanical equipment
- Flat roofs or other work not visible from public space
- Painting masonry that was not previously painted
- Refinancing existing debt
- Sweat equity
- Acquisition of land and/or buildings



DESIGN

Façade Improvement Program



Develop & Manage Application Process

Where does the funding come from for a Façade Improvement Program?

It is possible for funding to come from multiple sources or one. The source may already exist (for example, a tax increment financing district) or can be created for the purpose of funding the program.

Below is an example of a funding structure that features a maximum award based on property owner investment:

Investment			Award
Low		High	
\$ 2,000.00	up to	\$ 3,499.00	\$ 1,000.00
\$ 3,500.00	up to	\$ 4,999.00	\$ 1,750.00
\$ 5,000.00	up to	\$ 7,499.00	\$ 2,500.00
\$ 7,500.00	up to	\$ 9,999.00	\$ 3,750.00
\$ 10,000.00	up to	\$ 12,499.00	\$ 5,000.00
\$ 12,500.00	up to	\$ 14,999.00	\$ 6,250.00
\$ 15,000.00	up to	\$ 17,499.00	\$ 7,500.00
\$ 17,500.00	up to	\$ 19,999.00	\$ 8,750.00
\$ 20,000.00	up to	\$ 22,499.00	\$10,000.00
\$ 25,000.00	up to	\$ 27,499.00	\$12,500.00
\$ 27,500.00	up to	\$ 29,999.00	\$13,750.00
\$ 30,000.00	up to	+	\$15,000.00

Typically, assistance is given as direct or matching grants, rebates, waivers of permit fees, and/or as low- or no-interest loans. Sometimes the administering organization is actually passing through funding from a larger entity. For example, a local government may use its allocation of Community Development Block Grant (CDBG) funds from the U.S. Department of Housing and Urban Development.



DESIGN

Façade Improvement Program

Storefront façade improvement enhances the image and overall economic viability of neighborhood business districts by improving the function and appearance of individual building facades; and by spurring new private investment in commercial properties in the same location and in adjacent commercial districts. Successful storefront improvement projects manifest readily observable outcomes that positively affect the community.

Establishing benchmarks at the time of launching the program is useful in determining if a program is providing a return on resource investment for the administering organization. Planning to evaluate success at the one- and two-year marks is logical for pilot programs. For ongoing, mature programs, a yearly memo that summarizes program's activity is recommended.

Participation is measured in two key ways:

- 1 Of the properties that could apply for assistance, what percent applies?
- 2 Of those that apply, what percent actually invest and install improvements to properties?

In addition, some communities and organizations track a "multiplier" to gauge if a façade improvement award inspires investment beyond what is covered in the program. Program administrators encourage recipients to track all of their property improvements that happen at the same time as eligible façade improvements, with cost amounts. A common instance is a business will make, for example, \$50,000 in overall investment, but receive only \$10,000 as part of the façade improvement award. The total investment figure divided by the amount of awards given out would be the multiplier and make either a strong or weak case for continuing the program.

A more qualitative approach is to record before-and-after project photographs for each award recipient property. These photographs can be compared with design guidelines.



DESIGN

Historic Preservation



Recommendation

Promote the benefits of state and federal tax credits to property owners in Downtown Crozet and support rehabilitation and redevelopment of historic properties in the Downtown area.

Benefits of being listed in the National Register include:

- Potentially stopping the damage or destruction of registered places by requiring state or federally permitted/funded/licensed projects to examine alternatives
- Offering a federal income tax incentive for rehabilitating income-producing places.
- Offering a property tax assessment freeze incentive for rehabilitating single-family, owner-occupied residences
- Increasing awareness and appreciation of registered places

Being listed in the National Register DOES NOT:

- Require private property owners to obtain prior approval to change their property when using private, city or county funds
- Require private property owners to preserve or restore their registered place
- Block state or federally funded/permitted/licensed projects when these are desired by the owner and shown to be in the public interest

Rehabilitation Tax Credits are dollar-for-dollar reductions in income tax liability for taxpayers who rehabilitate historic buildings. Credits are available from both the federal government and the Commonwealth of Virginia. The amount of the credit is based on total rehabilitation costs. The federal credit is 20% of eligible rehabilitation expenses. **The state credit is 25% of eligible rehabilitation expenses.** In some cases, taxpayers can qualify under both programs, allowing them to claim credits of 45% of their eligible rehabilitation expenses.



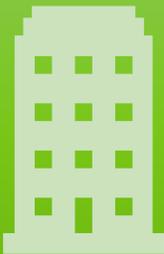
DESIGN

Preservation Toolkit: Federal Tax Incentives



20% TAX CREDIT

- Owners restoring income-producing buildings certified historic by the National Park Service may be eligible to receive a federal tax credit equal to 20% of rehabilitation costs.



10% TAX CREDIT

- Owners restoring non-historic, income-producing properties built before 1936 may be eligible to receive a federal tax credit equal to 10% rehabilitation costs.



PRESERVATION EASEMENTS

- Owners of historic properties may donate an historic preservation easement to a non-profit organization. These easements permanently protect historic properties by restricting future development and preventing incompatible building modifications. Donors may be eligible for various tax benefits.

National Park Service, U.S. Department of the Interior

The Federal Historic Preservation Tax Incentives program encourages private sector investment in the rehabilitation and re-use of historic buildings.

For more information, visit <https://www.nps.gov/tps/tax-incentives.htm>



downtown strategies

TOURISM & PROMOTION

Smart promotion initiatives position your Downtown or commercial district as the center of the community and hub of economic activity, while creating a positive image that showcases a community's unique characteristics.



TOURISM & PROMOTION

Wayfinding Signage

Wayfinding in Downtown landscapes proves to be critical beyond basic navigation. Identification and information represented in elements such as monuments, directional systems, directories, interpretive and even regulatory signs enrich our experiences with Downtown environments.

In Crozet, wayfinding signage should be strategically implemented to provide directional navigation to and from public parks, Library, Downtown, and other historic routes or trails of interest to the public.

In order to create a successful wayfinding system, even in an age of smartphones and GPS, physical wayfinding elements and systems strengthen brands by improving the legibility, navigation, understanding, and accessibility of the environment.

Wayfinding Signage Systems

- Reinforce an area's defining history, architecture, and landmarks
- Give less prominent districts and destinations a much-needed boost
- Help the public find parking, improve traffic flow and ease the transition between car, pedestrian and transit use
- Reduce visual clutter with clear, consolidated and on-brand information and identity

The following is a set of signage featuring a sample set of new branding marks designed for Crozet:



TOURISM & PROMOTION

Wayfinding Signage





TOURISM & PROMOTION

Transportation & Parking



Recommendation

Partner with the local school district and local artisans on the design and construction of a collection of artistic bike racks to be placed in pivotal locations throughout the community for enhanced cyclist experience.

Bicycle parking should be located in an easily accessible area that is well-lit, secure, and preferably sheltered. It should be placed as close to the building entrance(s) as possible, or at least as close as the nearest car parking. When done well, bike parking can enhance a space, make people with bikes feel welcomed, and even encourage more people to ride.

Custom bike racks can be fanciful and help identify stores, neighborhoods, districts, and cities. The key to a successful custom rack is that it must be functional as well.



Proposed locations for bike racks could be the Crozet school campuses, town areas of Old Trail, public parks, and multiple locations throughout the Downtown District.



TOURISM & PROMOTION

Transportation & Parking



Recommendation

Develop a bike and scooter rental program at the new Barnes Lumber development to promote Downtown as a recreational hub for Crozet.

Communities that incorporate bicycle routes have a higher percentage of bicycle commuters. Studies have shown that even moderate increases in physical activity can have a substantial effect on health. Bicycling to work or for pleasure has been shown to decrease mortality by as much as 40%.

Bicycling also makes communities more attractive. The quality of air is better and the amount of noise is less. You're more likely to know your neighbors and stop for a conversation when a culture of cycling is accepted and present.

The best bike-friendly communities feature built systems for cyclists such as pathways and bike racks and also a riding culture that benefits everyone—from the child who rides to school to the retiree who takes a weekend trip to the grocery store.

Safety, friendliness (how accessible the community is to riders of all ages,) energy (measure of political climate in regards to bikes,) and culture (shops, routes, and attributes that make the community a great place to ride,) all contribute to bike friendliness.

Crozet has a well-development system of paved pathways from the Downtown to trails and recreational areas, but there's very little opportunity for visitors to take advantage of this. A bike share/rental program would encourage activity and breathe life into the Downtown area as a hub for coming and going.

Also consider posting a downloadable community bike trail map online so visitors can plan their routes in advance of their rides.

See: City of Blue Ash, OH Bike Share Program



TOURISM & PROMOTION

Special Event Assessment



Recommendation

Enhance current community events with opportunities for economic impact to provide a more holistic experience for the attendee and visitors.

Events and festivals are one of the fastest growing forms of tourism. They are becoming increasingly popular in rural areas as a means to revitalize local economies. Festivals and special events play important roles in destination development, image makers, animators of static attractions, and catalysts for other developments.

Events have direct and indirect impacts on communities. They provide opportunities for participation, skills development, volunteering and social, cultural economic and environmental developments. Community events and festivals can attract tourists and visitors at regional, national and international level. Events help to capture attention and promote attractions and infrastructures. They make it possible to maximize and rationalize the use of certain spaces. Preservation of these spaces may result in financial benefits and dissemination of artistic and cultural heritages.

Benefits of festivals to communities can be extensive, particularly when the draw is from outside the region. Research shows that the more involved local people and suppliers are in terms of provision of services, food, beverages, and attractions, the greater the economic benefits to the region. Local vendors, artisans, craftspeople, restaurateurs, and hoteliers may make a large portion of their annual income during the course of an event.

Add opportunities for vendors (food and beverage) during community events. Plot vendor locations and invite local and regional restaurants to serve hot chocolate, desserts, grab and go food, and cocktails, and always include Crozet branding marks for seamless promotion.



TOURISM & PROMOTION

Messaging & Branding



Recommendation

Engage consultant to do a branding exercise to develop a new logo, brand statement, and story, and incorporate this message in all local and tourism based promotions.

- **Logos and slogans are not brands.** They are merely marketing messages used to reinforce, support and strengthen your brand. They make up 2% of a brand, yet local politics usually give it 98% of the attention when they're developing their brand.
- **Brands are perceptions.** They are what people think of you – good or bad.
- **Brands are about differentiation.** What sets you apart from other communities?
- **Brands have a narrow focus.** Narrow your focus, then narrow it some more. Brands are specific. Find your niche.
- **Brands are about ownership.** Napa Valley owns the wine country brand. Nashville owns the country music brand. Branson, Missouri owns the music theater capital brand.
- **Successful brands are built on product.** Brands are a promise that you will deliver on the perception created by your brand. Those perceptions are built on product and communicated by marketing – not the other way around. Your product must fulfill your brand promise.
- **You never roll out a brand.** A brand is earned – good or bad. It can take years to build a strong brand. Brands are largely developed via word of mouth: publicity, social media. Brands are built because of what people think of you.
- **Great brands evoke emotion.** They hit you in an emotional spot. They make you want to go there. They are memorable. They have strong “top of mind awareness.”
- **Brands require tireless champions.** Successful brands require strong supporters, relentlessly supporting the brand through talking points, strategic decisions and investments.

Every event, expenditure, infrastructure improvement, and implementation should support your brand position. Focus on your differentiating qualities, and capitalize on them.



TOURISM & PROMOTION

Optimizing your Downtown's Facebook Page

Should you be using Facebook to promote your community to residents and tourists?

68% of U.S. adults use Facebook and 51% of them use it several times a day.

The short answer? **Yes.** These tips and strategies will help you get the most out of your Facebook marketing efforts.

Create a Captivating Profile

A **profile picture** is the first point of contact your audience interacts with on your page. Easy recognition of the picture is key to being liked and found on Facebook search. Cluttering a profile picture with slogans, contact details is not recommended. Consistency with your branding is important for the coherence of your image.

Cover photos are another element representing your brand and speak loud to your customers as the first impression. Your cover photo should be high quality, engaging and eye catching. Don't clutter it with texts and be sure to change it often or during your campaigns.

Craft a Complete 'About' Page

This is the most visited section of your Facebook profile and informs your audience about your brand and values. Whenever visitors want to find out more information about your business, they head to this section. It is important to give them a clear and concise snapshot of what your brand is about. **Your mission, vision, your story, company information and any other relevant details that best showcase your brand.** Facebook allows you to customize sections that record your milestones, awards, etc.



TOURISM & PROMOTION

Optimizing your Downtown's Facebook Page

Customize the 'Call to Action' Button on your Page

A **call-to-action button** is what prompts people to take a certain action. The button prompts things like 'Sign Up', 'Call Now', 'Book Now', 'Watch Video', etc. and users are offered the possibility to customize it to different URL destinations they consider pertinent. As a marketer, this gives you the opportunity to drive traffic from your Facebook page to your site easily. This can be added by simply clicking on the page and clicking on the 'Add a Button' box, choose which one you want to create and insert the URL you want to direct visitors to. Facebook Insights will help you measure and report the effectiveness of the CTA button.

Know your Audience

Facebook demographics are used to ensure you know your customer personas. They are continuously evolving hence the need to have tools to help you measure, report and keep track of the changes. Knowing your customers' behaviors will help you tailor your marketing campaigns and promotions to target them. **The below questions can help you better understand your ideal customers:**

- What is your brand user demographic? Their age, education background, gender, income level, etc.
- Which is the goal of your Facebook campaign? This helps you target the right audience that has the highest chances of being interested in your offer.
- Which is your competitive advantage? What differentiates you from other Downtowns?

Create Engaging Content

One of the most important Facebook rules is **creating content that probes your audience to take action**. Developing an engaging relationship with your followers is what will determine their interaction with your brand. As content creator, you should not just stick to general statements, opinions and facts but be bold and spice up your content with some fun. Questions, photos that ask questions, and fill-in the blanks are some examples of content that entice people to act.



TOURISM & PROMOTION

Optimizing your Downtown's Facebook Page

Don't Forget to Engage

Respond to conversations in the right rhythm and cadence, **be responsive and social**. Going out of your way to make your audience feel important makes them bond with your brand. Quick feedbacks on Facebook are highly appreciated especially in the early stages of community building. This shows the brand commitment to customer service and smooth communication with its customers.

Create a Balanced Posting Strategy

How frequent you publish posts and when you post them is vital for your Facebook marketing activity. Posting too often might irritate your followers. On the other hand, not posting frequently enough might reduce your chances of credibility and authenticity. Striking a good balance between the two is the key to a strong brand presence.

Facebook insights will greatly help with this as once you have observed the performance of your previous posts you may customize the frequency, timing and strategy as required. **Here are some tips to help as you start off:**

- 1 Afternoons and evenings are the times of the day when most people visit their Facebook account so post between 1 p.m. and 4 p.m.
 - *However, avoid being robotic by posting at the exact time daily.*
- 2 Posting twice a day is adequate to create awareness and gain post impressions. This ensures consistency and originality without looking spammy.
- 3 Always include images where possible.

There are apps and platforms that allow you to schedule posts in advance, so you're not on the clock 24/7.



TOURISM & PROMOTION

Mistakes to **Avoid** in Facebook Marketing

Facebook gives organizations a platform to showcase it's character, promote events, and connect with it's users.

But with these benefits comes the potential for mistakes that can damage your brand.

What Not to Do

- 1 Never have a personal profile to represent a brand. Create an authentic Facebook Business Page.
- 2 Never publish personal content on your brand page. Always assign page roles on need-to basis and post as a brand not as a private person.
- 3 Never spam your followers. Aim to be classy, yet perceptive.

It is of outmost importance for all brands to understand how to properly manage a Facebook business page. The Facebook business page best practices previously listed aid to tight the connection between communities and brands. You get noticed, followed and engage with your target audience creating a reliable pool for lead generation.

But as Facebook is continuously evolving, you need to be up to date and willing to adapt and try different strategies to see massive success and results for your business.

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downtown strategies

ECONOMIC VITALITY

Economic Vitality focuses on capital, incentives, and other economic and financial tools to assist new and existing businesses, catalyze property development, and create a supportive environment for entrepreneurs and innovators that drive local economies.



ECONOMIC VITALITY

Catalyst Project: Barnes Lumber Mixed-Use Development



Recommendation

DCI has been a pivotal support system for the new Barnes Lumber Mixed-Use Development. Continue this support by assisting with community event planning and promotion, branding, and promotion of this shopping and lifestyle destination.

Benefits of Mixed-Use Development

Economic

There are numerous economic benefits to adopting planning strategies, land use practices, and regulations that foster mixed-use development. Studies show a clear connection between walkable environments and the economic viability of a town. The resurgent interest in downtowns and in promoting mixed-use developments throughout metropolitan areas is, in part, driven by a recognition of the value of walkability. Mixed-development that promotes a walkable built environment can help revitalize a downtown, increase private investment, lead to higher property values, promote tourism, and support the development of a good business climate.

Increased Tax Revenue

A compelling argument in favor of mixed-use development is the increase in property tax revenue. As a community becomes denser, municipalities gain more tax revenue per acre than before development. The savings are huge: tax revenue can increase up to 10 times, on average, with the introduction of mixed-use development to a community. The savings are even larger when developments are built outside of an urban setting.



ECONOMIC VITALITY

Catalyst Project: Barnes Lumber Mixed-Use Development

Benefits of Mixed-Use Development (Cont.)

Operating Budget Costs Savings

While upfront infrastructure costs and increased tax revenue clearly demonstrate economic savings, communities continue to save after a development is completed. Mixed-use projects also reduce ongoing costs to communities for services like police, fire and trash. Smart Growth America estimates the average savings at almost 10 percent. While much of the savings comes from a reduced distance to travel, some communities find that fire department response times would be faster and fewer stations would be needed if the city had a better-connected street grid and closer-setbacks.

Environmental

Reducing sprawl and building communities where residents live and walk to work reduces car usage, positively impacting the environment. With the incorporation of mixed-use development and smart growth practices, sprawling development patterns could be reduced and quality of life may be enhanced. Undeveloped land, open space, and historic and natural resources could be preserved.

Health

A neglect of community-design principles, lack of walkable infrastructure, and compartmentalized built environments with single uses can lead to less active lifestyles and a greater incidence of chronic obesity and related diseases.

The Delaware State Housing Authority provides research that shows over 50 percent of Americans would walk and bike more than driving if given the opportunity. Neo-traditional neighborhood design and smart-growth strategies such as mixed-use development are being implemented to mitigate the effects of sprawl, promote a sense of community, and encourage pedestrian-friendly design. In addition to providing public health benefits, walkable communities that are attractive, convenient, and may also contribute to a sense of place that reaps economic rewards.



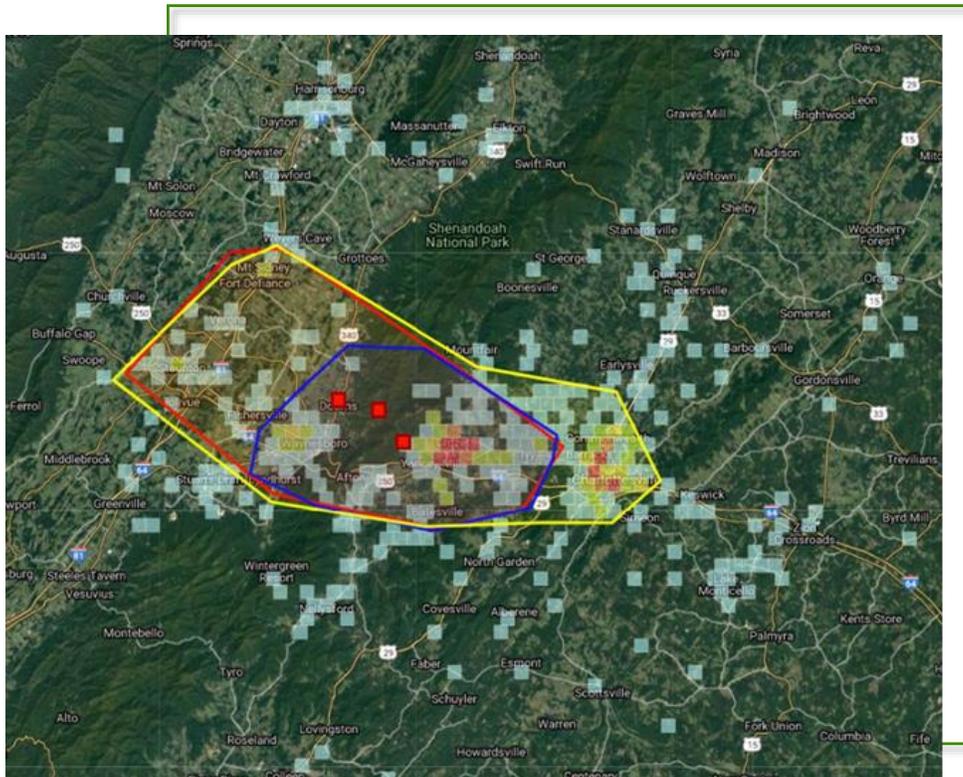
ECONOMIC VITALITY

Projecting Retail Demand: Barnes Lumber Project

As part of our contractual agreement with Albemarle County, we were tasked with providing a recommendation and rationale for the amount of retail space, in square feet, viable in the central business district of Crozet. The following data and projections were drawn from our real estate expertise, consumer spending in three custom trade areas, mobile data analysis, as well as national industry trends for occupancy.

Custom Trade Areas

Our team created the CTA (Customized Trade Area Reports) based on a geographic “reach” we believe could be consistently pulled to downtown Crozet **with the right retail and business make-up** in a future development, as well as studying the mobile data reports pulled from businesses already located in Crozet.





ECONOMIC VITALITY

Projecting Retail Demand: Barnes Lumber Project

GAP (3, 5, 10 mile radius)

The GAPs were pulled from radius rings of 3 miles, 5 miles, and 10 miles from the development location. These ranges were used as they are generally regarded as good proximities to use when identifying GAPs in a market of this size and due to the proximity of Crozet to larger markets in the area such as Charlottesville, Staunton and Waynesboro.

Opportunity Gaps

	3 Mile	5 Mile	10 Mile
Grocery Stores	\$16,627,115	\$24,836,314	\$31,138,876
Clothing & Clothing Accessories Stores	\$8,694,168	\$11,790,053	\$29,030,746
Health & Personal Care Stores	\$5,794,455	\$8,533,579	\$20,079,565
Foodservice and Drinking Places	\$11,988,578	\$17,319,261	\$40,827,594
General Merchandise Stores	\$11,851,824	\$16,846,996	\$34,643,916

Conclusions

Given the high median household incomes levels throughout Crozet and Western Charlottesville, **we believe a boutique themed downtown development would lend itself best to this location.** It also avoids the community from trying to compete in a more traditional sense with national retailers in competing nearby communities.

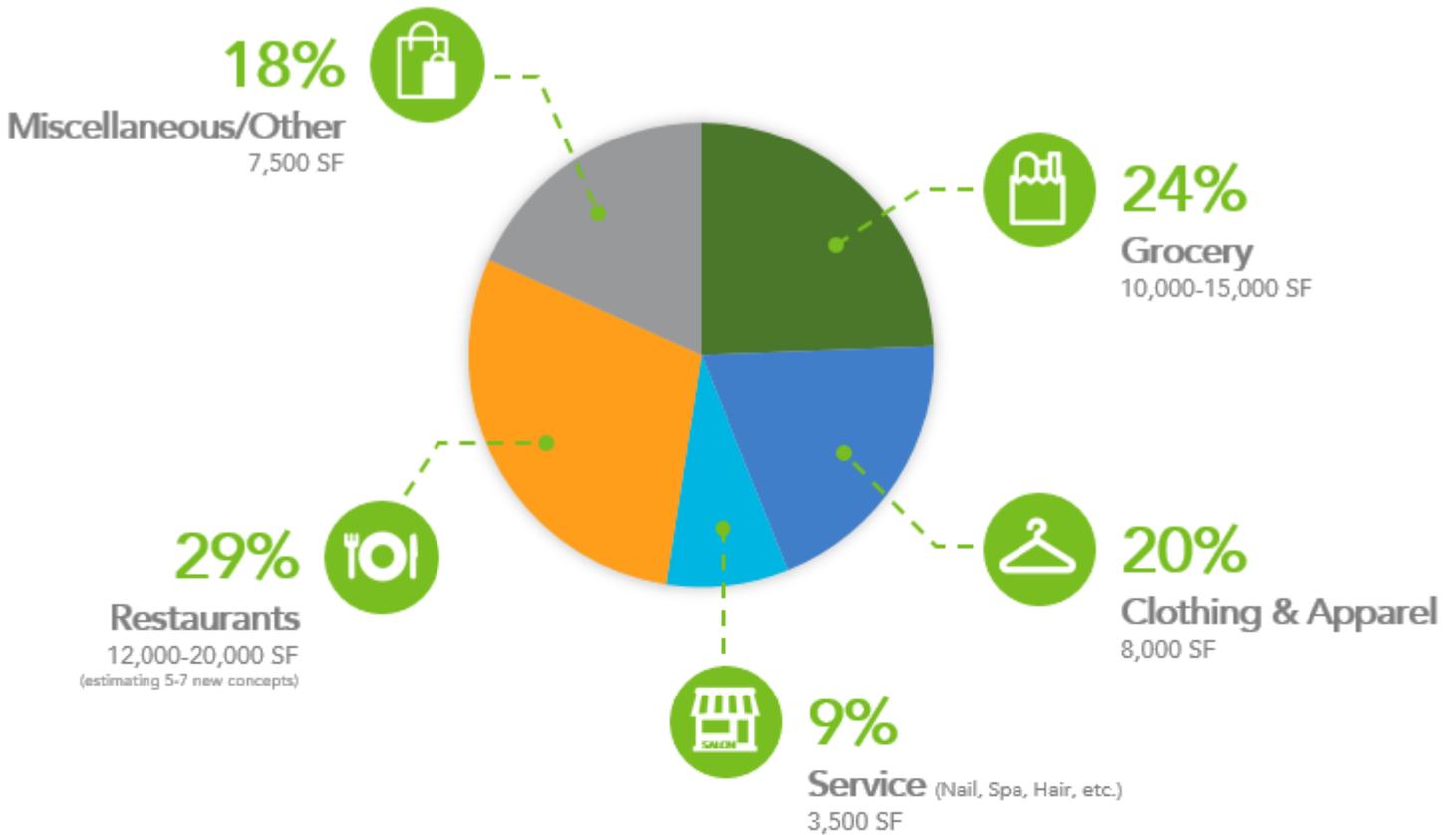
In order to project **current demand** for retail in square feet in this location, our team studied the GAPs in the region, identified proximity to nearby uses and pulled from our knowledge and experience in the commercial real estate industry by looking at averages of square footage of stores in certain retail categories.

We estimate that there is current demand for approximately **41,000 square feet of retail** at this location, lending itself to change and variation, but was compiled by examining the GAP categories and traditional footprint sizes of those stores in communities across the Country.



ECONOMIC VITALITY

Projecting Retail Demand: Barnes Lumber Project



Opportunity Gaps

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Potential Demand in Square Footage

Grocery	10,000-15,000 SF
Clothing & Apparel	8,000 SF
Service (nail, spa, hair, etc.)	3,500 SF
Restaurants	12,000-20,000 SF (estimating 5-7 new concepts)
Miscellaneous/Other	7,500 SF
Total Retail Demand Estimate for Development	41,000 SF



ECONOMIC VITALITY

Retail & Restaurant Mix



Recommendation

People love a main street, but the tired, dated look and incomplete tenant mix of many smaller downtowns—along with car-oriented streets—are a deterrent to revitalization. Small-to-midsized downtowns represent some of the best opportunities and biggest challenges for urban retail in the next decade.

Up to the 1950s, most Americans shopped, and sought services and entertainment in downtowns—large and small. Then a succession of strip malls, indoor malls, and big box stores captured most customers. Many middle-class households moved to the suburbs and suburban malls benefited from a coordinated tenant mix and management that downtowns lacked. The main streets and downtowns lost up to 90 percent of their business in the latter half of the 20th Century.

A return to urban living means that downtowns have an opportunity to regain some of their market share, if positioned properly.

The following are categories of businesses that show a propensity for success based on Market Analysis & Consumer Spending Patterns.

Crozet should take steps to recruit these types of businesses from other areas of the City or from neighboring communities for expansion:



grocery



electronics & appliance



health & personal care



apparel



restaurant



ECONOMIC VITALITY

Recruiting Retail Downtown

Retail leads can be broken down into four general categories:

1 Existing Businesses within or near the business district

Often the best leads are found near home. Leads might include existing businesses seeking more space or a better location in the business district. The district's business owner survey as well as ongoing conversations and personal contacts of the recruitment team, chamber of commerce and other economic development professionals can help identify these leads.

2 Emerging Entrepreneurs

Downtowns and business districts are often attractive to independent businesses. Accordingly, leads might include home-based or garage-based businesses seeking more fitting space and a convenient location for their customers. These leads might include managers of existing businesses wishing to go into business on their own. Commercial lenders, business schools, Small Business Development Center (SBDC) counselors, Main Street program business specialists, Service Corps of Retired Executives (SCORE), chamber of commerce and other public or private small business professionals should be asked to help identify these leads.

3 Existing Local or Regional Businesses

Local or regional businesses, particularly those that have branch stores and are ready to expand, are often excellent prospects. These business operators typically have a good knowledge of the market area, and may already have multiple stores. They are often interested in expansion as a way to improve their penetration of the market. These leads can be identified through your team's knowledge of the business mix in other communities in the region and information collected from your local consumer research. In addition, realtors, commercial brokers, sales representatives and suppliers that work within the region can be helpful. Sometimes ads in regional business, real estate and regional lifestyle periodicals can generate leads.

4 National Chains

If local or regional businesses are not interested in expanding, larger national chains can be contacted. It is important to be realistic about the kinds of chains that might be interested in a small community as their market, store size and parking requirements may preclude them from considering your district. Leads can be identified through directories and private databases listing chain site selection criteria and contacts. In addition, leads can also come from commercial brokers, trade shows, "deal making forums," and conferences such as those offered by the International Council of Shopping Centers.



ECONOMIC VITALITY

Backfilling Vacancies

The good news about tough economic times is that they breed ingenuity. Property owners and community leaders need to think “inside the box” -- the vacant storefront, the empty warehouse, or the small office building abandoned by the busted start-up firm.

By thinking short-term instead of long-term lease, entertainment instead of shopping, farmers market instead of vacant lot, that space -- particularly in well located areas -- may be suited to new opportunities.

Short-term Leases

A pop-up or short-term lease program **activates vacant properties by introducing new, creative, and temporary retail locations with visual aesthetic.** These programs can create an environment that engages customers and authenticates downtown as a vibrant space, ready for long-term investment.

Subdividing Ground Floor Storefronts into Smaller Parcels

A smaller retail space means lower overhead costs and allows retailers to quickly move inventory in and out of the store. It also ensures retailers keep their displays fresh and continually try new merchandising tactics. With an initial build-out investment, **property owners can reimagine their existing storefront footprint,** and subdivide into more, lower square footage spaces, increasing the vitality of the corridor, but also lessening the burden for entrepreneurs.



ECONOMIC VITALITY

Backfilling Vacancies



Recommendation

Work with property owners and community leaders to develop a plan to begin backfilling vacant properties, starting with short term leasing.

Landlords and their leasing agents must get creative and think out of the box when retail space remains vacant for too long. Not only does this empty space strain the property owner, but it creates an eyesore in the community. An easy way to remedy both problems is to lease the space out on a short-term basis.

The Length of Leases and Other Considerations

Pop-up shop leases usually last between six weeks and a year, with many non-seasonal retailers willing to sign month-to-month leases that could result in long-term tenancy. Rents for pop-up shops tend to be less expensive than those secured by traditional leases, sometimes by as much as 50% below lease value

Of course, this concept works best when there is little or no space modification necessary. Generally, just adding desks and chairs or some kind of display shelving or fixtures is all that's required. And, these simple additions/changes can be easily implemented or erected and then torn down. Modifications are usually not a stumbling block because the tenant wants an easy move-in/move-out phase, and the landlord wants little or no refit between tenants.

The Pros and Cons for Landlords

While a long-term lease commitment is ideal, a pop-up operation is not entirely unattractive to landlords. That's because the prospect of bringing in some rent is better than no rent at all. The aesthetic value that a bustling pop-up operation can add to a location should also not be overlooked. It can only help consumer confidence and show off the retail space as being desirable. The short length of these leases can also be a huge benefit to landlords by providing immediate mortgage assistance while leaving prospects open for long-term leasers once the market (even a hyper-localized one) becomes more favorable.



ECONOMIC VITALITY

Pop-ups

What makes a good pop-up?

Well managed pop-ups are thoughtfully designed spaces, that allow for customers to interact with merchandise, try on options, and develop a connection with the brand. Pop-ups should be beautiful, mobile extensions of the brand. They should house remarkable experiences for customers, influencers, and employees.

Why are they effective?

They're experiential – Experiential Retail is a strategy used in the retail landscape to increase engagement, interest, and traffic in physical retail locations. It provides an opportunity for brands to connect in one-on-one interactions with their customers. Theoretically, these interactions happen in an environment where happy and powerful memories are being made. While the experience can take many forms, experiential retail usually includes some sensory, educational, and communal experiences with emotional connotations. So, through your experience-driven retail strategy, the brand becomes associated with those powerful memories.

They're temporary – the temporary nature of pop-up shops is baked right into the model. Temporary opportunities are often perceived as scarce and therefore develop a sense of urgency in a customer base. That's why big sales have a time limit. Customers need to come in fast, regardless of the obstacles, to take advantage of the sale. Pop-ups drive a similar phenomenon but instead of saving money, customers save themselves from FOMO (the fear of missing out).

They're inexpensive – When we talk about inexpensive options, we're typically talking about the total cost of ownership. The temporary nature of a pop-up means that you aren't paying the 10-year lease agreements common for most brick-and-mortar retailers, you aren't required to customize the space, and you aren't tied down to a single location. Beyond that, pop-ups are typically custom designs or DIY projects which gives an entrepreneur or brand much more flexibility to play with design, materials, and layout to value-engineer a budget.

A close-up, low-angle shot of a white wind turbine blade with a distinctive orange tip, set against a vibrant teal sky with soft, white clouds. The blade curves from the bottom left towards the top right. A semi-transparent teal rectangular box is centered over the image, containing text and a page number.

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downtown strategies

RESOURCES



RESOURCES

Building & Business Inventory

This data, included on your flash drive, can be used to better understand Downtown assets and weaknesses; identify potential locations for technical assistance; measure community achievements of recruitment and retention goals; development of a comprehensive kiosk map as part of your wayfinding signage system; and to market, retain, recruit, and track development trends within the downtown commercial area. It can also be used for:

Business Improvement Districts

A business improvement district (BID) is essentially a nonprofit organization that manages a commercial area. They can provide a variety of services, like sidewalk cleaning, capital improvements, security, parking and transportation management, and social services. But they also work to market and promote an area, recruit new businesses, and retain current businesses. BIDs are created by local governments, and are given the ability to raise funding through taxes on commercial property owners. Knowing your Downtown's tax revenue capabilities, property owners, and square footage of buildings expedites the BID creation process.

Distribution of Space

Data can be extrapolated and categorized to determine use, such as: Consumer Services, Retail, Food & Beverage, Government, Non-profit, Vacant, and Parking.

Historic Resources Survey

Historic resources surveys collect and record information about extant historic resources, usually on a county-wide, community-wide, or neighborhood-wide basis. City or county governments generally undertake surveys for their communities as a first step in documenting historic resources for planning purposes.



downtown strategies

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