W-ZHA, LLC

TARGET BUSINESS MIX RECOMMENDATIONS AND ANALYSIS

DOWNTOWN JAMESTOWN, NEW YORK

FEBRUARY, 2012

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THE PURPOSE OF THIS ANALYSIS

W-ZHA was retained to identify a target business mix for Downtown Jamestown given Downtown's brand of "Up Close and Wonderful". The branding study identified Downtown's target market as those households that are interested in an urban vibe as well as an accessible creative center. W-ZHA was asked to employ our national experience in Downtown revitalization and our knowledge of the Jamestown market to:

- Identify specific Downtown market niches that support the brand;
- Identify target stores/businesses and Downtown locations to guide Downtown investment and marketing;
- Identify target sites and/or buildings for near-term investment

The Business Recruitment Plan is intended to enhance the economic development potential of not only Downtown Jamestown, but the Region.

THE GOAL

The goal of the Business Recruitment Plan is consistent with the State's "Strategy for Prosperity in Western New York". The Business Recruitment Plan is an implementation tool intended to a) create and retain jobs in the City and the region, and b) maximize Downtown investors' return on investment. The recruitment strategy is designed to satisfy the State's Strategic Goals of:

- A Plan that is ***inclusive*** by addressing the needs of a broad range of markets;
- A Plan that is emblematic of ***Smart Growth*** because it encourages Downtown redevelopment and the adaptive reuse of older buildings;
- A Plan that ***supports New York's target industries*** namely tourism and professional services companies;
- A Plan that is targeted to ***young adults and entrepreneurs;***
- A Plan that ***builds upon existing assets and strengths;*** and
- A Plan that is designed ***to improve Western New York's image.***

Downtown Jamestown is an important commercial hub in the Western New York Region. Therefore, the revitalization of Downtown Jamestown as a business, cultural, and recreation destination will not only benefit the City, but the region as a whole.

DOWNTOWN REVITALIZATION PRINCIPLES[1]

The recommendations contained in the Technical Memorandum are intended to satisfy the basic principles for a successful Downtown. Together these principles represent a complex integration of design and development ideas that can support Downtown as a place where people want to live, work and play. The principles are are as follows:

Strong Downtowns support a vibrant economy: As the urban center to a region, strong Downtowns are the economic center of the regional economy. Major corporations, banks, legal firms, restaurants, retailers, and seats of government locate in Downtowns. The mix of land uses creates synergy among and between land uses which, in turn, creates vibrancy.

Strong Downtowns evoke a sense of place: Whether it be buildings, public spaces, or natural resources, in strong Downtowns unique assets are combined to create a memorable sense of place.

Strong Downtowns have a rich public realm: The streets, sidewalks and parks and building facades constitute the public realm and in strong Downtowns the public realm has physical and psychological appeal. Strong Downtowns imbue a sense of comfort to both the resident and the visitor.

Strong Downtowns are sustainable: Strong Downtowns adapt to change by reusing resources and building on assets. Adaptive reuse of buildings from one use to another is efficient and contributes to a unique sense of place.

Strong Downtowns have a harmonious mix of uses: Downtowns used to be perceived as places to work. However, today Downtowns are places where people live, recreate and shop. Strong Downtowns offer these options in an integrated environment where each land use supports the other. The objective is to create a safe and vital environment 18 to 24 hours a day, seven days a week.

Strong Downtowns have people: People are what give Downtowns their character and personality as well as its energy. Strong Downtowns are walkable, safe, and attractive.

Strong Downtowns respect and celebrate their natural ecology: Strong Downtowns integrate natural systems into the urban experience and promote sustainability practices.

Strong Downtowns are a product of cooperation and collaboration: Downtown revitalization is not easy and it does not happen quickly. Downtown revitalization requires patient partnerships based on a shared intent to build an authentic urban center. Developers, institutions, designers, planners, elected officials, zoning boards, contractors and administrators all have a hand in Downtown's evolution.

[1] These Principles are from the Chattanooga,TN Downtown Plan.

DOWNTOWN MARKET NICHES

Existing Conditions

An inventory of existing Downtown businesses was conducted by the Downtown Jamestown Development Corporation. Downtown Jamestown's business mix reflects its role as a business and service center. While important, the current business mix does not support its potential role as a cultural and recreational center for the region. With major anchors like the Reg Lenna Center and the Ice Arena, Downtown has the "hardware" to be a creative and recreational center. What it lacks is the "software" of supportive businesses that foster an arts and entrepreneurial culture.

Market Dynamics

Demographic, psycho-graphic and economic analyses have led to the following conclusions:

- The tourist market is an opportunity for Downtown Jamestown;
- Local residents, primarily those residing within a 30-minute drive time from Downtown Jamestown, are a target market for Downtown Jamestown;
- Young Chautauqua County households with an interest in urban culture are a target market for Downtown Jamestown;
- Creative industries in Chautauqua County are a target market for Downtown Jamestown.

Downtown Market Niches

Three overlapping market niches are recommended to accomplish the brand: Downtown As An Adventure Center; Downtown As An Interactive Cultural Center; and, Downtown As A Creative Industry Hub.

Adventure Center: The concept here is for the region's top outfitters and tour companies to locate Downtown. These stores target both the tourist market and the local market. These stores offer the types of products that are appealing to rural residents and active youth. Suburban Blend is a good example of an existing Downtown store that occupies this niche. Other examples include:

- An Adventure Center: One concept is an Adventure Center where outfitters and tour companies get together and form a single Adventure Center. Visitors come to the Adventure Center (either in-person or via the web) to plan their trip, rent equipment (bikes, kayaks, skis/boards, paddle boards, etc.), and sign up for tours. By creating a one-stop shop environment, collaborating tour companies reap the benefit of economies of scale. An example of this is the privately owned and operated *Adventure Center* in Moab, UT.
- Hunting and Fishing Stores, and

- Seasonal Sports Stores where they sell and rent snow boards and skis in the winter and water skis and wind surfers in the summer
- Extreme Sports Stores
- Wild Bird Centers

Downtown programming can support this economic position. Demonstrations, classes, and outdoor-sports-related consumer shows need to be developed to bring the local and regional market into the Downtown.

Interactive Cultural Center: As an interactive cultural center Downtown Jamestown could be attractive to "those that are interested in an urban vibe and an accessible creative center". In fact, in many places, the arts have led Downtown revitalization efforts. Many successful Downtowns in markets of comparable size, offer a broad range of arts-related store-types. Most of the stores are specialty stores and, as such, draw from a large trade area. They are also attractive to the tourist because they are unique and memorable. Store-types and establishments that often succeed in a Downtown environment include:

- Craft brew pub (with entertainment);
- Home accessory stores/antiques/furniture;
- "Hip" apparel and accessories;
- Art galleries;
- Wine store;
- Yarn/fabric/craft stores

Creative Industry Hub: Jamestown should position itself as the County's creative industry hub. We recognize that Jamestown cannot successfully compete with Buffalo for many creative companies. Jamestown can be, however, an attractive location for local companies and new entrepreneurs interested in locating their businesses in an affordable, walkable, urban environment. As "buzz" develops about Downtown Jamestown, it will become an attractive business location, particularly among the creative industries. Target industries include:

- Publishing;
- Software design and distribution;
- Broadcasting and studios;
- Data processing/back office space;
- Craft industries (art, furniture, giftware);
- Architects, interior design, and landscape architects

Downtown can be an incubator for these types of industries. More and more, entrepreneurs are "laptop" businesses who value the services and diversity Downtowns can offer. These entrepreneurs are prospective tenants as well as potential Downtown residents.

THE BUSINESS RECRUITMENT PLAN

The Plan is to target tenant recruitment efforts to specific Districts in the Downtown. Clustering mutually supportive businesses enhances the potential for market synergy. It is important to note, that the Districts are intended to inform business location decisions, not dictate business locations. There are a number of factors that contribute to business location including building/space availability, price and business preference. The Plan's intent is to direct businesses into those areas of the Downtown that they will likely thrive.

The three Downtown Districts are as follows:

- The Explore District;
- The Service District; and,
- The Destination District

The following paragraphs summarize each District's boundaries, assets, target tenants, near-term target projects and mid-term target projects. The near-term is defined as within the next five years. The mid-term is within the five to ten year timeframe.

THE EXPLORE DISTRICT

Boundaries: Both sides of Main Street to Spring Street from 1st to 5th Street

Vision: The Explore District will be a place where many Downtown workers have lunch, where creative industries locate businesses, where the arts and eating and drinking establishments proliferate for day and evening activity, where young households and empty nesters reside. Capitalizing on nearby employment centers and existing restaurants and attractions, the Explore District will be a vibrant environment during the day, evening and night. The Explore District contains attractive walkable streets and some of the best buildings for adaptive re-use in the Downtown. The Explore District will be oriented to strolling where the pedestrian can explore and discover unique shops, restaurants and attractions Downtown. This is the part of Downtown that offers the finer-grain urban environment – pocket parks, small stores, on-street parking, etc.

Existing Conditions: The Explore District contains the Downtown's major cultural attractions (the Lucy-Desi Center and gift shop; the Jackson Center; the Reg Lenna Theater; the Little Theater; the Crown Theater, and Winter Garden Plaza), cafes and full-service restaurants, retail and services and housing that is mostly occupied by younger households and artists. Main Street is an important "hinge"

between the "Service District" to the west and the "Explore District" to the east. As a central Downtown spine, Main Street can be both a place for convenience retail and specialty retail uses.

The area around Pine and Third Street is particularly vibrant and one of the most active in the night time. There are a number of notable older buildings in the District that are currently in need of revitalization including, but not limited to, the Advertising Advantage building (southwest corner of Pine and 3rd), the Gron building (southeast corner of 2nd and Pine), the Arcade building (1st and Main), and the El Greco Mill (on 1st St).

Target Tenants:

Specialty Retail: Home accessory stores, antiques, furniture, "hip" apparel and accessories, wine store, bird center, art, books, music, jewelry, gift stores.

Unique Eating and Drinking Establishments: Non-chain, small restaurants and cafes preferably with live entertainment

Creative Industry Businesses: publishing, software, broadcasting, craft industries, architects, interior design, and landscape design

Near-Term Target Projects:

Continue to Strengthen Pine Street by Key Building Reuse

Adaptive Re-Use of Advertising Advantage building with upper-level urban lofts and a ground floor eating and drinking establishment (preferably with live entertainment).

Adaptive re-use of Gron Building with upper-level residential lofts and ground floor specialty retail (excellent location for wine store with parking across the street).

Upper-level residential adaptive reuse in the building on the northwest corner of 4th and Pine Streets.

Strengthen 2nd Street between Main and Pine Streets by former Electronic Supply Renovation

Target specialty retail and eating and drinking establishments on 2nd Street, 3rd Street, and 4th Street.

Creative business recruitment for upper story space in the Explore District.

Program Winter Garden Plaza with events targeted primarily to the market within a 30-minute drive time to Downtown. Program examples include, but are not limited to, movies, children's shows, arts and crafts shows, outdoor recreation education programs.

Develop package deals that encourage extending the stay in Downtown. For example, deals that offer a discount dinner at a Downtown restaurant if attending an event at a Downtown

Mid-Term Projects:

Adaptive re-use of El Greco Mill to artist live/work housing using a mix of historic tax credits and low-income housing tax credits.

Long-Term Projects:

Adaptive re-use of Arcade building.

New mixed-use (office and residential) construction on 1st Street from Stillers Alley west to Institute Street.

THE SERVICE DISTRICT

Boundaries: From the back of the buildings abutting Washington Street to both sides of Main Street

Vision: The Service District will support Downtown's function as an attractive place to live and do business. Retail in the Service District will be oriented to the day-to-day needs of Downtown residents and Downtown businesses. As they are today, many of the storefront businesses will be oriented to convenience goods, and business and personal service. Target tenants are those that would locate in a neighborhood shopping center.

Existing Conditions: The Service District currently contains Downtown's highest concentration of residents. This part of Downtown currently functions as a service center for residents and businesses. Main Street is an important "hinge" between the Service District and the Explore District. Because of its traffic and visibility, Main Street functions as both a place for specialty retail as well as a logical location for convenience goods and service enterprises.

Target Tenants:

Convenience Retail: A pharmacy, a general merchandise store, a small food store, a small hardware store.

Personal and Professional Services: Beauty salons/barber shops/nail salons, phone service and accessories, reproduction services, custom framing, doctors' and dentists' offices, tax preparation, accountants, banking and lawyers' offices.

Neighborhood-Oriented Eating and Drinking Establishments: Take-out food, lunch restaurants, a neighborhood bar and grill.

Near-Term Target Projects:

Eating and drinking establishment in ground Floor of Wellman Building

Convenience goods and professional/personal services in the Service District

Mid-Term Projects:

Small food store in the Service District

Neighborhood bar and grill in the Service District

THE DESTINATION DISTRICT

Boundaries: Both sides of Washington Street to Jefferson St. from the River to 5th Street

Vision: The Destination District will contain highly visible and memorable attractions, eating and drinking establishments/ retail and businesses. Icon land uses that symbolize Downtown's role as an Adventure Center, Interactive Cultural Center and Creative Industry Hub will occupy the Destination District. The Destination District will be the gateway to Downtown Jamestown as well as the nearby region. The Destination District will be a place that visitors and residents alike will patronize.

Existing Conditions: The major land uses in the Destination District are the old train station, the Ice Arena, Shawbucks, BWB office building, the Best Western hotel, the Renaissance Center, and the Furniture Mart Building. These uses are highly visible from 3rd and Washington Streets because they are stand-alone buildings with surface parking nearby. The Jamestown Savings Ice Arena is a major Downtown attraction that hosts skating events as well as consumer shows. The railroad station is being renovated and is slated to contain Jamestown's Visitor Center. The area around the Ice Arena is often used for Downtown Festivals.

Target Tenants:

Larger Scale, Destination Retail: Store-types like an Adventure Center (equipment rental, tour operations, outdoor gear), an outdoor outfitter, gallery, craft furniture or home accessories store, craft food store like artisan cheese and meat, and organic vegetables.

Larger Scale, Destination Eating and Drinking Establishment(s): A craft brew pub, a themed restaurant, a quality chain restaurant.

Medium to Large Creative Industry Office: Offices for businesses that exemplify the professional services and creative industry hub market niche.

Near-Term Target Projects:

Occupancy of the train station with a destination eating and drinking establishment (like a craft brew pub) and a large scale recreation-oriented retailer. The brew pub would support the Ice Arena and nearby office and residential land uses. It has the potential to be a highly visible and unique tourist destination. A large scale retailer, particularly an adventure center or outdoor outfitter, would serve both the local and tourist market. If it were to occupy the eastern end of the train station, it could open the train station's "garage doors" and exhibit kayaks, paddle boards, boats and other merchandise outside.

Occupancy of the Renaissance Center with a use that symbolizes any one of the Downtown market niches: Adventure Center (for example, an outdoor outfitter); Interactive Cultural Center (for example, an art gallery or restaurant); a Creative Industry Hub (for example, an architecture or high tech firm). The Renaissance Center is a prominent building in the Downtown. It is important for this building's exterior façade and land use to imbue a positive image.

Programming: The Destination District should be the "home address" for large scale events in Downtown Jamestown.

Long-Term Projects:

Build-to-Suit Office: The Destination District has a number of under-utilized lots (such as the parking lot on the northwest corner of Washington Street and Federal Alley and the empty gas station on the northwest corner of Jefferson and 3rd Streets) that would be excellent build-to-suit professional office locations.

BENCHMARKING

A target timeframe for short-term project implementation is five years.

In addition, to these short-term target projects the following benchmarks are recommended for the next five years:

- Four new creative cluster businesses in the Downtown;
- Two new arts-oriented retail businesses in the Downtown;
- Two new eating/drinking establishments;
- One additional live entertainment venue Downtown

APPENDIX 1

DEMOGRAPHIC AND ECONOMIC OVERVIEW

AND

DOWNTOWN EXISTING CONDITIONS

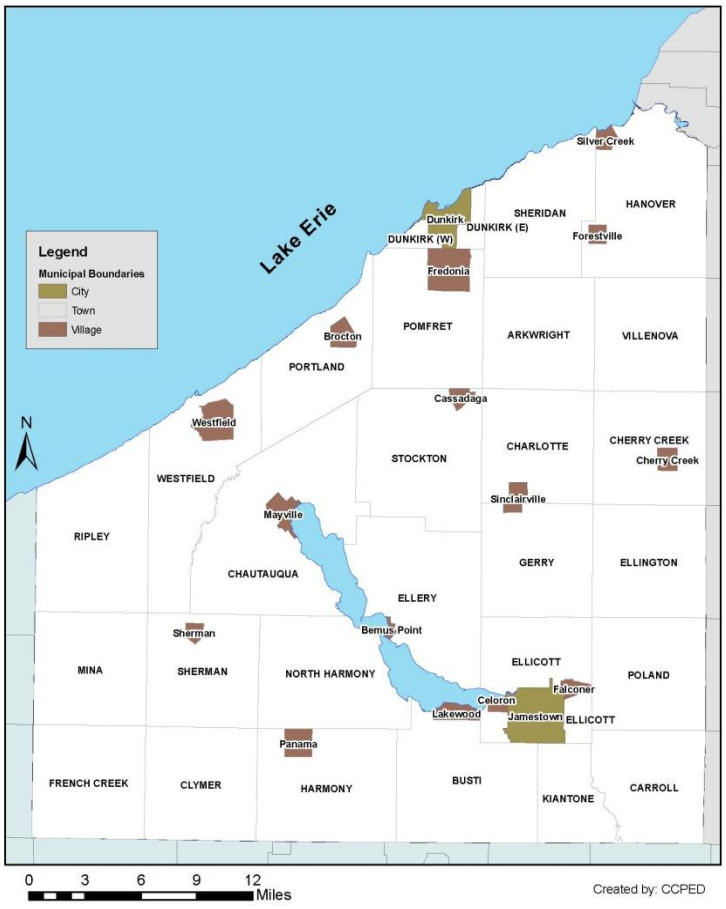
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DEMOGRAPHIC AND ECONOMIC OVERVIEW

Demographics

The City of Jamestown and its Downtown are the heart of Chautauqua County. Jamestown is the urban hub of County and there are still strong psychological ties to the Downtown as the "center" for culture and business.

Chautauqua County and Municipalities



Chautauqua County contains over 131,000 people and approximately 52,900 households. Chautauqua County has suffered from no growth over the last decade.

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Population and Household Change
Jamestown and Chautauqua County
2000-2011

	2000	2011	Change #	Change Average Annual
Population				
Jamestown	31,730	31,146	-584	-0.2%
Chatauqua County	139,750	131,433	-8,317	-0.6%
Households				
Jamestown	13,558	12,521	-1,037	-0.7%
Chatauqua County	54,515	52,931	-1,584	-0.3%

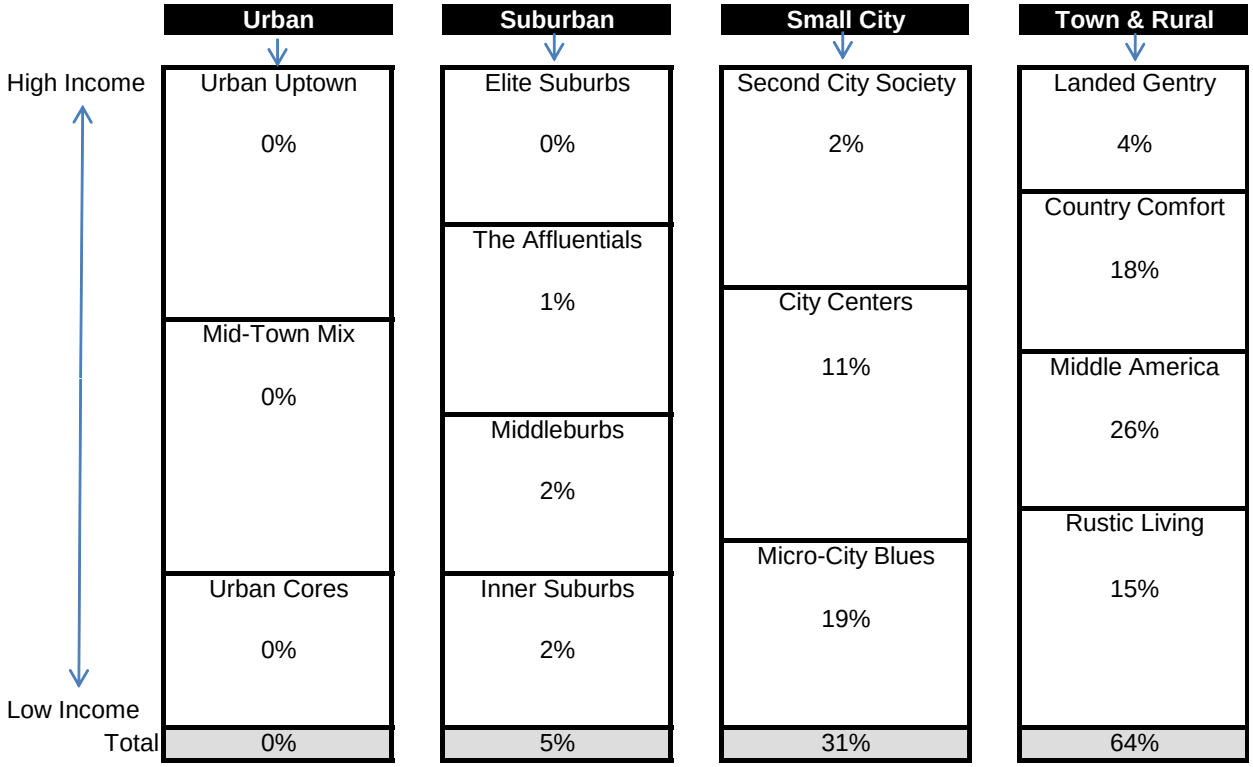
Source: Claritas, Inc.; US Census; W-ZHA

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Households in the County have mostly rural lifestyles and tastes and preferences. Households have interests in crafts, hunting and outdoor recreation. County households are not rich, but most are middle income.

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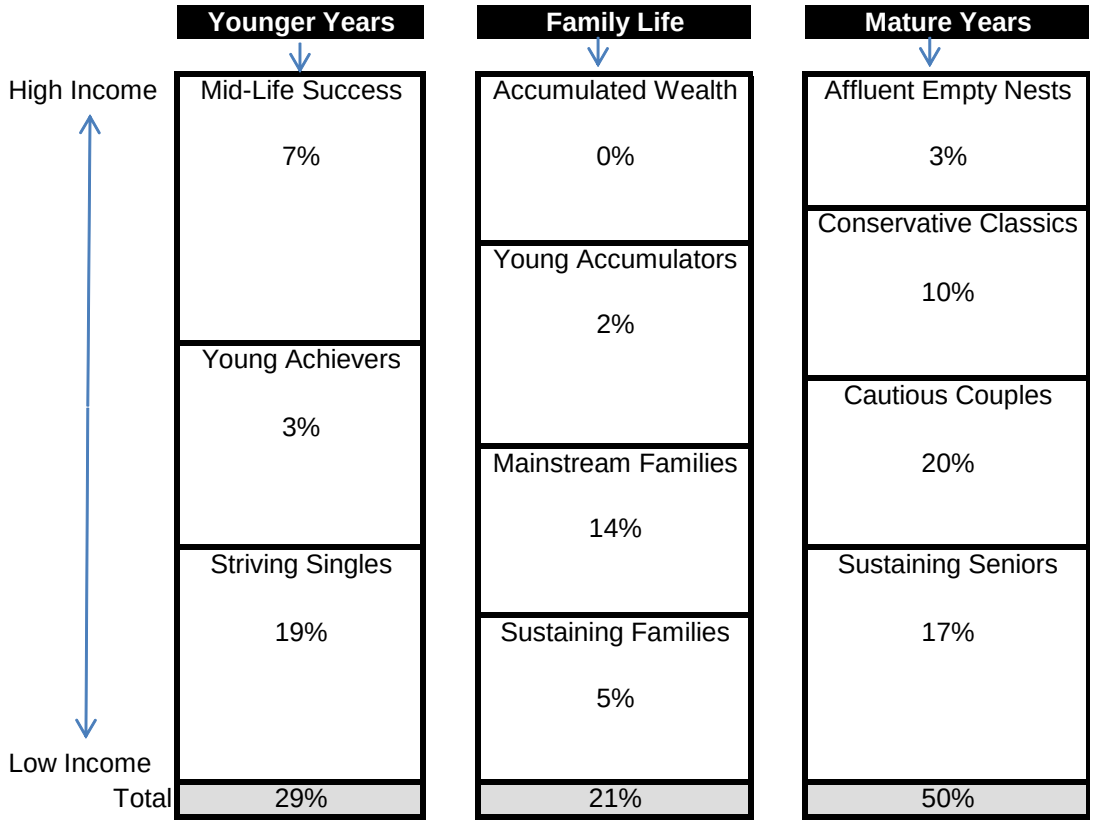
Lifestyle Characteristics
Chautauqua County



Source: Claritas, Inc.; W-ZHA
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Over three-quarters of the households in the County are one- and two-person households. As would be expected with slow growth, half of the County's households are older without young children residing at home. Approximately, 30 percent of the households are young, without children at home. Only 21 percent of the households have young children residing at home.

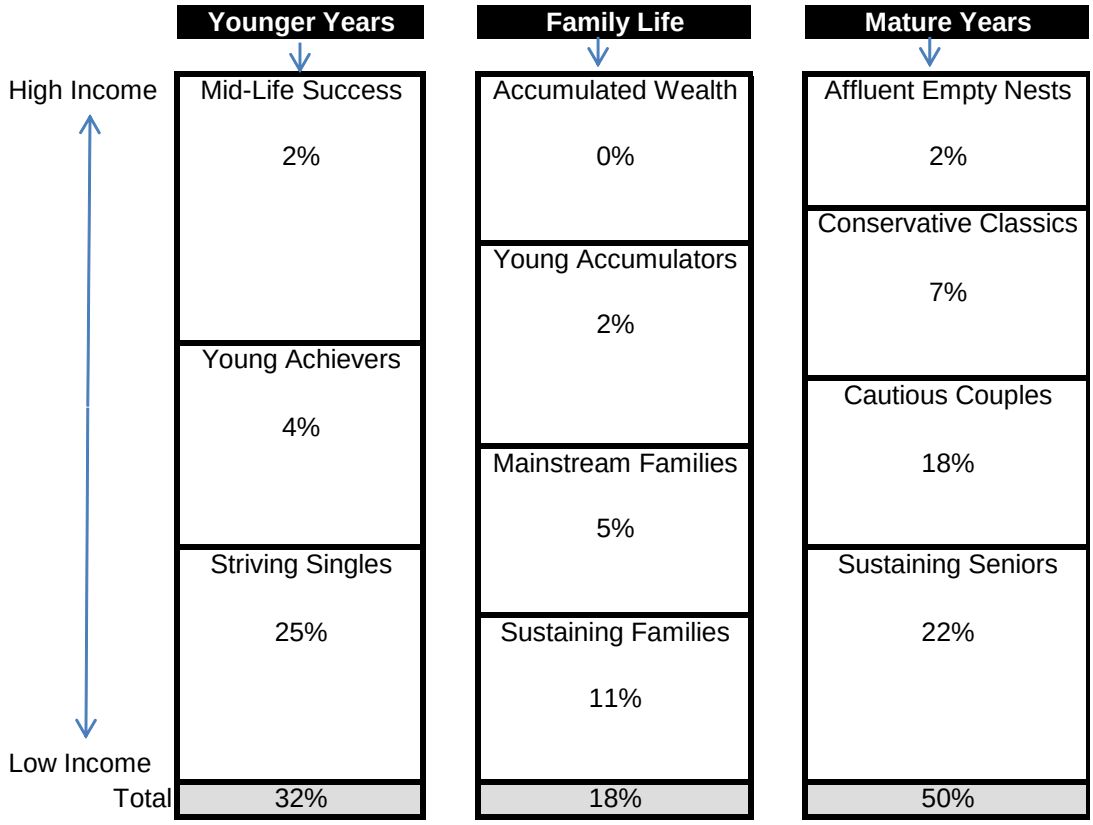
Lifestage Characteristics
Chautauqua County



Source: Claritas, Inc.; W-ZHA
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In Jamestown, there are fewer families with children and more "Younger Years" households. In general, Jamestown households are lower income as compared to Chautauqua County.

Lifestage Characteristics
Jamestown



Source: Claritas, Inc.; W-ZHA
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Jamestown is attractive to young adults. Jamestown accounts for 23 percent of the County's households, yet the City houses 31 percent of the County's Younger Years and Striving Singles households.

The "Younger Years" households in Jamestown are notably less wealthy than their County counterparts. Jamestown also has a disproportionately high share of "Sustaining Seniors", the lowest income group in the "Mature Years" lifestage.

Typically, Downtowns are attractive to "Younger Years" households and higher income, mobile older households. While families are a part of a Downtown's market, they are not typically the heart of the market.

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Employment

Chautauqua County contains over half the jobs in the Southern Tier West labor market. Over the last 10 years Chautauqua County has lost 5,200 jobs.

Non-Farm Employment
Southern Tier West Counties
1990-2010

	1990	2000	2010	1990-2010 Change #	1990-2010 Change Average Annual
Allegany County	15,700	16,700	17,400	1,700	0.5%
Cattaraugus County	32,200	34,200	33,100	900	0.1%
Chautauqua County	57,200	59,400	54,200	-3,000	-0.3%
Southern Tier West	107,090	110,300	104,700	-2,390	-0.1%

Source: New York Department of Labor; W-ZHA

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Most of the job losses in Chautauqua County over the last decade have occurred in the goods-producing industries, namely manufacturing. As the table below illustrates, over the last 20 years, there has been County job growth in the service producing industries.

Goods-Producing Versus Service-Producing Industry Employment
Chautauqua County
1990-2010

	1990	2000	2010	1990-2010 Change #	1990-2010 Change Average Annual
Goods Producing	17,400	15,600	11,800	-5,600	-1.9%
Service Producing	39,800	43,800	42,400	2,600	0.3%

Source: New York Department of Labor; W-ZHA

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Chautauqua County contains most of the region's jobs. Chautauqua County is the region's business and tourism center.

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At-Place Employment
Southern Tier West Region
October, 2010

	Allegany	Cattaraugus	Chautauqua		Region
			#	% of Region	
Natural Resources Mining and Constructi	500	1,000	2,300	61%	3,800
Manufacturing	2,300	3,700	9,900	62%	15,900
Trade Transportation and Utilities	1,700	4,900	8,700	57%	15,300
Information	100	300	700	64%	1,100
Financial Activities	300	800	1,500	58%	2,600
Professional and Business Services	600	1,300	3,800	67%	5,700
Education and Health Services	5,800	5,900	8,200	41%	19,900
Leisure and Hospitality	1,300	2,400	5,300	59%	9,000
Other Services	1,000	1,900	3,300	53%	6,200
Government	4,900	10,800	10,900	41%	26,600
Total Nonfarm	18,500	33,000	54,600	51%	106,100

Source: New York Department of Labor; W-ZHA

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Tourism is an important contributor to the County's economic base. According to a representative of the Chautauqua County Visitors Bureau (in November, 2008), the direct spending impact of visitors to Chautauqua County is $188.7 million per year. Most of this spending occurs in the 10-12 week summer season.

The primary market for tourist is the area bounded by Cleveland, Buffalo, Pittsburgh, Erie, and Rochester. The key tourist destinations/activities are Chautauqua Lake, the Chautauqua Institute summer season, and snow skiing/boarding.

The Chautauqua County Visitors Bureau conducted a "Conversion and Marketing Survey" in 2007. The Marketing Survey revealed that most of the respondents to the Survey were over 45 years old. Less than 10 percent were under the age of 35 years old. On average they spent $198 per day. Over 56 percent responded that their trip to the area was limited to a single day. The average length of a trip was 2.34 days.

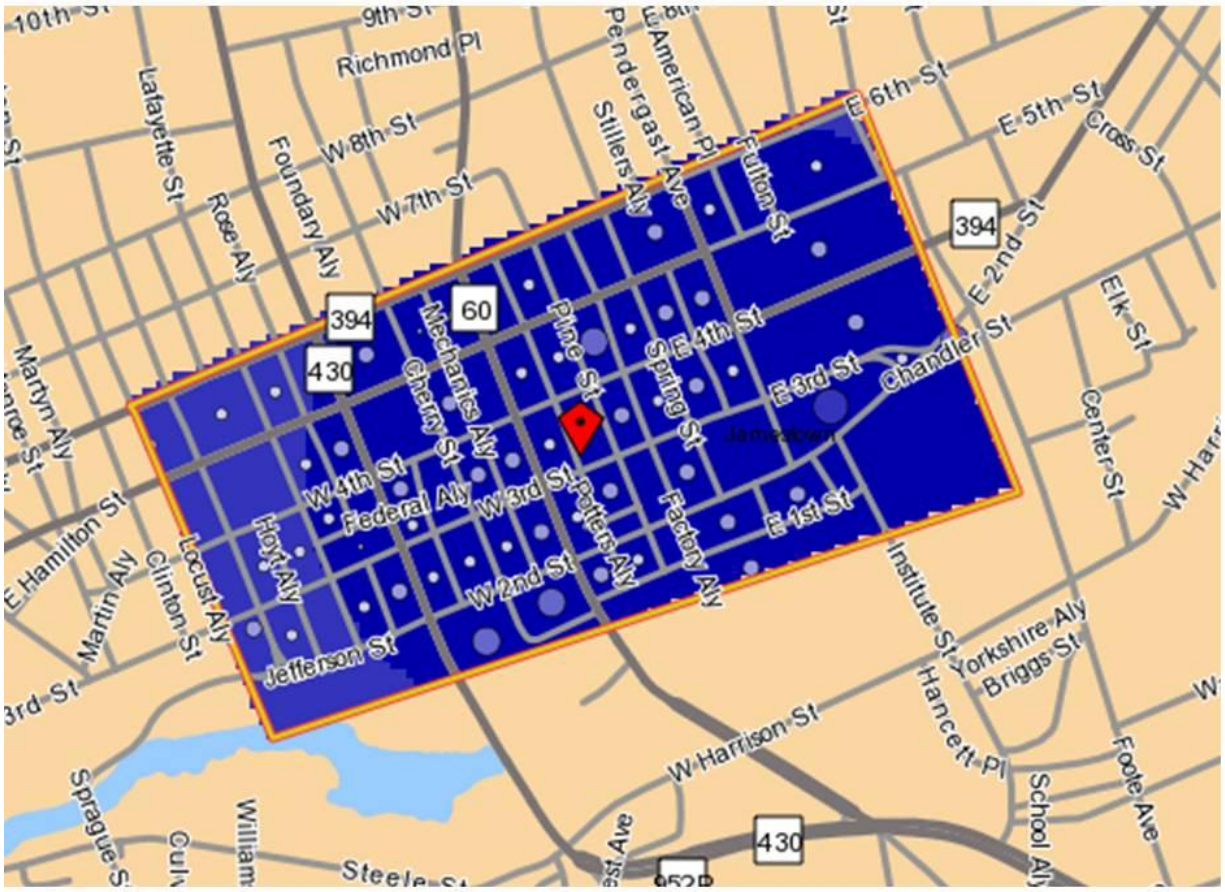
Slow employment growth typically results in low in-migration of households. Downtown Jamestown's future will not rely on appealing to new comers, but, instead, appealing to existing residents and tourists.

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DOWNTOWN EXISTING CONDITIONS

Job counts are available from the U.S. Census. There are approximately 2,750 jobs in the Downtown Area (as defined on the map below).

Downtown Census Tract



Source: US Census

Employment in office-inclined industries represented 17 percent of total employment Downtown as did jobs in the Accommodations and Food Service industries. Approximately 1-out-of-4 office-inclined jobs in the City were located in Downtown Jamestown in 2009. Downtown is certainly a regional business center.

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At-Place Employment
Downtown and Jamestown
2009

	Downtown	City	Downtown Share of City
Agriculture, Forestry, Mining	11	140	8%
Construction	19	317	6%
Manufacturing	119	2,231	5%
Wholesale	39	221	18%
Retail	132	1,149	11%
Transportation, Warehousing, Utilities	35	333	11%
Information	53	154	34%
Finance and Insurance	112	432	26%
Real Estate and Rental and Leasing	48	140	34%
Professional, Scientific and Technical Services	139	516	27%
Management of Companies and Enterprises	40	161	25%
Administration & Support, Waster Mgmt and Remediation	184	501	37%
Education Services	262	1,261	21%
Health Care	760	2,691	28%
Arts, Entertainment and Recreation	49	186	26%
Accomodation and Food Service	463	1,136	41%
Other Services	208	618	34%
Public Adminstration	76	448	17%
Total	2,749	12,635	22%
Office-Inclined Industry	468	1,851	25%
Share of Total	*17%*	*15%*	

Source: U.S. Census; W-ZHA

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Jobs in education, health care and social services accounted for 28 percent of the jobs Downtown. Retail jobs only accounted for 7 percent of Downtown jobs.

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At-Place Employment
Downtown Jobs
2009

	Downtown	Downtown Share
Agriculture, Forestry, Mining	11	0%
Construction	19	1%
Manufacturing	119	4%
Wholesale	39	1%
Retail	132	5%
Transportation, Warehousing, Utilities	35	1%
Information	53	2%
Finance and Insurance	112	4%
Real Estate and Rental and Leasing	48	2%
Professional, Scientific and Technical Services	139	5%
Management of Companies and Enterprises	40	1%
Administration & Support, Waster Mgmt and Remediation	184	7%
Education Services	262	10%
Health Care	760	28%
Arts, Entertainment and Recreation	49	2%
Accomodation and Food Service	463	17%
Other Services	208	8%
Public Adminstration	76	3%
Total	2,749	100%
Office-Inclined Industry	468	*17%*

Source: U.S. Census; W-ZHA

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In 2011, the Downtown Jamestown Development Corporation (DJDC) conducted a survey of businesses in Downtown Jamestown. The survey did not estimate employment, only the number of establishments. The following table summarizes the findings of this survey for the Downtown Area (as depicted in the prior map).

Downtown Jamestown Establishments 2011		
	Establishments	**% of Total**
Manufacturing	2	1%
Professional, Scientific, Technical	85	34%
Finance, Insurance, Real Estate	32	13%
Information	5	2%
Government, Civil Service	25	10%
Education	2	1%
Retail	37	15%
Services	13	5%
Eat/Drink	29	12%
Entertainment & Recreation	13	5%
Hotels	2	1%
Churches	5	2%
Total Establishments	250	100%

Source: Downtown Jamestown Development Corporation; W-ZHA

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The Downtown business mix mostly reflects a traditional central business district. The Downtown is primarily a business center with attorneys, doctors, banks, personal and business services and convenience retail. With the exception of the attractions (theaters, Ice Arena, Robert Jackson) and the restaurants very few of the establishments in the Downtown are in the creative industries or cater to the tourist market.

In terms of the creative economy, there are essentially six industry clusters: Museums and Heritage; Performing Arts; Media and Communications; Building Arts (landscape architecture, interior design, architecture); Visual Arts and Crafts; and Culinary Arts. Downtown Jamestown is strong in the Museums and Heritage and Performing Arts clusters. In terms of heritage, Downtown contains the Robert H. Jackson Center, Lucy-Desi Museum, and the Chautuaqua Sports Hall of Fame. It is likely that these attractions are particularly interesting to older tourists.

In terms of the performing arts, Downtown Jamestown contains the Lucille Ball Little Theater, the Reg Lenna Civic Center, Infinity Performing and Visual Arts, Desilu Playhouse, and the Jamestown Savings Bank Ice Arena. These attractions are attractive to a variety of household-types.

In terms of Media and Communications Downtown contains Time Warner Cable, the Post Journal, an advertising firm and a high-tech communications firm (Digitell). For a regional center, it is surprising

that there are not more publishing and media establishments and/or advertising firms in Downtown Jamestown.

There are very few businesses (if any) in the Building Arts cluster in Downtown Jamestown. Architects, landscape architects, and interior design firms are often located in urban centers. There is a large second home housing market in Chautauqua County. One would think that there is a market for these types of businesses. These businesses take advantage of downtown being a government and business center.

In terms of the Visual Arts and Crafts cluster, Downtown Jamestown is weak. There is a furniture store, a craft shop, and one fine arts gallery Downtown. Many tourist towns like Gatlinburg, TN; Franklin, T; and, Bangor, ME use art to draw visitors to the Downtown.

The eating and drinking scene in Jamestown is improving. There are 20 cafes and restaurants, 10 taverns, and 3 nightclubs in Downtown Jamestown.

There are 44 retail establishments in Downtown Jamestown. Approximately, 43 percent of the retail establishments are shopper's goods store. These stores include apparel and accessories, gift shops, and general merchandise stores. Only one-quarter of the stores in Downtown Jamestown offer merchandise potentially of interest to a tourist. The rest of the shopper's goods stores are either targeted to the local market (example Gary's Trophy Shop) or thrift/pawn shops. Stores that target the recreation market are limited to Suburban Blend and the Jock Shop/Cycle Shop.

The remainder of the retail in Downtown is oriented to servicing the local population. These stores include gas stations, pharmacies, a food store, and building improvement-type stores.

Downtown Jamestown's business mix reflects its role as a business center. The business mix does not support its potential role as a cultural center for the region. With major anchors like the Reg Lenna Center and the Ice Arena, Downtown has the "hardware" to be a creative center. What it lacks is the "software" of supportive businesses that help to foster an arts culture.

Downtown Business Development Plan

This study is intended to be a complimentary piece to the Urban Design Plan that was adopted by the City of Jamestown in 2006 and the Jamestown Branding Study that established the city's "UP Close and Wonderful" campaign. It takes the concepts and ideas of those plans regarding downtown business to a more defined course of action and further defines responsibilities of varies entities for an efficient use of resources.

As these studies identified, it has long been recognized that most downtowns can never become the retail destinations they once were. Instead communities should re-imagine their downtowns as multi-use, multi-functional places that offer specialty retail shops, restaurants, art, entertainment, recreation, offices and residential uses that attract multiple generations of people. The success of Jamestown's Downtown will be dependent on how diverse it will be in terms of what people can do, buy and see for both local and visitor. Downtown Jamestown needs to re-invent itself in order to standout and appeal to various market segments thus expanding the attraction to a greater number of people.

The intent in both of the plans noted is to enhance the downtown's identity as an appealing urban environment that attracts more local and regional visitors and tourists. The optimum experience created will attract all age groups from children to elderly; it will extend the reason for people to be in the downtown twenty-four hours per day; attract on both weekdays and weekends, and it will attract people throughout all four seasons per year. The Branding Study created a community brand; "Up Close and Wonderful" as an invitation for people to come and experience what Jamestown has to offer. It is up to the community to provide a fulfilling experience for those that come.

The physical environment, the business environment, the downtown residential environment, the cultural and entertainment environment-all are interrelated and together have the potential of creating the appealing attraction for those coming to the downtown. Synergies are created from business to business but they are also created between each of the areas above. Every improvement made to the physical environment and every new business contributes to the experience local residents and tourists are looking for as it improves the attractiveness that draws them to the area.

The study recognizes that communities can no longer take a passive or semi-passive role in creating a healthy business environment in their downtowns but instead must actively recruit new business and retain and strengthen existing business to have a vibrant active downtown that attracts people and that is economically viable. Much has been accomplished in Jamestown's downtown with the construction of new buildings and the redevelopment of

existing buildings since the adoption of the Urban Design Plan but this has concentrated mostly on the physical aspect of the downtown. In order to maintain the active use of those buildings and continue the pattern of reinvestment it is of great importance to address the creation of new businesses and the strengthening of existing businesses. When this happens the cycle of underutilization and disuse of buildings will end and re-investment will again be strong.

The Downtown Business Development Plan is divided into two sections; Section 1 is the **Target Business Mix Recommendations and Analysis** and Section 2 is the **Implementation Strategy**.

Section 1 explains the purpose of the plan, it outlines a set of Revitalization Principles that are intrinsic to the goals and objectives of the Plan and of the previously adopted Urban Design Plan and it identifies stores and businesses with respective locations to guide downtown investment and marketing. Section 1 was developed by W-ZHA, LLC.

Section 2 Describes the public/private core committee entrusted with the implementation phase of the Plan and the purpose of the Implementation team. Additionally this part of the plan identifies some basic implementation and evaluation tools needed to begin the process. What has been outlined in this section is basic in nature to begin with, with the intention of evolving as needs are identified. Personnel may be added to supplement the skills of the existing committee, additional tools may be developed that aren't presently available, or as evaluation of results shows the need to adapt. As indicated this is meant to be dynamic; not static, adjustable as changes are warranted.

The intention of developing the Downtown Business Development Plan as indicated in Section 1 of the plan is to identify specific market niches and appropriate areas to locate specific business types. This part of the study defines geographic areas of the downtown for clustering the different niche businesses. It should be noted that other businesses should not be discouraged from locating where desired but the goal will be to strive for a high percentage of the types of businesses described to locate within each of the respective areas. The plan is looking to develop synergies within the respective areas between the businesses and other entities.

The plan did not create a "cookbook" that tells the implementers to place a particular business within this particular building but rather provides flexibility through general guidance. It will require creativity on the part of the implementation team to require solid leads and connect them with available and appropriate spaces.

Section 1 Target Business Mix Recommendations and Analysis

Section 1 was developed by W-ZHA, LLC.

THE PURPOSE OF THIS ANALYSIS

W-ZHA was retained to identify a target business mix for Downtown Jamestown given Downtown's brand of "Up Close and Wonderful". The branding study identified Downtown's target market as those households that are interested in an urban vibe as well as an accessible creative center. W-ZHA was asked to employ our national experience in Downtown revitalization and our knowledge of the Jamestown market to:

- Identify specific Downtown market niches that support the brand;
- Identify target stores/businesses and Downtown locations to guide Downtown investment and marketing;
- Identify target sites and/or buildings for near term investment

The Business Recruitment Plan is intended to enhance the economic development potential of not only Downtown Jamestown, but the Region.

THE GOAL

The goal of the Business Recruitment Plan is consistent with the State's "Strategy for Prosperity in Western New York". The Business Recruitment Plan is an implementation tool intended to a) create and retain jobs in the City and the region, and b) maximize Downtown investors' return on investment. The recruitment strategy is designed to satisfy the State's Strategic Goals of:

- A Plan that is ***inclusive*** by addressing the needs of a broad range of markets;
- A Plan that is emblematic of ***Smart Growth*** because it encourages Downtown redevelopment and the adaptive reuse of older buildings;
- A Plan that ***supports New York's target industries*** namely tourism and professional services companies;
- A Plan that is targeted to ***young adults and entrepreneurs;***
- A Plan that ***builds upon existing assets and strengths;*** and
- A Plan that is designed ***to improve Western New York's image.***

Downtown Jamestown is an important commercial hub in the Western New York Region. Therefore, the revitalization of Downtown Jamestown as a business, cultural, and recreation destination will not only benefit the City, but the region as a whole.

DOWNTOWN MARKET NICHES

Existing Conditions

An inventory of existing Downtown businesses was conducted by the Downtown Jamestown Development Corporation. Downtown Jamestown's business mix reflects its role as a business and service center. While important, the current business mix does not support its potential role as a cultural and recreational center for the region. With major anchors like the Reg Lenna Center and the Ice Arena, Downtown has the "hardware" to be a creative and recreational center. What it lacks is the "software" of supportive businesses that foster an arts and entrepreneurial culture.

Market Dynamics

Demographic, psycho-graphic and economic analyses have lead to the following conclusions:

- The tourist market is an opportunity for Downtown Jamestown;
- Local residents primarily those residing within a 30-minute drive time from Downtown Jamestown are a target market for Downtown Jamestown;
- Young Chautauqua County households with an interest in urban culture are a target market for Downtown Jamestown;
- Creative industries in Chautauqua County are a target market for Downtown Jamestown.

Downtown Market Niches

Three overlapping market niches are recommended to accomplish the brand: Downtown as an Adventure Center; Downtown as an Interactive Cultural Center; and, Downtown as A Creative Industry Hub.

Adventure Center: The concept here is for the region's top outfitters and tour companies to locate Downtown. These stores target both the tourist market and the local market. These stores offer the types of products that are appealing to rural residents and active youth. Suburban Blend is a good example of an existing Downtown store that occupies this niche. Other examples include:

- An Adventure Center: One concept is an Adventure Center where outfitters and tour companies get together and form a single Adventure Center. Visitors come to the Adventure Center (either in-person or via the web) to plan their trip, rent equipment

(bikes, kayaks, skis/boards, paddle boards, etc.), and sign up for tours. By creating a one-stop shop environment, collaborating tour companies reap the benefit of economies of scale. An example of this is the privately owned and operated *Adventure Center* in Moab, UT.

- Hunting and Fishing Stores, and
- Seasonal Sports Stores where they sell and rent snow boards and skis in the winter and water skis and wind surfers in the summer
- Extreme Sports Stores
- Wild Bird Centers

Downtown programming can support this economic position. Demonstrations, classes, and outdoor-sports-related consumer shows need to be developed to bring the local and regional market into the Downtown.

Interactive Cultural Center: As an interactive cultural center Downtown Jamestown could be attractive to "those that are interested in an urban vibe and an accessible creative center". In fact, in many places, the arts have lead Downtown revitalization efforts. Many successful Downtowns in markets of comparable size, offer a broad range of arts-related store-types. Most of the stores are specialty stores and, as such, draw from a large trade area. They are also attractive to the tourist because they are unique and memorable. Store-types and establishments that often succeed in a Downtown environment include:

- Craft brew pub (with entertainment);
- Home accessory stores/antiques/furniture;
- "Hip" apparel and accessories;
- Art galleries;
- Wine store;
- Yarn/fabric/craft stores

Creative Industry Hub: Jamestown should position itself as the County's creative industry hub. We recognize that Jamestown cannot successfully compete with Buffalo for many creative companies. Jamestown can be, however, an attractive location for local companies and new entrepreneurs interested in locating their businesses in an affordable, walkable, urban environment. As "buzz" develops about Downtown Jamestown, it will become an attractive business location, particularly among the creative industries. Target industries include:

- Publishing;
- Software design and distribution;

- Broadcasting and studios;
- Data processing/back office space;
- Craft industries (art, furniture, giftware);
- Architects, interior design, and landscape architects

Downtown can be an incubator for these types of industries. More and more, entrepreneurs are "laptop" businesses who value the services and diversity Downtowns can offer. These entrepreneurs are prospective tenants as well as potential Downtown residents.

THE BUSINESS RECRUITMENT PLAN

The Plan is to target tenant recruitment efforts to specific Districts in the Downtown. Clustering mutually supportive businesses enhances the potential for market synergy. It is important to note, that the Districts are intended to inform business location decisions, not dictate business locations. There are a number of factors that contribute to business location including building/space availability, price and business preference. The Plan's intent is to direct businesses into those areas of the Downtown that they will likely thrive.

The three Downtown Districts are as follows:

- The Explore District;
- The Service District; and,
- The Destination District

The following paragraphs summarize each District's boundaries, assets, target tenants, near term target projects and mid-term target projects. The near term is defined as within the next five years. The mid-term is within the five to ten year timeframe.

THE EXPLORE DISTRICT

Boundaries: Both sides of Main Street to Spring Street from 1st to 5th Street

Vision: The Explore District will be a place where many Downtown workers have lunch, where creative industries locate businesses, where the arts and eating and drinking establishments proliferate for day and evening activity, where young households and empty nesters reside. Capitalizing on nearby employment centers and existing restaurants and attractions, the Explore District will be a vibrant environment during the day, evening and night. The Explore

District contains attractive walkable streets and some of the best buildings for adaptive re-use in the Downtown. The Explore District will be oriented to strolling where the pedestrian can explore and discover unique shops, restaurants and attractions Downtown. This is the part of Downtown that offers the finer-grain urban environment – pocket parks, small stores, on-street parking, etc.

Existing Conditions: The Explore District contains the Downtown's major cultural attractions (the Lucy & Desi Museum and gift shop; the Jackson Center; the Reg Lenna Theater; the Little Theater; the Crown Theater, and Wintergarten Plaza), cafes and full-service restaurants, retail and services and housing that is mostly occupied by younger households and artists. Main Street is an important "hinge" between the "Service District" to the west and the "Explore District" to the west. As a central Downtown spine, Main Street can be both a place for convenience retail and specialty retail uses.

The area around Pine and Third Street is particularly vibrant and one of the most active in the night time. There are a number of notable older buildings in the District that are currently in need of revitalization including, but not limited to, the Advertising Advantage building (southwest corner of Pine and 3rd), the Gron building (southeast corner of 2nd and Pine), the Arcade building (1st and Main), and the El Greco Mill (on 1st St).

Target Tenants:

Specialty Retail: Home accessory stores, antiques, furniture, "hip" apparel and accessories, wine store, bird center, art, books, music, jewelry, gift stores.

Unique Eating and Drinking Establishments: Non-chain, small restaurants and cafes preferably with live entertainment

Creative Industry Businesses: publishing, software, broadcasting, craft industries, architects, interior design, and landscape design

Near Term Target Projects

Continue to Strengthen Pine Street by Key Building Reuse:

Adaptive Re-Use of Advertising Advantage building with upper-level urban lofts and a ground floor eating and drinking establishment (preferably with live entertainment).

Adaptive re-use of the Gron Building with upper-level residential lofts and ground floor specialty retail (excellent location for wine store with parking across the street).

Upper-level residential adaptive reuse in the building on the northwest corner of 4th and Pine Streets.

Strengthen 2nd Street between Main and Pine Streets by Mojo's Renovation.

Target specialty retail, eating and drinking establishments on 2nd Street, 3rd Street, and 4th Street.

Creative business recruitment for upper story space in the Explore District.

Program Wintergarten Plaza with events targeted primarily to the market within a 30-minute drive time to Downtown. Program examples include, but are not limited to, movies, children's shows, arts and crafts shows, outdoor recreation education programs.

Develop package deals that encourage extending the stay in Downtown. For example, deals that offer a discount dinner at a Downtown restaurant if attending an event at a Downtown

Mid-Term Projects

Adaptive re-use of El Greco Mill to artist live/work housing using a mix of historic tax credits and low-income housing tax credits.

Long Term Projects

Adaptive re-use of Arcade building.

New mixed-use (office and residential) construction on 1st Street from Stillers Alley west to Institute Street.

THE SERVICE DISTRICT

Boundaries: From the back of the buildings abutting Washington Street to both sides of Main Street

Vision: The Service District will support Downtown's function as an attractive place to live and do business. Retail in the Service District will be oriented to the day-to-day needs of Downtown residents and Downtown businesses. As they are today, many of the storefront businesses will be oriented to convenience goods, and business and personal service. Target tenants are those that would locate in a neighborhood shopping center.

Existing Conditions: The Service District currently contains Downtown's highest concentration of residents. This part of Downtown currently functions as a service center for residents and businesses. Main Street is an important "hinge" between the Service District and the Explore District. Because of its traffic and visibility, Main Street functions as both a place for specialty retail as well as a logical location for convenience goods and service enterprises.

Target Tenants:

> Convenience Retail*:* A pharmacy, a general merchandise store, a small food store, a small hardware store.
>
> Personal and Professional Services: Beauty salons/barber shops/nail salons, phone service and accessories, reproduction services, custom framing, doctors' and dentists' offices, tax preparation, accountants, banking and lawyers' offices.
>
> Neighborhood-Oriented Eating and Drinking Establishments: Take-out food, lunch restaurants, a neighborhood bar and grill.

Near Term Target Projects

Eating and drinking establishment in ground Floor of Wellman Building.

Convenience goods and professional/personal services in the Service District.

Mid-Term Projects

Small food store in the Service District.

Neighborhood bar and grill in the Service District.

THE DESTINATION DISTRICT

Boundaries: Both sides of Washington Street to Jefferson St. from the River to 5th Street

Vision: The Destination District will contain highly visible and memorable attractions, eating and drinking establishments/ retail and businesses. Icon land uses that symbolize Downtown's role as an Adventure Center, Interactive Cultural Center and Creative Industry Hub will occupy the Destination District. The Destination District will be the gateway to Downtown Jamestown as well as the nearby region. The Destination District will be a place that visitors and residents alike will patronize.

Existing Conditions: The major land uses in the Destination District are the old train station, the Ice Arena, Shawbucks, BWB office building, the Best Western hotel, the Renaissance Center, and the Furniture Mart Building. These uses are highly visible from 3rd and Washington Streets because they are stand-alone buildings with surface parking nearby. The Jamestown Savings Ice Arena is a major Downtown attraction that hosts skating events as well as consumer shows. The railroad station is being renovated and is slated to contain Jamestown's Visitor Center. The area around the Ice Arena is often used for Downtown Festivals.

Target Tenants

Larger Scale, Destination Retail: Store-types like an Adventure Center (equipment rental, tour operations, outdoor gear), an outdoor outfitter, gallery, craft furniture or home accessories store, craft food store like artisan cheese and meat, and organic vegetables.

Larger Scale, Destination Eating and Drinking Establishment(s): A craft brew pub, a themed restaurant, a quality chain restaurant.

Medium to Large Creative Industry Office: Offices for businesses that exemplify the professional services and creative industry hub market niche.

Near Term Target Projects

Occupancy of the train station with a destination eating and drinking establishment (like a craft brew pub) and a large scale recreation-oriented retailer. The brew pub would support the Ice Arena and nearby office and residential land uses. It has the potential to be a highly visible and unique tourist destination. A large scale retailer, particularly an adventure center or outdoor outfitter, would serve both the local and tourist market. If it were to occupy the eastern end of the train station, it could open the train station's "garage doors" and exhibit kayaks, paddle boards, boats and other merchandise outside.

Occupancy of the Renaissance Center with a use that symbolizes any one of the Downtown market niches: Adventure Center (for example, an outdoor outfitter); Interactive Cultural Center (for example, an art gallery or restaurant); a Creative Industry Hub (for example, an architecture or high tech firm). The Renaissance Center is a prominent building in the Downtown. It is important for this building's exterior façade and land use to imbue a positive image.

Programming: The Destination District should be the "home address" for large scale events in Downtown Jamestown.

Long Term Projects

Build-to-Suit Office: The Destination District has a number of under-utilized lots (such as the parking lot on the northwest corner of Washington Street and Federal Alley and the empty gas station on the northwest corner of Jefferson and 3rd Streets) that would be excellent build-to-suit professional office locations.

Section 2 Implementation Strategy

This section describes the mechanism proposed to implement the recommendations of the Target Business Mix and Recommendations and Analysis using a partnership between the public and private sector as the "***core group***" to implement the Plan.

The goal of this partnership is to work as a unit to implement the Business Recruitment Plan described in Section 1. The intention is for this partnership to take a ***proactive*** role enhancing

the economic development potential of the downtown by creating a mechanism to carry out the recommendations of this study.

The proposed partnership includes personnel from the Jamestown Renaissance Corporation (JRC) and the City of Jamestown Department of Development (DOD). These two agencies presently have a major role in the efforts to improve the Downtown from administering financial incentive programs, to physical design improvements, to marketing and promotion of the downtown-but coordination has been less than optimal and can continually be improved upon. It is recognized that with the limited resources available, a collaborative approach is necessary to succeed. The strategy proposes a more ***efficient, organized*** *and* ***coordinated*** method that will have a higher degree of success.

The work of this partnership will be divided into ***focused areas.*** Although work is being divided up into specialty areas for individuals to concentrate on, decisions will be made ***jointly*** as information and actions from the others will be required to successfully accomplish the goals of the plan.

The following people will make up the "core group" of the public/private implementation partnership:

The **Executive Director of the Jamestown Renaissance Corporation**;

The **Economic Development Coordinator of the City of Jamestown Department of Development**;

and the **Principal Planner of the City of Jamestown Department of Development.**

<u>Purpose</u>

The intent is for the three people to meet on a regular basis, minimally on a once a month schedule with additional meetings as needed. This group has a ***twofold*** purpose, the first is to successfully implement the recommendations the Target Business Mix Recommendations and Analysis; the second is to discuss and address potential impediments to the implementation and to seek to minimize or remove those barriers when appropriate, recommending alternatives that may be more compatible with the intent of this plan. A great deal of feedback will be needed to identify any potential impediments and to differentiate between ***real*** and

perceived barriers. A thorough analysis will always be needed to be able to have the best framework to accomplish the objectives.

There are three primary areas at the heart of this group's mission to help create a supportive business environment: ***Make the environment appealing***, ***Overcome barriers to business investment in Downtown Jamestown*** and ***provide access to resources***.

Make the Environment Appealing

To attract retailers, a community must make its business district visibly active, attractive, convenient and safe. How we present ourselves both in the physical sense and as a pleasurable experience is critical to entice patrons to the downtown. This area requires good cooperation between the public and private sectors to fulfill the mission. A major portion of the physical realm is the public sector's responsibility but the private sector also has an opportunity playing an active role in creating the appeal that draws people.

The Urban Design Plan that was adopted in 2006 created a vision for the downtown that when achieved will become an attractive draw for people to experience. The business mix and an appealing environment go hand-in-hand in creating the desired experience that attracts additional people to the downtown and entrepreneurs and new businesses use these numbers to determine if and where to open a new venue.

The place-making elements that are of particular interest are as follows: the downtown should be **distinctive** from other commercial areas; it should be "**urban**" and not like the Washington Street or Foote Avenue commercial strips. The downtown should appear to have **evolved** over time which is why historical preservation is an essential ingredient in the plan. It connects people with the long continuum of time that the downtown has taken to evolve giving an authenticity not an artificial feel to the area. The downtown is a **multi-functional** area that provides activities for live, work and play components of people's lives within a mixed-use area. This should be continually improved upon and promoted as an asset. The downtown should be **pedestrian-friendly** as the best experience of this "sense of place" is on foot and not while riding in a car. The downtown should represent the community's **unique heritage** giving authenticity and realism to the community's evolving nature. Two very important characteristics that need special attention are **human activity** and **encouraging people to linger** to the success of the downtown. Social interaction is a critical component of creating an "experience" and should be thought of in both active and passive forms. A great inactive pastime in urban areas is "people-watching" a prevalent activity in the majority of the world's most successful public spaces.

A downtown, unlike a shopping center, is not operated under a central management entity but instead is a group of individually run businesses within a geographic area that set their own path in business. It is critical that a clear understanding of the roll business owners and others can play in extending the use of downtown to twenty-four hours a day, both on weekdays and weekends, and for all of the four seasons.

Overcome Barriers to Business Investment in the Downtown

Often retail and service businesses choose to locate in the "edge" areas on the outer parts of communities because of ***real*** and ***perceived*** ideas that it is easier to build in these areas. As indicated we are trying to entice certain business types into the downtown and we need to overcome the barriers to business investment into that area. Some of the barriers may deal with potentially higher land costs, the complexity of building new or renovation of existing structures in a downtown setting, title problems because of their history, zoning restrictions and parking to name just a few.

It is important for the core group to understand these barriers, both perceived and real, and work with businesses and community leaders to minimize them. Sometimes creative incentives can be developed to make the downtown more competitive from a business investment standpoint.

Provide Access to Resources

It is important that the team understand what financial and marketing assistance that may be needed to aid new or existing businesses. Both the City and the Renaissance Corporation have financial incentives primarily for façade rehabilitation but as the target Market Mix is implemented and barriers are identified additional types of financial incentives may be proposed to the respective Agencies and Councils for consideration to implement.

A new Community Brand web site (JamestownUpClose.com) has been launched that promotes tourism and local interests which can be beneficial promoting local downtown business. Identifying and linking district-wide Image and marketing programs through the newly launched Community Brand web site may also prove to be a positive advantage for new and existing business.

Other forms of assistance include help with understanding local zoning and development procedures and government regulations. Streamlining and overseeing the processing of permits in a timely fashion would be a positive step in implementing the desired goals of the Plan.

Areas of Focus and Primary Responsibilities

The following are six areas to be focused on for the implementation of the Plan. The accompanying tasks identified further in this document are the beginning steps for implementation and may be added to as discussions take place and additional needs arise. The implementation is meant to by dynamic in nature, not static and will grow, change and adapt to be more effective as the procedure moves forward.

1. **Business Recruitment**;
   The Business Recruitment Area for new businesses will be handled primarily by the Executive Director of the JRC, with support from other JRC Staff. The responsibility for this area will concentrate on the cultivation of relationships and networks that will connect entrepreneurs to available commercial space.

2. **Business Retention** and **Expansion**;
   The Business Retention and Expansion Area will be handled by the Executive Director of JRC with support from other JRC Staff. The responsibility in this area will be to work with existing businesses to identify needs, concerns, and expansion needs.

3. **Downtown Data Base**;
   This area will be handled by the Executive Director of Director of the JRC, with support from other JRC Staff, as this is an extension of the information compiled by that agency for this study. The City of Jamestown Department of Development will act in collaboration when needed.

   A new storefront and commercial space inventory will be designed and developed in a way that enables continuous updating and ready access to interested entrepreneurs.

4. **Improve Downtown's Image and Investment Climate;**
   This area touches on all aspects outlined in this implementation strategy, from downtown marketing, to physical design, to an economic framework that is conducive to redevelopment. Due to its comprehensive nature, this area will be the joint responsibility of all implementing partners, and will be a topic of discussion at the core group's monthly meeting.

5. **Develop a strong business assistance program**
   This area will be handled jointly between the Economic Development Coordinator in the Department of Development and Director of JRC who represents agencies that already have actively used financial incentive programs in place and have been successful in working together on past projects. The joint effort will continue to aid in a coordinated effort to assist in financial incentives and to develop new approaches as needs change.

6. **Measuring success**
   It is important that any of the five tasks described has a methodology and a target against which to gauge success. Using the goals in this study, the Urban Design Plan, and the Community Branding Study, the core group will establish Community Indicators that will gauge the degree of success being achieved for each goal.

   An important quotation to keep in mind when crafting the indicators is ***"Not everything that can be counted counts and not everything that counts can be counted "– Albert Einstein***

   Because all of the tasks are quite different in nature, a group effort will be needed to establish indicators that when quickly analyzed will show the level of success achieved in each area. Both the indicators and the data base can be used to market and promote the downtown.

   Specific sets of data can be compiled to measure success for new business by keeping record of the number established, additional square foot area added and as a percentage of businesses within the area outlined in the plan. A record of the dollar amount of construction will also be totaled per quarter year and on a yearly basis.

   Business retention and expansion can be tracked by the amount of additional square foot area added and by dollar of construction for each expansion. The total construction dollar amount should also be recorded on a quarterly and yearly basis. Measuring the success of Business Retention may be more difficult to quantify and may be limited to tracking the use of financial incentive programs and/or measuring the addition of job opportunities created.

Jamestown's new core group should play a major role in promoting downtown's location advantages and increasing the number and quality of prospects interested in a downtown location. While many organizations focus on developing financing incentives to attract new

businesses, smaller communities often have found success by simply increasing word of mouth referrals or by preparing simple marketing products that list desired businesses and available space. In addition to identifying desired businesses, the core group should prepare background information on available sites, build a stronger referral system to pass on leads and make personal visits to desired stores.

Because market data is the basis for most business investment and location decisions, market research and dissemination of information is a critical element of most downtown revitalization programs. Downtown businesses would benefit from a comprehensive data base that would include information from this report and additional information that can easily be maintained and updated. This data base is a useful tool to be used by the public/private partnership in locating new businesses.

Another version of the information should be tailored into a marketing tool and disseminated via mail and internet promoting the downtown area. Attractive recruitment and marketing materials should be developed to convey the market potential of the downtown. These materials must help convince potential businesses that the downtown is ***unique*** and that it offers a competitive edge over other locations. The following information should be included:

Demographic and Economic Overview Data

This data is located in Appendix 1 of this study and should be updated periodically to be relevant.

Complete property inventory

Ownership;
Square footage, rent, sale price;
Condition of all floor space; used and unused;
Availability of any Building plans;
and any recent improvements of both interior and exterior portions of buildings.

Supplemental information

Changes in business openings and closings;
Changes in retail sales;
Traffic counts for pedestrians and vehicles per block.

Incentives

Information a both public and private financial assistance programs available.

Next Steps

Next 12 months

Create marketing tools to highlight downtown opportunities.

1. Prepare a simple leasing sheet for available property that includes information on the downtowns trade area and market opportunities.

2. Make sure all rentals and for sale properties have attractive for sale or lease signs.

3. Use website to promote downtown sites and opportunities.

Prepare a property information workbook.

1. Available rental space and for sale listings.

2. List of possible tenants for space based on building constraints and surrounding tenants.

3. Identify Financial incentives available.

Build a referral network to identify potential tenants.

1. Meet with property owners and local realtors to discuss how to better market downtown opportunities and strengthen referral system both locally and within the Greater Jamestown Area.

2. Host a tour of downtown for out of town realtors to show opportunities.

3. Establish a network of City and JRC staff, Chamber members, residents and organizations that can help identify businesses interesting in relocating.

Improve building appearances.

1. Continue working with building owners to improve the appearance of their buildings through City and JRC façade programs.

Improve storefront window displays.

1. Implement a window display program that fills vacant retail and non-retail windows with rotating merchandise from other businesses.

2. Add a window display contest four times throughout the year. The theme of each of the four contests will be the current season of the year; Spring, Summer, Fall and Winter for the focus of the window displays. Acknowledgement and complimentary advertisement for a week in the "Up Close and Wonderful Web Site will be the award for the top three contestants. The intention of this is to extend the appeal of the downtown throughout the year.

3. Highlight City and JRC façade projects with signs that draw attention to the project.

Increase local business visibility.

1. Encourage interior and window lighting to showcase windows at night.

2. Encourage exterior lighting to draw attention to storefronts.

3. Use temporary banners or signs to publicize new tenant or when building is sold.

4. Develop directory that can be posted to website for all businesses with internet map.

5. Encourage cross-promotional ideas between businesses, i.e. a local confectionary providing the complimentary sweets for local hotel guests.

Promote downtown successes.

1. Use website to highlight successes
    a. before and after" façade and downtown improvements,

2. Have downtown supporters make regular presentation to civic groups on downtown success to help change perception.

Overcoming impediments

1. Get input to examine how local regulations and policies help or hinder growth;
2. Promote community resources that provide support;
3. Provide permitting and zoning information;
4. Aid in navigating through regulations and permitting in a timely fashion.

Next 24-36 months

Develop a prospects list.

1. Prepare a wish list of desired business. Use information from surveys, referral network, market study, property owner and Realtors.

2. Identifying leads
   - Local businesses interested in expanding
   - Residents interested in starting a business
   - Regional businesses interested in opening a satellite or part-time operation.

Contact/Visit Prospects.

1. The core group should visit possible prospects to determine their interest and space needs. They should be looking for businesses that exhibit good business practices and are the type of businesses described in the Target Business Mix Section.

2. Develop an electronic postcard that can be sent to prospects.

3. Establish a procedure to follow when contacting and maintaining communication with prospective businesses.

4. The core group should set goals per the Benchmarking indentified in the Target Business Mix Section.

Improve building appearances.

1. Continue working with building owners to improve the appearance of their buildings through City and JRC façade programs.

Improve storefront window displays.

1. Continue to implement a window display program that fills vacant retail and non-retail windows with rotating merchandise from other businesses.

2. Continue with a window display contest four times throughout the year. The theme for each of the four contests will be the current season of the year; Spring, Summer, Fall and Winter for the focus of the window displays. Acknowledgement and complimentary advertisement for a week in the "UP Close and Wonderful Web Site will be the award for the top three contestants. The intention of this is to extend the appeal of the downtown throughout the year.

3. Continue to highlight City and JRC façade projects with signs that draw attention to the project.

Increase local business visibility.

1. Continue to encourage interior and window lighting to showcase windows at night.

2. Continue to encourage exterior lighting to draw attention to storefronts.

3. Continue to use temporary banners or signs to publicize new tenant or when building is sold.

4. Amend website directory and interactive map as needed.

5. Continue to encourage cross-promotional ideas between businesses, i.e. a local confectionary providing the complimentary sweets for local hotel guests.

Improve navigation throughout the downtown

1. Develop a "wayfinding" signage system including identification of public parking areas and riverfront amenities.

Continue to promote downtown successes.

3. Continue to use website to highlight successes
   I.e. before and after" façade and downtown improvements,

1. Continue to examine local regulations and policies that help or hinder growth and advocate for change where appropriate;
4. Have downtown supporters make regular presentation to civic groups on downtown success to help change perception.

Continue to overcome impediments.

2. Continue to act as a clearinghouse on community resources that provide support;

3. Continue to provide permitting and zoning information and;

4. Continue to aid in navigating through regulations and permitting in a timely fashion.