



Miami Street Commercial Corridor Revitalization Action Plan

City of South Bend, Indiana

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Miami Street Commercial Corridor Revitalization Action Plan

City of South Bend, Indiana

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Business Districts, Inc.

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Introduction

South Bend's Miami Street business corridor is an important connector between pleasant residential neighborhoods, many attractions, and downtown South Bend. The corridor is at the heart of many of South Bend's important institutions. St. Matthew's Cathedral and its school are immediately adjacent to the corridor. Riley High School and its associated athletic fields create a western border for the Miami Village neighborhood. The successful farmers' market is just north of the corridor and Scottsdale Mall is directly to the south. Visitors to these attractions add to the market created by nearby residents creating a retail business environment that should offer both convenience shopping and niche businesses that invite visitors to make another stop. Concern that the existing businesses were not realizing their potential to attract this market led local business leaders to request the inclusion of this area in South Bend's corridor development program. This study is a necessary first step to making Miami Street part of that program.

This study began in May 2000 and is the fifth in a series of studies looking at important South Bend commercial corridors. Concurrent with the creation of this report, business leaders created a new organization, the Miami Village Association (MVA), that began participating in the Business District Action Team (BDAT) meetings along with the other corridor representatives. This participation has occurred much more quickly than in the other corridors demonstrating the improvement process and learning that comes with implementation experience in the other corridors. Likewise, this report capitalizes on the experiences gained in other areas, relative health of this area, and the talents of local leaders. Like the other corridor action plans, this plan has several purposes. It provides a snapshot of the area's business potential and outlines specific revitalization strategies. Although its primary purpose is directing output, this report also focuses on:

- weaving the elements of this strategy into a cohesive process,
- stimulating thoughts about encouraging better use of resources,
- informing new participants in the organization of their role,
- assisting City staff in their control and monitoring functions,
- providing documents that can be approved rejected or modified.

The first section of this report, the Situation Audit, examines important trends in retail development, the markets served by this corridor and the strengths, challenges, weaknesses, opportunities, and threats of the existing business environment. The second section provides an Action Plan that builds on the Situation Audit. An Action Plan organizes the effort into goals, objectives and action steps. The goal describes the plan's vision for the area. An objective defines strategies that will be necessary to achieve the goal and action steps outline specific tactics for meeting each objective.

The goal of the Miami Street corridor action plan is:

To establish Miami Street as the commercial center of the adjoining neighborhoods that provides convenience shopping, unique dining, specialty stores, office space, and a location for events that celebrate the area.

The key to this plan's success is the development of a true partnership between the local building and business owners and the City. The City's role is to provide direction based on the staff's experience working in the other corridors and to provide incentive funding for programs that could jump start the area's revitalization. The private sector partner is to provide program continuity, leadership and investment designed to increase the value of area commercial properties. If the process works well, the City will benefit from the lower costs associated with a vital commercial area versus an area with the crime and high vacancy associated with deterioration. Area property, including residents, will benefit from an overall increase in property value.

Situation Audit

Retail Development Trends

A challenge in any aging commercial area is trying to match modern site selection and stores/office configurations. As the Miami Village area strives to satisfy the needs of new retail/office space, it is important to recognize emerging trends in commercial area development. There are two emerging trends that are important in capitalizing on the potential of the Miami Village area.

The first trend, clustering, is the grouping of similar businesses in close proximity to each other. For years, it has been common for businesses like fast food restaurants, grocery stores and automobile dealerships to choose locations adjacent to or across the street from their fiercest competitors. Those concentrations of like businesses created powerful draws to customers wanting to explore all options before purchasing or make a last minute decision based on a quick assessment of shopping options. Mall developers and independent retailers usually took the opposite approach, spreading like businesses throughout a shopping area so that customers would be exposed to the offering of a variety of merchants and potentially make unplanned purchases. As consumers have become more time crunched, providers of all merchandise categories are realizing that they can be more successful by clustering with like businesses. New malls have home improvement areas, Jr. apparel areas, career apparel areas, extensive food courts and other convenience shopping areas. Applying this concept to the Miami Street Corridor suggests opportunities to add more businesses similar to the existing businesses, restaurants, vintage clothing, furniture, home improvement and personal services.

The development of Lifestyle Centers is a second important trend. Lifestyle Centers are groups of 5 to 25 stores that target consumers who share a similar income level and activities. Essentially, they are the opposite of the cluster in that each store carries a different category of merchandise. These centers succeed because the target consumers have all of their favorite stores at one-stop. An example of a Lifestyle Center based on a corridor, is mixing a variety of craft focused stores with a home-style restaurant and an unfinished furniture seller. Logical additional stores for this area might be a family hair care center.

Miami Street Trade Area

The market for businesses along Miami Street, its retail trade area, is based on a number of factors, including the mix and draw of existing stores; quality, quantity and location of competitive shopping areas; ease of access; physical and perceptual barriers. Customarily, the trade area for shopping districts is divided into a nearby primary trade area which provides from 50 to 80% of each store's business and a more distant total trade area that adds all but a fraction of the balance of each store's sales.

The natural primary trade area for any commercial district is the nearby residents and workers. Local businesses intercept these customers providing the goods and services that meet their needs more conveniently than more distant businesses. As competitive shopping opportunities have developed, these customers have decided where to shop by balancing the wider selection and often lower prices at shopping centers with the local offering. As the population became more auto oriented and less dependent on pedestrian access to shopping, retail business concentrations like those along Miami Street were less successful in attracting customers for basic shopping like groceries and apparel. Like most traditional neighborhood commercial districts, Miami Street lost many longstanding businesses and became a location for services and new retailing formats, like convenience stores. These businesses still serve the local population but they obtain a much lower percentage of neighborhood residents' spending and it is more discretionary spending than when the corridor contained grocery stores and gas stations.

The strategy recommended as part of this study will suggest methods of strengthening the affiliation between nearby residents and the Miami Street Corridor. The demographic reports in the appendix provide a detailed picture of the population and sales potential of this primary trade area. Highlights of that information include:

Population	6,800
% Owner Occupied Housing	59.4%
Median Household Income	\$29,300
Average Household Income	\$34,100
Median Age	31.2
Total Expenditures (\$ Mil)	\$96.4
Annual Restaurant Expenditures (\$ Mil)	\$13.7

Source: National Decision Systems, *Pop-Facts Report*

This information shows a relatively small market with enough spending power to support a limited retail offering. A reasonable goal for a neighborhood shopping corridor is to develop a store mix and marketing approach that attract as much as 20% of the specialty goods (total expenditures minus grocery, drug, mass merchandiser, department stores and apparel) spending of the population in its primary trading area. For Miami Street that is 20% of \$ 24.9 million or about \$5 million. Recognizing that well managed corridor stores and restaurants will sell between \$300,000 and \$1 million annually and recalling that this local population provides between 50% and 80% of the area's sales, this suggests that the Miami Street

corridor could support roughly 30 low volume stores.¹ Since the most desirable mix would include a few high volume stores and/or restaurants, today's Miami Street Corridor would probably seem successful with approximately 20 thriving businesses. Since our analysis revealed over 35 retail spaces, it will be important for Miami Street to attract services and offices that will fill commercial spaces providing customers and rent to support property improvement.

It will be important for Miami Street businesses to pull customers from areas beyond the nearby neighborhoods, a larger total trader area. Attractions like St. Matthew's Cathedral, the library and schools, and a location near both downtown and the popular Farmer's Market provide great exposure to customers from more distant areas. The Action Plan that follows will identify tactics for Miami Street businesses to appeal to this broader market.

¹ $\$5,000,000/\$300,000 \times 2$ (neighborhood customer are only 50% of sales)=33 stores

Strengths and Challenges Analysis

Identifying the aspects of an area that meet or exceed levels necessary for a strong business environment, is the foundation for building a successful marketing and revitalization strategy. At the same time, it is important to recognize factors that create the challenging situation that led to the need for revitalization.

Strengths

The elements of the Miami Street Corridor that enhance the business climate include:

1. Moderate traffic counts bring reasonable exposure to corridor businesses and offer the opportunity to intercept travelers.
 - a. Miami south of Lincoln Way East: 12,700
 - b. Lincoln Way East, east of Miami: 18,200
 - c. Ewing west of Miami: 9,700
 - d. Ireland at Scottsdale: 14,000
2. Regional attractions draw customers to the area
 - a. St. Matthew's Cathedral
 - b. Other Churches
 - c. The Farmer's Market
 - d. Riley High School
 - e. Scottsdale Mall
3. The neighborhood library brings nearby residents, especially families, to the corridor and provides events that add excitement to the experience of Miami Street.
4. Strong, historic businesses like Cira's and the Miami Florist and Gift Shop give a regional identity to the corridor and provide customers for additional, nearby stores.
5. Street trees create a pleasant, pedestrian atmosphere.
6. Affordable property makes it easier to attract new business by lowering the barriers to entry in this market.
7. The City of South Bend, through its corridor revitalization program, has a number of programs that provide financial support for areas like Miami Street.

Challenges

The challenge to change comes from aspects of an area that dissatisfy. These challenges can be divided into:

- ▶ Weaknesses, factors that are very difficult to change and often must be accepted into the plan;
- ▶ Threats, factors that will become weaknesses if action is not taken;
- ▶ Opportunities, readily accomplished changes that will quickly improve the area.

Weaknesses

1. Because institutional uses (St. Matthews Cathedral and the cemetery) occupy a large area in the center of the corridor, there is such a significant break in the commercial development that the corridor splits into two difficult to connect commercial districts.
2. Miami Street lacks modern retail space that could attract a national, high volume anchor like a drug store to the area. It is difficult to create an attractive location because relatively small parcels make assembling enough land for economical new construction difficult.

Threats

1. With high land assembly costs already making new development difficult, the market for repair and replacement of buildings is further hampered by rents too low to recover construction cost. This gap between cost of construction and rents will only be closed when stores do a higher volume and therefore can afford to pay more for space.
2. Although interviews revealed concern about criminal activity in and near the corridor, they also revealed quick enforcement response. If business activity increases in the area criminal activity will decrease, however, if enforcement lags and criminal activity increases, customers will fear the area and the business climate will suffer.
3. With today's strong economy and the challenges inherent in operating an independent store or restaurant, many retiring owners of family businesses have difficulty locating a successor. This is particularly true in corridors where the business environment is in need of revitalization. The owners of a number of Miami Street's key businesses are at or nearing retirement age and do not have successors available.
4. Vacant buildings, whether just waiting approvals of financing or permits or truly uninhabitable, create an image of decline. Unfortunately key properties at the northern gateway to Miami Street are vacant and threaten the whole area's image.
5. At the beginning of this study, Miami Street lacked a business organization able to undertake the private responsibilities for partnering in the revitalization of the area. During the study an organization began to form but, as discussions at the October Strategy Workshop revealed, there is still no strong leadership identified for that group.
6. Absentee landlords often have the least incentive to properly maintain their investment. It is also difficult for the

private organization to approach these owners and get them involved in revitalization efforts. As is typical of challenged business corridors, the owners of the most deteriorated properties along Miami Street are not residents of the area.

7. Because this commercial corridor was developed when shopping was a more pedestrian activity, parking is not available in the quantity to satisfy modern demand. Some owners have provided lots but there is uneven access to parking making certain areas less desirable and threatening the viability of those areas.

Opportunities

The strategy contained in Phase Two will detail tactics necessary to take full advantage of these opportunities:

1. Develop Business Organization
2. Create Financial Programs to Close the Gap
3. Intercept Shoppers Going to Scottsdale and Farmers Market
4. Attract Lunchtime Customers from Businesses and Downtown
5. Support Increased Activity at the Area Attractions
6. Create Employee Training for Neighborhood Kids
7. Support Neighborhood Watch Program
8. Develop Business Recruitment Program
9. Create Ethnic Market
10. Create Festival Atmosphere
11. Add Gateway Signage
12. Investigate Redevelopment Opportunities
13. Develop Shared Parking
14. Capitalize on Village Appearance
15. Develop Facade Improvement Program

Conclusion

As was explained at the Strategy Workshop in October 2000, the Miami Street Corridor has potential for attracting enough business to become an important asset to the area. The details outlined in this situation audit provide the basis for the Strategic Action Plan that will capitalize on this potential.

Action Plan

Appearance

Although there are countless examples proving that communities cannot achieve commercial area revitalization purely by making physical improvements, it is readily acknowledged that public appearance enhancements are an important way to jump start private investment. It is also important to have an Urban Design Plan to guide private investment into preferred site configurations and materials.

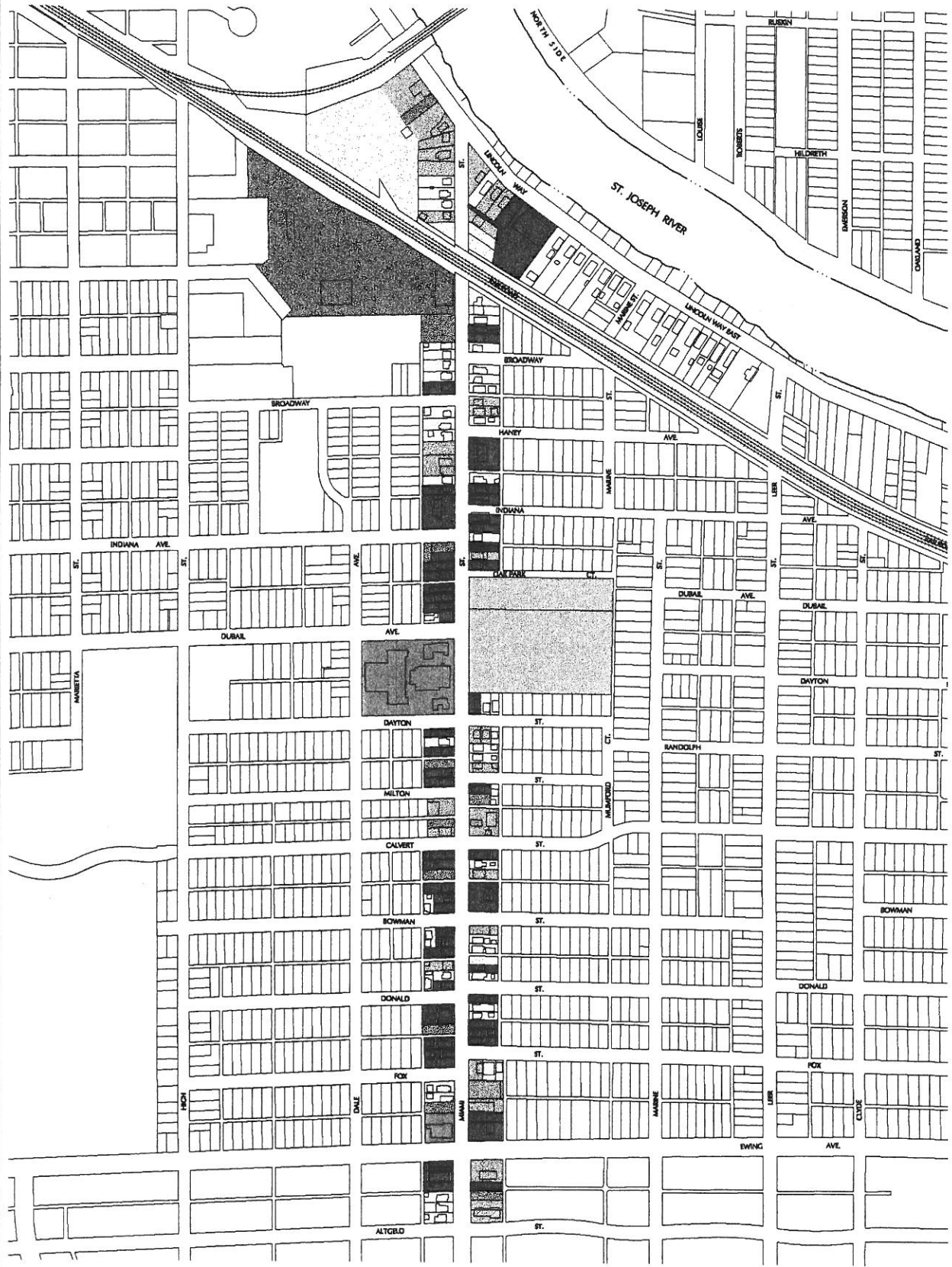
The land use pattern for Miami Street Corridor can be broadly classified into the North Cluster and the South Cluster divided physically by St. Matthew's Parish and the nearby cemeteries. While the North Cluster is primarily made up of service-commercial and office uses, the South Cluster is primarily made up of retail commercial and office uses. Most of Miami Street was originally developed as a residential street; however, over time the residential structures were converted to non-residential uses. Often times the residential structures remained intact with additional commercial space added along Miami Street, establishing many mixed-use structures. This creates an architectural character unique to the Miami Street Corridor and should be emphasized to promote and maintain a distinct image along the Corridor.

The following action plan highlights recommendations to enhance the Miami Street Corridor's image. Sketches for a number of these recommendations are also included. These sketches are intended as concepts to illustrate key recommendations. Improvements do not have to be installed exactly as illustrated to achieve the goal of revitalizing the corridor. However, the types of improvements shown in the sketches would be appropriate ways to stimulate excitement and enthusiasm in the Corridor.







Existing Land Use

Miami Street Corridor - South Bend, Indiana

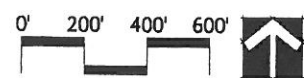
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Legend

- | | | | | | |
|---|---------------------------|---|---------------|---|--------|
|  | Single-Family Residential |  | Cemetery |  | Vacant |
|  | Two-Family Residential |  | Institutional | | |
|  | Service Commercial |  | Industrial | | |
|  | Retail Commercial |  | Parking | | |

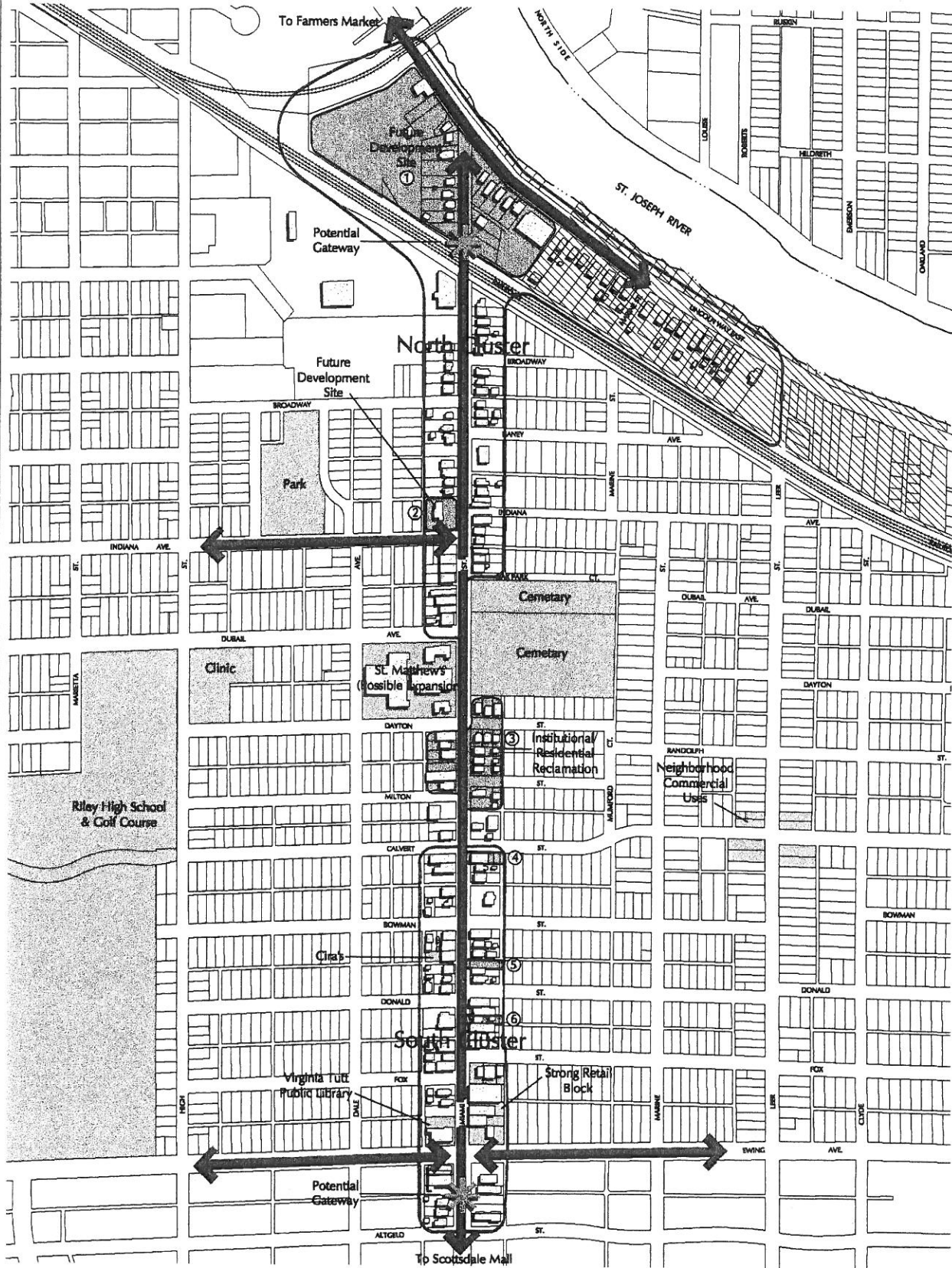
October 17, 2000



Corridor Opportunities

Miami Street Corridor - South Bend, Indiana

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Legend

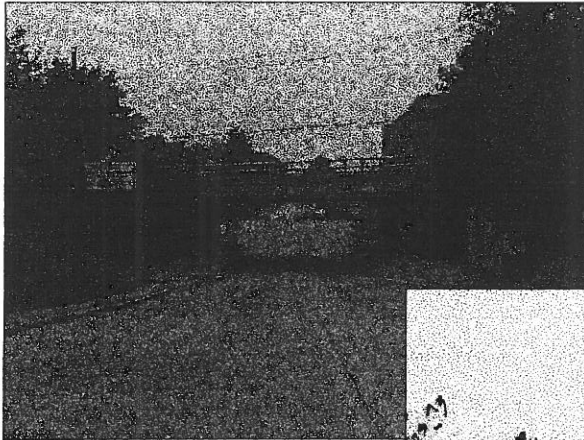
- Subareas
- Potential Development Sites
- Public Amenities
- Prominent Sites
- Historic District

October 17, 2000

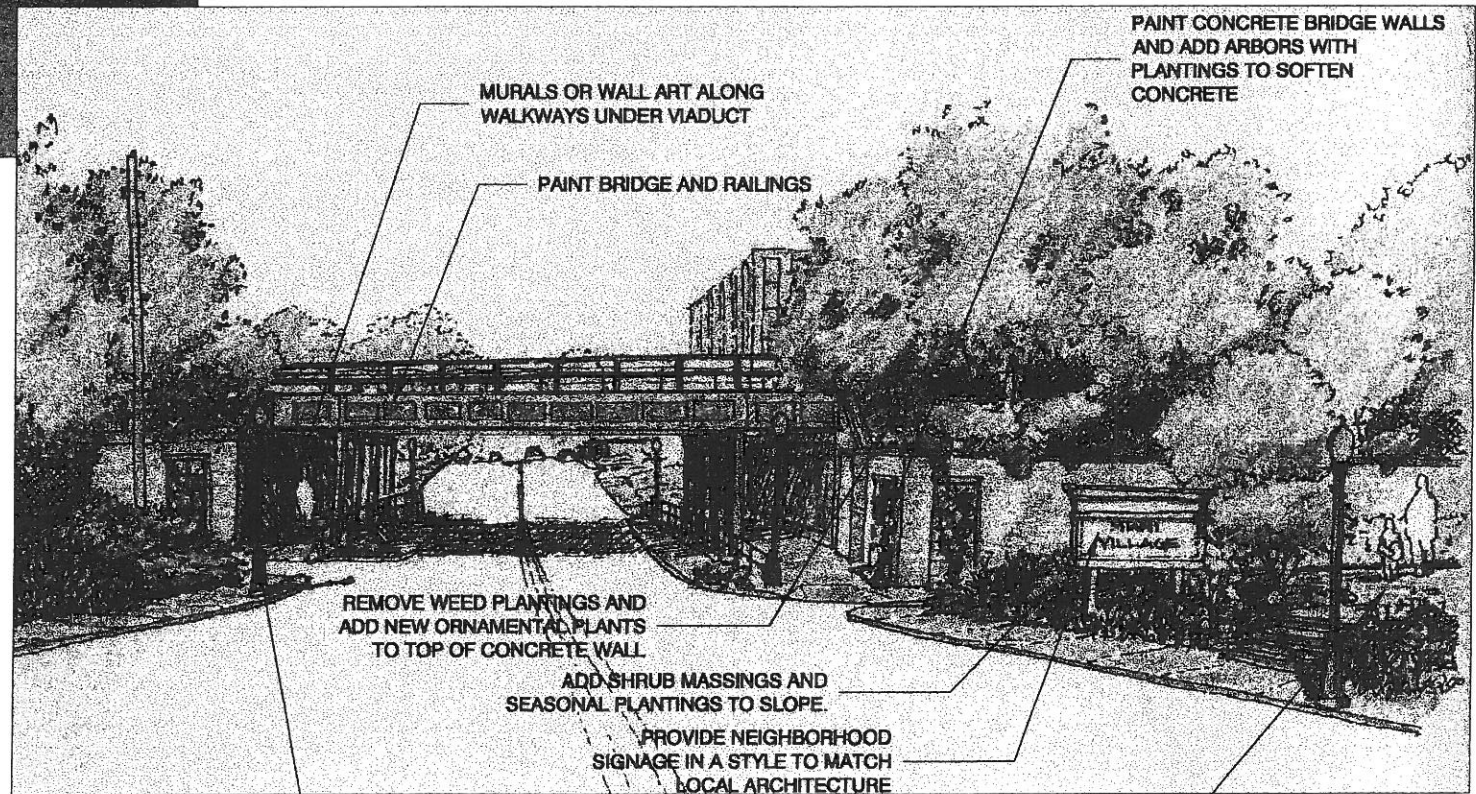


North Gateway Improvements

Miami Street Corridor - South Bend, Indiana



EXISTING



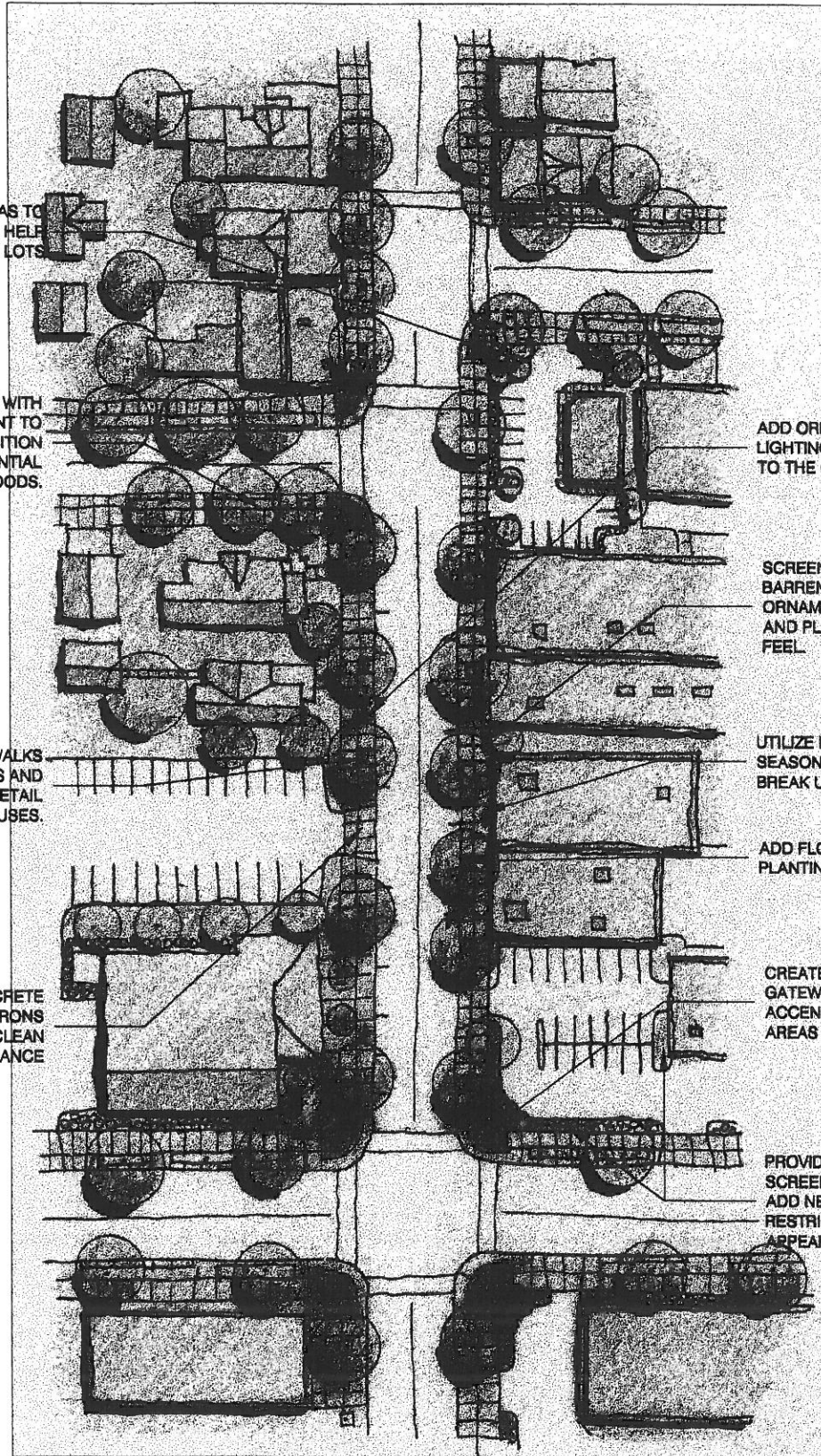
PROPOSED

ADD ORNAMENTAL LIGHTING TO
PROVIDE CONTINUITY
THROUGHOUT THE CORRIDOR

CREATE SMALL GATEWAY PARK
ON VACANT LOT

Typical Block Improvements

Miami Street Corridor - South Bend, Indiana



ADD LANDSCAPE AREAS TO SOFTEN PAVEMENT AND TO HELP SCREEN PARKING LOTS

PROVIDE PARKWAYS WITH CARRIAGE WALKS ADJACENT TO RESIDENCES FOR TO TRANSITION TO RESIDENTIAL NEIGHBORHOODS.

PROVIDE FULL WIDTH SIDEWALKS WITH CUTOUTS FOR TREES AND FLOWERS ADJACENT TO RETAIL AND BUSINESS USES.

PROVIDE NEW CONCRETE SIDEWALKS AND DRIVE APRONS TO PROVIDE A CLEAN APPEARANCE

ADD ORNAMENTAL STREET LIGHTING TO ADD CONTINUITY TO THE CORRIDOR

SCREEN VACANT LOTS AND BARREN SIDE LOTS WITH ORNAMENTAL IRON FENCING AND PLANTINGS FOR AN URBAN FEEL

UTILIZE MOBILE PLANTERS WITH SEASONAL PLANTINGS FOR TO BREAK UP MASS OF SIDEWALK

ADD FLOWERS AND SEASONAL PLANTINGS IN TREE CUTOUTS

CREATE NEIGHBORHOOD GATEWAYS WITH PLANTINGS, ACCENT PAVING, SEATING AREAS AND SIGNAGE

PROVIDE PLANTING AREAS AND SCREENING FOR PARKING LOTS. ADD NEW SURFACE COAT AND RESTRIPE FOR A CLEAN APPEARANCE



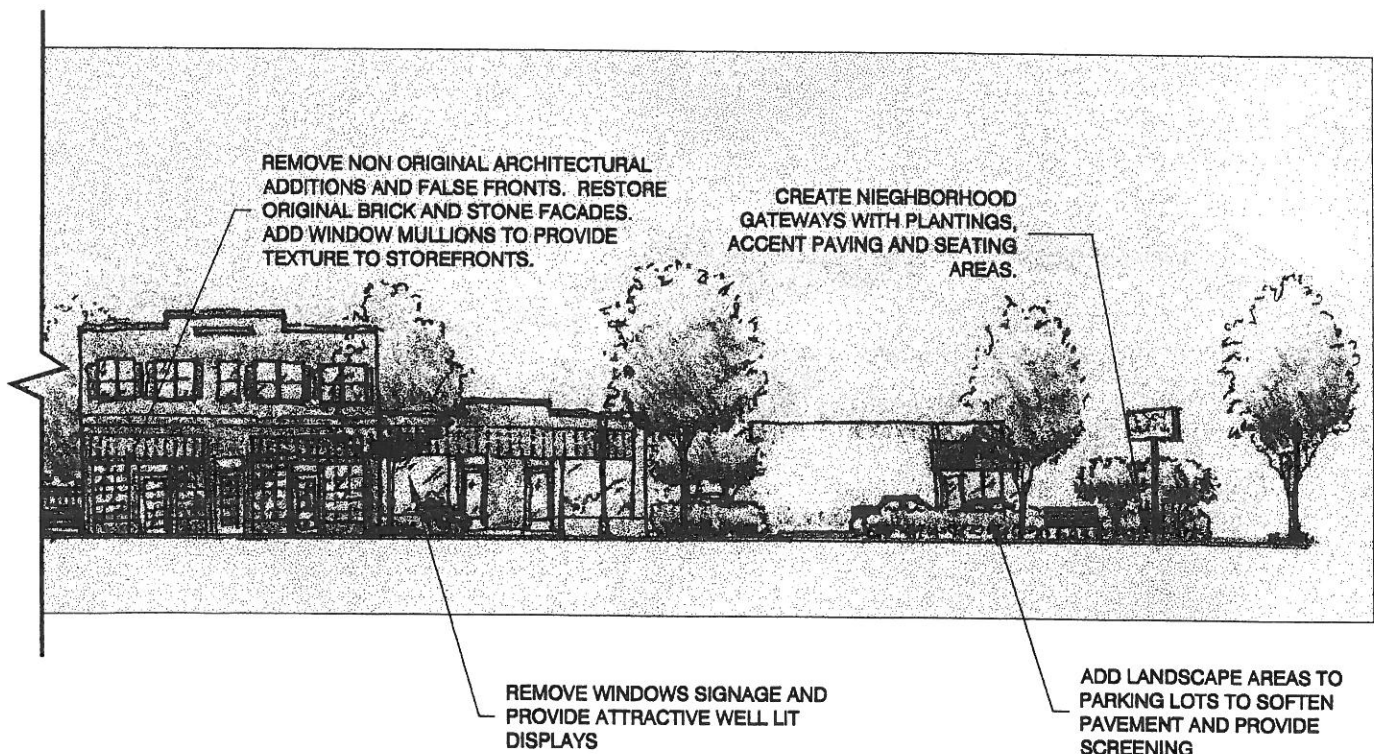
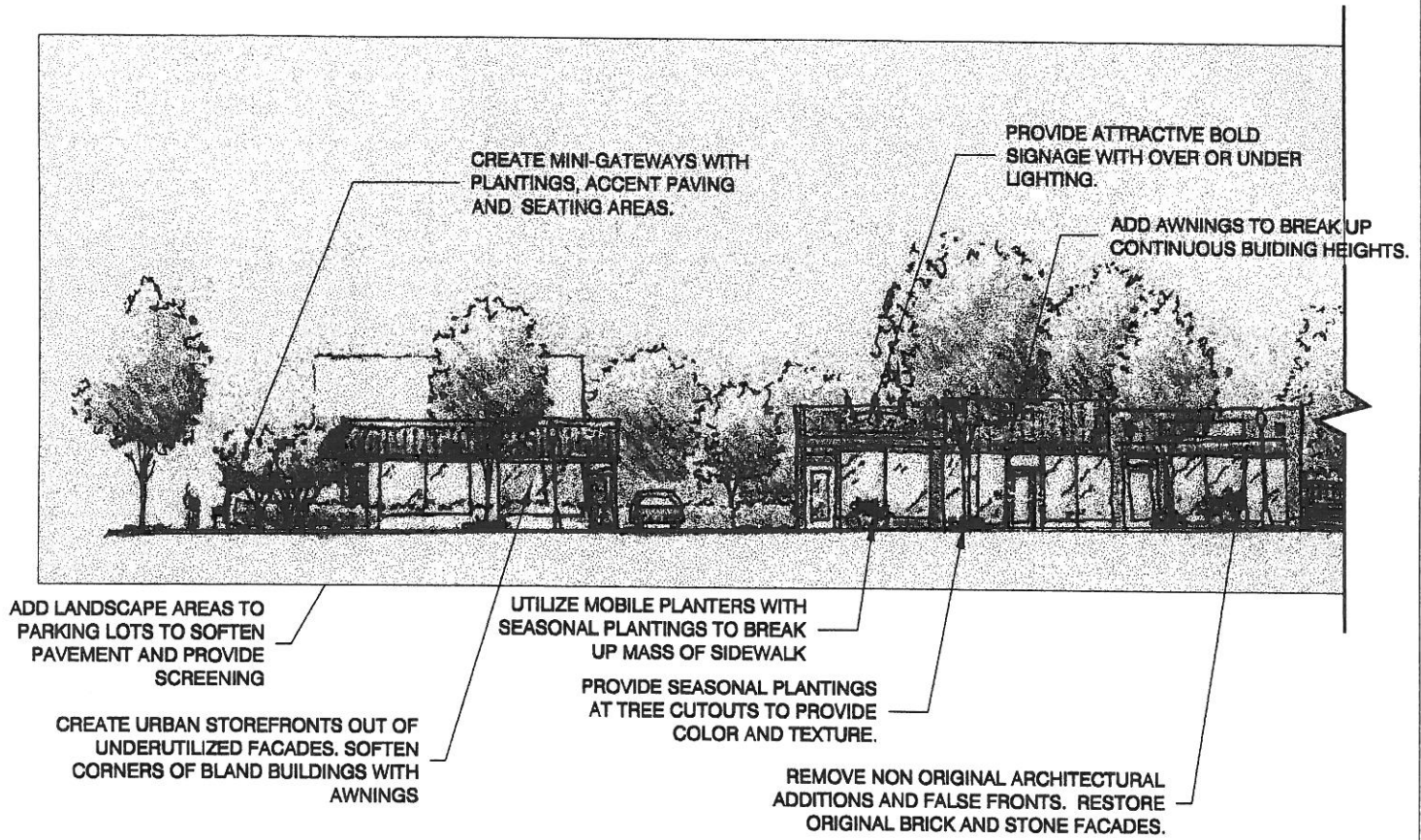
October 17, 2000



Typical Block Improvements

Miami Street Corridor - South Bend, Indiana

TESKA ASSOCIATES INC.
Business Districts, Inc.



Action Plan

Appearance

	Who	Start	\$
<i>Objective: Create a northern gateway to Miami Village</i>			
<p><i>Develop gateway treatment at Railroad Underpass along Miami Street to welcome visitors to Miami Village:</i></p> <ol style="list-style-type: none"> 1. Clean up the areas adjacent to the underpass (weed and trash removal, etc.) including the vacant parcel northwest of Underpass and Miami Street 2. Enhance the Railroad Underpass by cleaning and painting the bridge and adding lighting within the viaduct 3. Add mural(s), arbors and vines, and plantings on the railroad embankment. 4. Install neighborhood identification sign with landscaping 5. Add pedestrian-scale, ornamental lighting along street (8 fixtures) 	<p>City of South Bend, Landscape Architect</p>	1/2001	(1) \$500-1500
		4/2001	(2) \$15,000-20,000
		9/2001	(3) \$15,000-25,000
		2002	(4) \$5,000-10,000
		2002	(5) \$17,500-22,500

	Who	Start	\$
<i>Objective: Upgrade the appearance of the Miami Street Corridor</i>			
<p><i>Develop Streetscape improvements (see attached sketches):</i></p> <ol style="list-style-type: none"> 1. Identify highest priority block(s) 2. Contact Landscape Architect to assist in streetscape design 3. Enhance the plantings within the public right-of-way with trees and planters (per block) 4. Develop a banner program 5. Add ornamental street lighting to enhance continuity throughout the corridor (4 fixtures) 6. Screen vacant lots and barren side lots with ornamental iron fences (per block) 7. Establish 'mini-gateways' at retail blocks with landscaping, seating, and accent paving (per gateway) 	City of South Bend, Property Owners, Landscape Architect	11/2000 1/2001 4/2001 2/2001	(3) \$6,000-10,000 (5) \$8,000-12,000 (6) \$8,000-12,000 (7) \$25,000-30,000
<p><i>Parking lots and sidewalk improvements should include:</i></p> <ol style="list-style-type: none"> 1. Establish parkways in residential areas where feasible. Remove paving between curb and sidewalk and install street trees and grass (should occur as part of new development or during major roadway reconstruction) (per block) 2. Provide planting areas and screening for parking lots (may include new surface coat and striping to clean-up parking lot appearance) (per block) 3. Add curbs and landscaping to parking lots to define traffic movements and provide additional screening (per block) 	City of South Bend, Property Owners	2002	(1) \$30,000-40,000 (2) \$8,000-12,000 (3) \$5,000-10,000
<p><i>Building facade and interior improvements should include:</i></p> <ol style="list-style-type: none"> 1. Create urban storefronts out of underutilized facades. Soften corners of bland buildings with awnings 2. Provide attractive, bold signage with over or under lighting 3. Add awnings to break up continuous building heights 4. Remove non original architectural additions and false fronts. Restore original brick and stone facades where appropriate. 5. Remove window signage and provide attractive, well lit displays 	Property Owners, Local Architect	6/2001 6/2001 6/2001 6/2001 6/2001	

	Who	Start	\$
<i>Objective: Upgrade the appearance of the Miami Street Corridor (continued from previous page)</i>			
<i>Establish facade, landscape and interior improvement program to encourage private reinvestment</i> 1. Develop matching grant program for properties along Miami Street 2. Work with local banks to provide low interest improvement loans for private match portion of improvement funds 3. Conduct seminar with an architect where individual businesses can have conceptual improvement sketches prepared for a nominal cost 4. Encourage use of a single architect for design continuity and economies of scale, perhaps funded by the Miami Village organization	City of South Bend, Miami Village Association (MVA), Local Banks, Local Architect	4/2001 4/2001 6/2001 6/2001	\$250-300
<i>Objective: Improve viability of commercial shopping nodes</i>			
<i>Develop and implement site plan review requirement for all commercial and multi-family development</i> 1. Create specific guidelines to clearly communicate site plan requirements to property owners/developers 2. Produce requirements/application in brochure form with illustrations to clearly communicate intent and requirements 3. Provide review predominately at staff level, with one public review to obtain comments and input from local residents	City of South Bend	6/2001	
<i>Objective: Upgrade short term maintenance</i>			
<i>Identify sites where litter and dumping are problems</i> 1. Set biannual Neighborhood Clean-Up Days 2. Consider adding regular litter pick-up team each summer 3. Schedule community service workers for major problems	MVA	1/2001 2/2001 4/2001	

Business Environment

The health of the business environment determines both the success of existing businesses and the image that the area projects to potential businesses. It is composed of both tangible and intangible elements. For example, crime statistics and vacancy rates are a tangible measurement of the business environment, while pedestrian psychological comfort is an intangible measurement of safety. This section lists tactics designed to improve the business image for commercial users while the marketing section concentrates on the consumer image.

This Action Plan involves establishing a positive, supportive business environment where good businesses thrive. That environment results from government policies, the attitudes of area business owners and the programs of support organizations. Turnover of retail businesses is common in any shopping area. Even in the best regional malls 75% of tenants change before lease renewal. Consequently, the key to an improved business environment is not retaining *all* businesses but rather insuring that business owners are knowledgeable about support programs and use every available technique for enhancing their sales. If a business leaves, it should be because individual business practices were a poor fit with Miami Village not because the business environment was poor.

Action Plan

Business Environment: Safety

	Who	Start	\$
<i>Objective: Improve lighting</i>			
1. Create a lighting plan for private businesses <ul style="list-style-type: none"> ✓ Group bulb buying ✓ Plan to illuminate windows 	Miami Village Association (MVA)	1/2001	
2. Routinely monitor condition of public lighting and report outages to the City	MVA & AEP	Ongoing	
3. Study alley lighting program	MVA, AEP	2/2001	
<i>Objective: Create a Police/Neighborhood/Merchant Partnership</i>			
1. Create a business calling tree to quickly report security problems	MVA	11/2000	
2. Distribute a security packet to all merchants <ul style="list-style-type: none"> ✓ Calling tree poster ✓ List of who to call to correct specific violation issues Homeless Drug Dealing Youth 	SBPD, MVA, City Staff	2/2001	
3. Do a Crime/ safety survey analysis <ul style="list-style-type: none"> ✓ Desirability of more patrols ✓ Identification of Hot Spots 	SBPD, MVA	2/2001	

Action Plan

Business Environment: Retention

	Who	Start	\$
Objective: Keep current businesses successful			
1. Establish communication procedure ✓ "Retail South Bend" Staff visits ✓ Broadcast E-mail ✓ Distribute recruitment packet to existing businesses	City Staff, MVA, Chamber	11/2000	\$500
2. Promote incentives to existing businesses ✓ Tax Abatement ✓ Neighborhood Business Development Corporation ✓ Industrial Revolving Loan Fund ✓ Business Development Corporation	City Staff, MVA, Chamber	1/2001	\$0-1,500
3. Develop a parking plan ✓ Identify surface lot sites ✓ Discourage employees parking in prime spots ✓ Identify side-street locations for angle parking	City Staff, MVA	1/2001	
4. Initiate Facade Improvement Program ✓ Use program from Western Avenue	City Staff, MVA	8/2001	

Marketing

An effective marketing plan always starts by making the product to be marketed as impressive as possible. In a public/private partnership both entities have responsibilities for product enhancement. The City improves the product by adding physical improvements to the public spaces and by continuing the high level of services it provides through aggressive building code enforcement and security. The private sector presents an inviting experience in its businesses to further enhance the product. Because Miami Village currently has a relatively small concentration of businesses, the product development is stalled at a very limited appeal. This situation is difficult to correct because it is caused by a circular problem, customers are not attracted because there are so few businesses and businesses are not attracted because there are so few customers. To break this cycle, Miami Village needs a Recruitment Plan, Events Plan, and an Image Program. The Recruitment Plan looks at attracting more businesses and the Events Plan looks at attracting more customers. Initially, the customers are attracted by ongoing events. The success of these events demonstrates that, given an appealing reason, customers will come to Miami Village. It is hoped that participants in these temporary retailing opportunities or the farmers' markets will develop a customer following and decide to open a Miami Village store that can serve those customers.

The Image Program seeks to build on early success to create a lasting impression that differentiates Miami Village from other competing shopping districts.

Action Plan

Marketing: Recruitment

	Who	Start	\$
<i>Objective: Reduce the amount of vacant space</i>			
1. Create an inventory of existing space	MVA	1/2001	
2. Create a realistic "Desired Businesses" List <input checked="" type="checkbox"/> Name <input checked="" type="checkbox"/> Owner <input checked="" type="checkbox"/> Contact information	MVA	1/2001	
3. Coordinate space marketing <input checked="" type="checkbox"/> Encourage use of Real Estate Professionals <input checked="" type="checkbox"/> Consult Retail South Bend Staff	Realtors, MVA, City	3/2001	
4. Create recruitment brochure(s) <input checked="" type="checkbox"/> Message "This is a Great Opportunity" <input checked="" type="checkbox"/> Extensive availability	MVA, City	5/2001	\$2,500
5. Seek identified new businesses for existing space <input checked="" type="checkbox"/> Personal Contact <input checked="" type="checkbox"/> Personal Follow-up	MVA	6/2001	
<i>Objective: Develop new space</i>			
1. Prioritize Sites Identified in Land Use Plan	MVA	8/2001	
2. Package Incentive Opportunities	MVA, City	8/2001	
3. Initiate RFP Process	MVA, City	8/2001	\$1,500

Action Plan

Marketing and Promotion: Events

	Who	Start	\$
<i>Objective: Establish an Event that Connects Miami Street to the Surrounding Neighborhood</i>			
1. Establish Event Committee ✓ Select annual date (end of June?) for the event ✓ Determine Theme Sidewalk Sale/A Day in our Village ✓ Set all Meetings Meet monthly for first four months Meet as needed in last two months	MVA	11/2000	
2. Develop a budget and seek funding ✓ BDAT funds? ✓ Charge for sidewalk sale participation ✓ Corporate sponsorship	MVA	12/2000	
3. Establish Policies ✓ Allow Fund Raising? ✓ Who can Participate	Event Committee	2/2001	
4. Contact local organizations seeking participation ✓ Medical facilities ✓ Churches ✓ Schools ✓ Service Clubs ✓ Arts Organizations ✓ Children's Groups ✓ For Profit Services	Event Committee	3/2001	

	Who	Start	\$
<i>Objective: Establish an Event that Connects Miami Street to the Surrounding Neighborhood (continued from previous page)</i>			
5. Promote Event ✓ Banners (design completed 4 months prior to event; install 6-weeks before event; remove and store two-weeks after event) ✓ Every Calendar (as soon as date is determined; ongoing) ✓ Newspaper ad (one-week before event) ✓ PR (ongoing) ✓ Store Posters (display one-month before event)	MVA	Various	Public fund match at no more than 50%
6. Enjoy Celebration	Everyone	Annually	
<i>Objective: Develop an event that invites "Outsiders" to Experience Miami Villages</i>			
1. Establish Event Committee (not the same group as other event) ✓ Membership Private Sponsors Government Representative Participating Businesses Convention and Visitors Bureau ✓ Select Date (End of September) ✓ Determine Program Who How long ✓ Set Full Meeting Schedule	MVA	4/2001	
2. Sell Sponsorships ✓ Program Brochures ✓ Banners ✓ Vendors Food Drink Merchandise	Event Committee	5/2001	\$250

	Who	Start	\$
3. Promote Event ✓ Banners (design completed 4 months prior to event; install 6-weeks before event; remove and store two-weeks after event) ✓ Every Calendar (as soon as date is determined; ongoing) ✓ Newspaper ad (one-week before event) ✓ PR (ongoing) ✓ Store Posters (display one-month before event)	MVA	Various	Public fund match at no more than 50%
4. Enjoy Celebration	Everyone	Annually	
<i>Objective: Create a "Festival Atmosphere"</i>			
1. Identify "mini events" ✓ Holiday Lighting Ceremony ✓ Homecoming Parade ✓ Full Street Garage Sale ✓ Others	MVA	2/2001	
2. Contact local Institution to express interest in hosting their events ✓ Churches ✓ Schools ✓ Charities	MVA	3/2001	
3. Contact local performing groups and encourage "Street Performances" ✓ Parking Lot Jam Sessions ✓ Mimes, Jugglers, Puppeteers	MVA	5/2001	

Action Plan

Marketing and Promotion: Image Programs

	Who	Start	\$
<i>Objective: Create a Lasting, Positive Impression of Miami Village</i>			
1. Determine Positive elements that distinguish Miami Village <ul style="list-style-type: none"> ✓ Route to Farmer's Market ✓ Personal contact with business owners ✓ Affordability ✓ What else? 	MVA	3/2001	
2. Develop a logo	MVA	5/2001	\$300
3. Reinforce image through activities <ul style="list-style-type: none"> ✓ Banners ✓ "Sweeping" Program 	MVA	5/2001	up to 50% match
<i>Objective: Promote New Business Openings</i>			
1. Create a Welcome Kit for new business <ul style="list-style-type: none"> ✓ Information on Business Support Program ✓ Neighborhood mailing List ✓ Instructions for Ribbon Cutting Ceremony 	MVA	3/2001	\$500
2. Announce new business <ul style="list-style-type: none"> ✓ Press release ✓ Column in newsletter 	MVA	3/2001	

Organization

Much work needs to be done to accomplish the goal of this project. That work requires a strong public/private partnership focused on completing the outlined tasks. The following action plan recommends that efforts be led by an organization of local business leaders and property owners. Although this organization's primary focus is on guiding implementation of this plan, it would also serve as a "booster" organization that encourages participants to continue their private investment in the area. This organization's members would have the latest, and most accurate information about development activities in the area and programs designed to encourage greater investment. Through communication fostered by this organization the private sector would gather confidence in its investment decisions and the public sector would learn the most effective ways of leveraging its funds to encourage more private expenditures.

As discussions at the Action Plan Workshop revealed, the challenge for this organization is to find leadership willing to commit the time necessary to accomplish the listed initiatives. One key element will be the creation of a leadership continuity plan that appoints the first two chairs guarantying that the first chair will be able to transition to an equally strong successor within a reasonable amount of time.

Action Plan

Organization

	Who	Start	\$
<i>Objective: Establish a strong partnership with the City.</i>			
1. Set a regular meeting date and time	MVA	Done	
2. Establish voice mail and e-mail for the organization	MVA	12/00	
3. Consolidate questions and issues into one call to <ul style="list-style-type: none"> • minimize call backs • screen requests • and share responses 	MVA	12/00	
4. Prepare complete funding requests	MVA	1/01	
<i>Objective: Insure Continuity of Organization</i>			
2. Get good advice from the beginning <ul style="list-style-type: none"> ✓ Bylaws ✓ Insurance 	MVA	Done	
2. Encourage Leadership Turnover	Annually	11/01	
3. Have Fun <ul style="list-style-type: none"> ✓ Plan social events into calendar ✓ Review accomplishments 	Annually	11/01	