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Implementation Plan

SYRACUSE, NY

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Executive Summary

The City of Syracuse's Commercial Corridor Analysis employed an innovative, place-based approach to economic development that recognizes that each of the city's commercial corridors has their own set of characteristics, businesses, and physical qualities that uniquely contribute to Syracuse's overall economy and, therefore, qualify them for market opportunities. It was the intent of this project to identify and delineate those market-based opportunities and develop actions that the City and its partners can take to retain and grow economic activity within these important corridors.

Through a comprehensive assessment of the city's regional economic context (see *The City-Wide Economic Base Analysis*) and an examination of each corridors' distinct market position for retail and target industries (see the *Neighborhood Corridor Industry and Inventory Analysis*), the Camoin 310 & Streetsense team, along with close coordination with the City's Department of Neighborhood and Business Development, developed action items that will produce high impact, high value results, and align with the City's chief strategies like Blueprint 15 and Syracuse Surge.

This multi-faceted research and analysis process culminates with the Action Plan Matrix, which is the implementation tool to drive forward initiatives that respond to the opportunities and barriers identified. This Action Plan Matrix projects the timeline for initiatives from the immediate to five-year period, in addition to initiatives that will require ongoing attention throughout the lifespan of the plan. With recent large-scale initiatives attracting major business players to Syracuse, comprehensive corridor strategies are imperative to support the housing, community, social, and physical needs of community and businesses. Neighborhoods that are inviting, diverse, and adaptable to needs in the market will generate significant activity that will have an impact city-wide.

The Commercial Corridor Implementation Plan is structured around six goal areas. Each goal area describes elements that support the City's efforts to promote economically active, diverse corridors that contribute to the overall vibrancy of the city. This document contains:

Action Plan Matrix - Contains the granular details for how initiatives will be executed. This includes: private and public sector partners, prioritization, and resources available.

The Playbook – Provides additional detail, visuals, and/or examples from certain initiatives in the Action Plan Matrix.



Commercial Corridor Categorization

Each corridor studied offers a different set of traits that attract a wide range of customers that have varying needs, expectations, and spending power. The corridors studied are arranged into four retail categories, below, that help summarize their market audience. The priority actions for each category are based on the market served and geographical positioning. While retail demand is limited along some corridors and retail attraction strategies are not recommended, a focus on enhancing streetscape elements and the physical landscape to support the existing business environment will help retain and improve current business activity. The priority actions are aligned with goal areas in the Action Plan Matrix, which follows this section. Initiatives to help progress the priorities are contained within the Action Plan Matrix, with further details in the Playbook. Detailed definitions of the retail categories can be found in the Playbook on pg. 7-8.

Convenience Retail

Market Characteristics: Narrowing Offering/Limited Trade Area

Corridors in this category: Census Tract: 42

Priority actions:

- Improve walkability
- Improve access by public transit
- Improve vehicular conditions

Neighborhood Retail

Market Characteristics: Convenient/ Locally Serving

Corridors in this category: Census Tracts: 34, 43.01, 43.02, James, Wolf, S. Salina, W. Onondaga

Priority actions:

- Increase infill residential housing
- Improve walkability
- Create a retail destination
- Brand distinctive corridors
- Prioritize business growth and retention

Community Retail

Market Characteristics: Serves Larger Area; Comparison Shopping

Corridors in this category: Census Tract: 32, Geddes, Burnet, Butternut, N. Salina

Priority actions:

- Improve walkability
- Improve access by public transit
- Enhance retail destination
- Prioritize residential growth
- Prioritize business growth and retention
- Position Burnet Avenue Corridor for business attraction and growth

Regional Retail

Market Characteristics: Automobile Oriented/Large Format

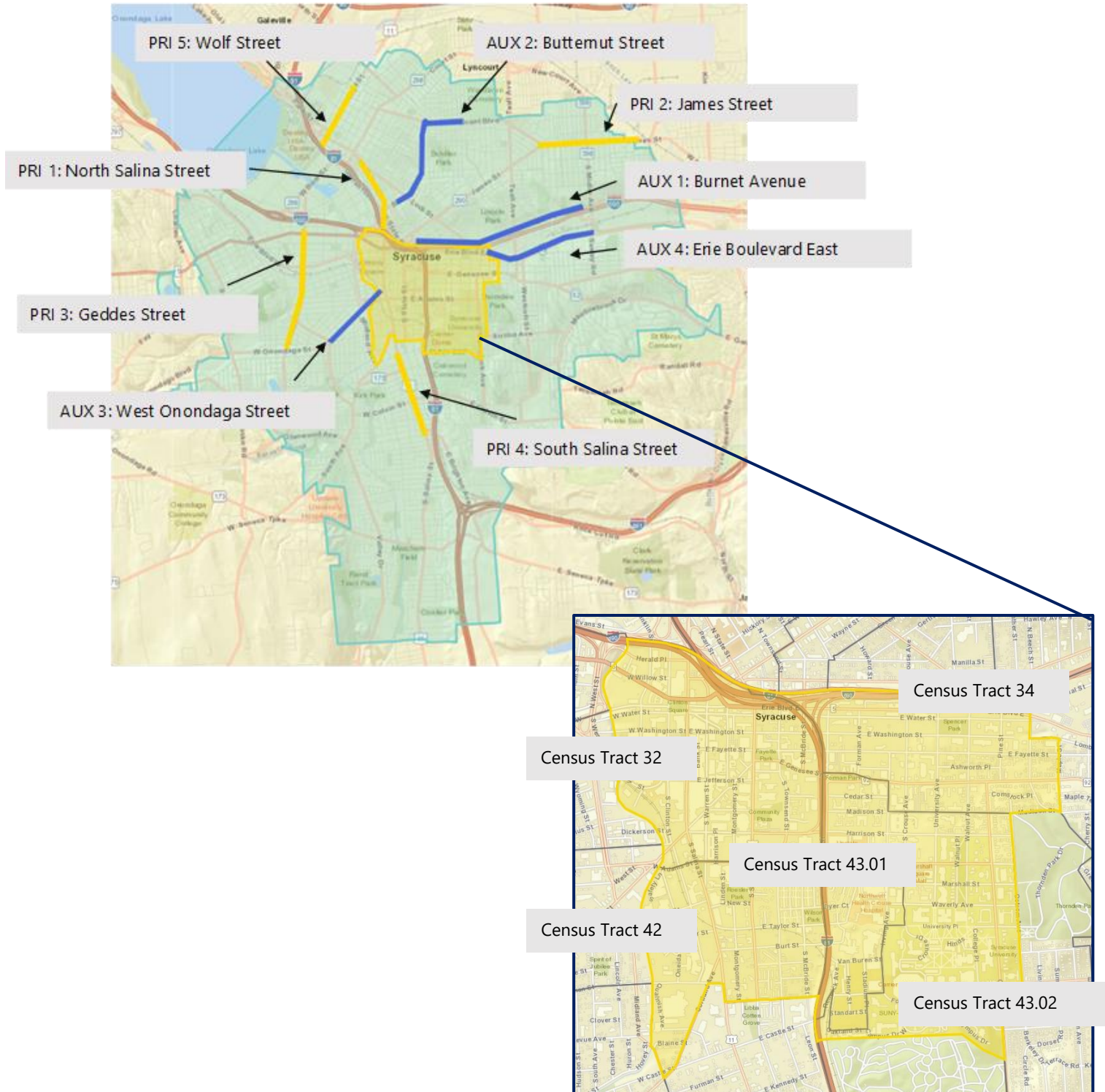
Corridors in this category: Erie

Priority actions:

- Improve vehicular conditions
- Improve access by public transit
- Temper retail attraction

Map of Commercial Corridors

Study Areas – City of Syracuse Neighborhood Corridor Industry and Inventory Analysis



							High	Ongoing	Immediate - 1 year 1-3 years 3-5 years
							Medium	Short	
							Low	Mid	
Goal & Initiative	Projects		Corridor	Lead	Partners	Resources	Priority	Timeline	Playbook
1. Manage Retail Expansion Opportunities									
1.1 Prioritize Business Retention and Growth	1.1.1	Leverage Facade Improvement Programs to improve visual appearance of commercial buildings. Consider providing bonus points to buildings located in targeted nodes (see below).	All	Downtown Committee	NBD	New York Main Street, Empire State Development, CDBG	High	Ongoing	
	1.1.2	Explore the depth of small business lending and funding (CDFIs). Create new options (if needed) to ensure the proper products exist to support business growth.	All	NBD/CenterState CEO	Banks; CDFIs	Staff time	Medium	Mid	Yes
	1.1.3	Leverage entrepreneurial support organizations and pro bono technical assistance to provide guidance to small businesses.	All	NBD - Community Liaisons	CenterState CEO, SBDC, Syracuse Tech Garden, educational institutions, private sector	Staff time	High	Ongoing	Yes
	1.1.4	Support and build capacity for local business associations to support business activity through connections to resources, marketing, and programming.	All	NBD - Community Liaisons	SBDC, Educational Institutions	Staff time	High	Mid	Yes
	1.1.5	Explore Dollar General Market concept to increase food access and leverage existing stores.	All (when retailer is present)	NBD	Property Owners; Dollar General Regional Broker	Staff time	Low	Short	Yes
1.2 Make Retail a Destination	1.2.1	Coordinate street races (5ks, marathons, etc.) to align with commercial corridors and provide sponsorship or marketing opportunities for businesses.	All	NBD	Community neighborhood groups, private sector	Staff time	Low	Ongoing	
	1.2.2	Establish online marketing presence for retailers citywide, leveraging websites, social media platforms, etc; identify social media influencers to launch campaign to highlight businesses across corridors.	All	NBD	CenterState CEO, SBDC, educational institutions, private sector partnerships	Staff time	Medium	Mid	Yes
	1.2.3	Leverage street(s) for temporary activations (e.g. food trucks, farmers' markets, etc) and festivals for holidays, sporting events, etc.	CT 32 (Armory Square), CT 43.02 (Marshall), James, N. Salina	NBD	Planning Division, Permits	Staff time	Medium	Short	
	1.2.4	Deploy perception of safety interventions (e.g. on-foot/bike police patrol, increased lighting, ambassadors to collect litter/shovel snow, trash cans in areas of retail activity).	All	NBD	Planning Division, Police Department, SURGE, Public Works, Code Enforcement	Staff time	High	Ongoing	
	1.2.5	Align any retail attraction candidates with neighborhoods of market distinction.	All	NBD	Property Owners	Staff time, sell sheets	Low	Ongoing	Yes
2. Reinforce Retail Density at Strategic Commercial Nodes									
2.1 Identify District + Increase Marketing	2.1.1	Create a policy or zoning designation for strategic commercial nodes that will enable targeted interventions and investments and inform future policy decision making towards areas of existing business concentration.	All	City Planning Division	Mayor's Office, NBD	Staff time	High	Short	Yes
	2.1.2	Select a series of contiguous blocks of strong retail activity to concentrate financial resources and staff time.	All	City Planning Division	NBD	Staff time	High	Short	Yes
	2.1.3	Reinforce Food & Beverage market distinction through branding and marketing.	N. Salina, CT 32	Downtown Committee	Northside UP, NBD, CenterState CEO	Staff time	Medium	Ongoing	
	2.1.4	Pursue Main Street Designations to increase the ability to leverage funding opportunities for the corridors' growth.	N. Salina, James, S. Salina	NBD	National Main Street Program	https://www.mainstreet.org/home	High	Mid	Yes
2.2 Improve Walkability	2.2.1	Target sidewalk and street improvements to identified retail nodes.	All - with focus on strategic commercial nodes.	Department of Public Works	NBD, Code Enforcement	City budget	Low	Long	Yes
	2.2.2	Maintain and care for street trees: Planting empty pits and tree surround program, or Adopt a Tree nearby businesses.	All - with focus on strategic commercial nodes.	NBD	Parks - City Arborist	Community Neighborhood Groups, TNTs	Low	Ongoing	
	2.2.3	Implement (temporary and/or permanent) traffic calming interventions with paired pedestrian crosswalks at primary intersections and midblock (when appropriate).	All	DPW - Transportation Planner	NBD	Staff time	Medium	Short	
	2.2.4	Limit the expansion of new commercial development outside of nodes, reducing the potential oversaturation of marketplace.	All	NBD	City Planning Division	ReZone	High	Ongoing	
2.3 Improve Access by Public Transit	2.3.1	Ensure safe pathways between public transit stops and retailers - sidewalks and lighting.	All	DPW	NBD, City Planning Division	Staff time	Medium	Mid	
	2.3.2	Provide bus shelters in retail nodes.	All	CENTRO	DPW, NBD	Staff time	Medium	Long	
2.4 Improve Vehicular Conditions	2.4.1	Clearly delineate on-street parking options with signage.	All	DPW, Code Enforcement	NBD	Staff time	Medium	Short	
	2.4.2	Improve parking lot egress.	Burnet, Butternut	DPW - Transportation Planner, Code Enforcement	NBD	Staff time	Low	Mid	
3. Support Retail with Residential Growth									
3.1 Increase Residential Population	3.1.1	Increase occupancy rates of existing residential units.	All	City Planning Division	Residential Brokers	Good Life CNY, NBD KPIs	High	Ongoing	
	3.1.2	Leverage ReZone to construct new infill residential units.	All	Local For-Profit and Non Profit Housing Developers	City Planning Division	ReZone	High	Ongoing	

4. Clarify & Communicate the City's Economic Development Program Internally and Externally

4.1 Flip the script from "Business Regulator" to Business Care" across all City departments.	4.1.1	Conduct a cross-departmental audit of the City's business-support services.	All	NBD	Department Heads	Staff time	High	Short	Yes
	4.1.2	Develop an action plan for improving business support services across City departments.	All	NBD	Department Heads, Mayor's Office	Staff time	High	Mid	
	4.1.3	Communicate audit findings and strategy across necessary departments.	All	NBD	Department Heads, Mayor's Office	Staff time	High	Ongoing	
	4.1.4	Develop a Mission Statement specific to the Division of Business Development.	All	NBD	Mayor's Office	Staff time	High	Short	Yes
	4.1.5	Create a simple worksheet/checklist for businesses to use as they navigate through the startup/development process so they do not experienced unassay, unexpected delays.	All	NBD	Department Heads	Staff time	High	Short	
4.2 Create an online presense for the City's Economic Development programs.	4.2.1	Build a website dedicated to City economic development.	All	NBD	City Marketing	Financial investment needed	High	Short	Yes
	4.2.2	Create social media accounts for NBD, and use those accounts to promote quality of life and project success. Alternatively, build off existing city social media networks with a focus on economic development initiatives.	All	NBD	City Marketing	Staff time	Medium	Ongoing	
	4.2.3	Continue to invest in the zoning and permitting portal.	All	NBD	Mayor's Office	Staff time, Financial Investment	Low	Ongoing	

5. Advance Site Readiness Along Corridors

5.1 Position Burnet Avenue for Business Attraction and Growth	5.1.1	Prepare a land use master plan for the Burnet Avenue corridor. Make quality-of-place a priority.	Burnet	NBD	City Planning Division	BOA program, EDA TA grants, EPA assessment grants, RESTORE NY, National Grid	High	Mid	
	5.1.2	Engage property owners through BR&E visits to communicate ReZone and understand their goals.	Burnet	NBD	CenterState CEO	Staff time	Medium	Mid	
	5.1.3	Review new zoning regulations to ensure they facilitate business growth.	Burnet	NBD	City Planning	ReZone	High	Short	
	5.1.4	Create redevelopment plans for municipal owned/partner owned properties.	Burnet	NBD	Land Bank, City Planning	BOA program, EDA TA grants, EPA assessment grants, RESTORE NY, National Grid	Medium	Long	
	5.1.5	Pursue parcel assembly, as appropriate.	Burnet	NBD	Land Bank, property owners	Staff time	Medium	Ongoing	
	5.1.6	Communicate to real estate community focus on Burnet and invite to be part of planning process.	Burnet	NBD	Real Estate Community, CenterState CEO	Staff time	Medium	Ongoing	
5.2 Identify Priority Areas and Sites to Focus Resources	5.2.1	Create and maintain a property database of properties along commercial corridors. Use to prioritize development sites.	Burnet	NBD	CenterStateCEO	Staff time	High	Short	Yes
	5.2.2	As resources allow, develop site-plans and redevelopment strategies for high-priority properties.	Burnet, Erie	NBD	City Planning Division	Staff time, funding available through CFA, EDA TA Program	Medium	Long	Yes
	5.2.3	Play match-maker for startup businesses looking for real estate.	All corridors	NBD	Syracuse Tech Garden, Real Estate Community	Staff Time	Medium	Ongoing	Yes
	5.2.4	Prepare brownfield sites for development opportunities.	All corridors, focus on Erie and Wolf	NBD	City Planning Division	BOA program, EDA TA grants, EPA assessment grants, RESTORE NY, National Grid	Low	Long	

6. Proactively Support Existing Business Along Corridors

6.1 Formalize a BR&E Program Targeting Businesses along Corridors	6.1.1	Create a commercial corridor business visitation program.	All	NBD	Center State CEO, County ED, Neighborhood Groups	Staff time	High	Ongoing	Yes
	6.1.2	Coordinate BR&E with partners	All	NBD	Center State CEO, County ED, other service providers as needed	Staff time	Medium	Ongoing	Yes



Action Plan Matrix Playbook

This document is linked to the Commercial Corridor Action Plan Matrix. Initiatives that require additional detail, comments, visuals or best practices can be found here. The Action Plan Matrix indicates which initiatives are included in the Playbook. Refer to the Action Plan Matrix before consulting this document.

1.1.2 Explore the depth of Small Business Lending and Funding (CDFIs). Create new options (if needed) to ensure the proper products exist to support business growth.

A scan of small business lenders in the market will uncover untapped opportunities to connect businesses along many of the corridors with the resources they need to improve, expand, and upgrade. A closer consideration of Community Development Financial Intermediaries (CDFIs) is recommended. CDFIs are non-profit community based financial institutions that serve low-income people and businesses in economically distressed communities by filling the financing gaps left by traditional financial institutions. New York CDFIs in the Syracuse region include Community Preservation Corporation, Alternatives Federal Credit Union (Ithaca, NY), and Community Loan Fund of the Capital Region, Inc.

Other local organizations may also provide services worthy of further exploration, including CenterState CEO. Their current programs include a number of small business resources that might benefit from improved marketing to businesses along the City's corridors, including start-up funding and resources, small "grants for growth" that range in size from \$25k - \$150k, and "UP Start Syracuse" a program that helps smaller brick and mortar entrepreneurs get started with business plans and technical assistance.


Further outreach to these organizations will be necessary to determine the degree to which they might be positioned to support small business lending and technical assistance in Syracuse and the extent to which other local organizations might be able to provide similar services if they don't already do so.

1.1.3 Leverage entrepreneurial support organizations and pro bono technical assistance to provide guidance to small businesses.

Entrepreneurial support organizations (ESOs) are typically non-profits that offer programs and funding to support business development. These organizations often rely on grants and other philanthropic donations to fund their work, while pro bono technical assistance providers are often for-profit firms that have allocated a certain percentage of time towards supporting those who would likely be unable to afford their services.

Anecdotes from interviews with business owners and recently published research on the needs of entrepreneurs on a national scale identified the following categories for additional support:

- *Funding/Financing:* Small business owners, specifically in the retail and restaurant sectors, have limited access to traditional financing opportunities due to their risk profiles, challenges securing equity, and general limited credit history. Entrepreneurial support organizations (ESOs) and pro bono technical assistance providers can step in to support this gap by providing support to



assess businesses' credit profiles, deploy strategies to remedy any areas of concern and aid in completing applications.

- *Legal Support:* Small businesses often forego legal services, as documents can be drafted and reviewed without support. These documents, such as leases, purchasing orders, etc., are often drafted by the business owner with limited knowledge on rights and protective clauses. Lease and contract review can help these business owners.
- *Design:* A sizeable portion retail and restaurant success is tied to the design assets – brand, physical store, etc. However, like legal services, small business owners can rarely allocate a sizeable portion of their budget towards these services, resulting in limited design impact.
- *Education:* Finally, small businesses need a network of experts to support its business planning and pivoting throughout the years. Both business owners and their employees need training to keep up with the changing dynamics of retail (e.g. operations, customer service, accounting, etc.).

1.1.4 Support and build capacity for local business associations to support business activity through connections to resources, marketing, and programming.

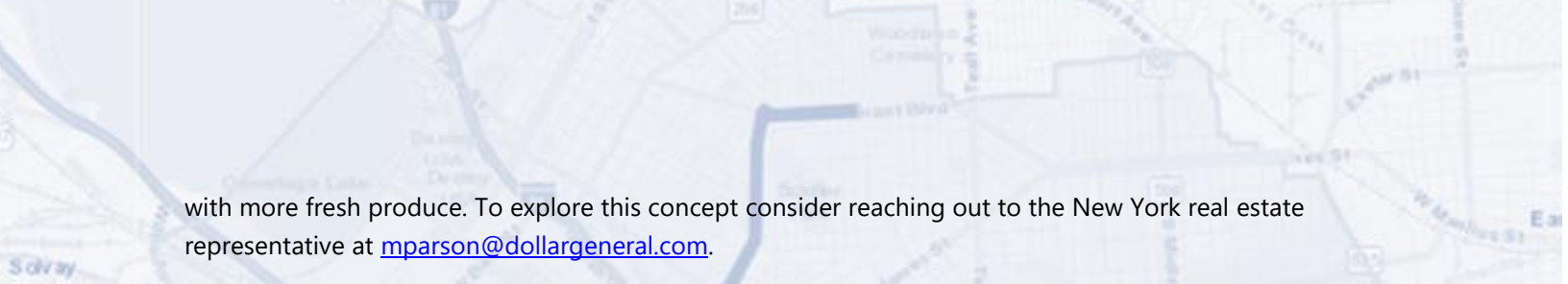
Local business associations are important intermediaries that can help execute on elements of the plan, deliver resources, help promote business collaboration, as well as advocate for and support efforts that drive retail sales for both individual businesses and entire districts. There are a variety of ways to support local business associations and the businesses they serve. Two examples include:

City of Cambridge, MA. Their Economic Development Division works closely with local nonprofits to provide business development programs and courses that are geared towards entrepreneurs and business owners. Some examples of training programs include, “Steps to Starting Your Own Business”, “WordPress for Beginners”, and “Search Engine Optimization and Google Analytics”, among others. Local Business Associations are excellent partners in most pressing issues for their members, hosting workshops, and bringing information about these resources back to individual business owners.

Coro Neighborhood Leadership Program (NY, NY) . The Coro Neighborhood Leadership Program is a program funded in part by the City of New York that provides leadership and tactical skills training for local commercial district management practitioners. This award-winning six-month leadership program has been running for six consecutive years and has created a powerful network of practitioners who are leading community development and corridor improvement efforts throughout the City. The program was replicated in Chicago, IL and called “Business District Leadership Program”, which was run by a non-profit organization that enlisted local philanthropies to fund the program over a two-year period.

1.1.5 Explore Dollar General Market concept to increase food access and leverage existing stores.

Dollar General corporate office seems to be strategizing ways to better serve communities as many dollar stores throughout the nation have been under attack by communities due to their poor upkeep and selection. According to Dollar General's 2018 10-K SEC filing, the store is planning on increasing a greater cooler count to increase their selection of perishable items (produce, meats, etc.) in 1,000 stores across the nation. This concept is similar to the Dollar General Market (<https://www.dollargeneral.com/market.html>) which has identified an opportunity to serve communities



with more fresh produce. To explore this concept consider reaching out to the New York real estate representative at mparson@dollargeneral.com.

1.2.2 Establish online marketing presence for retailers citywide, leveraging websites, social media platforms, etc; identify social media influencers to launch campaign to highlight businesses across corridors.

Digital marketing is a critical component of a retailer's success. There are a variety of ways to that the City can lead or develop partnerships to help businesses establish or improve their online marketing presence. Three examples include:

Web-Site designed with Structured Data in mind. The term "structured data" refers to how search engines prefer to collect and display data. Search engines now issue clear guidelines for the kind of information they want and how they want it presented. If a business address is not set up with a precise structure, the search engine will gloss over the information on a website and the business will lose an opportunity to be listed and mapped. Properly structured data enables search engines to pull relevant data directly from a website, index and map it with a business's necessarily claiming it on the platform. A website designer well-versed in structured data can ensure that the site is properly designed to ensure the highest visibility for listed businesses.

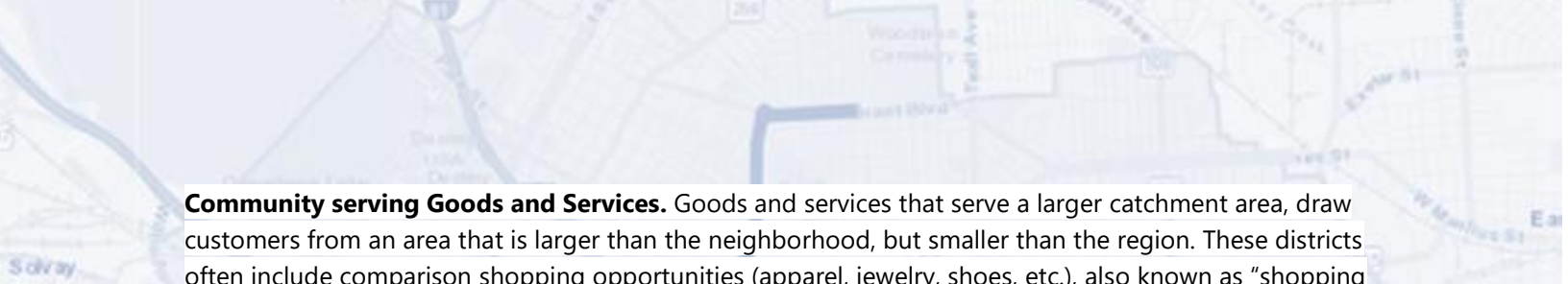
Partnership with "Grow with Google". One of the most powerful search engines available to consumers is Google. Increasingly if a business is not online, it is invisible to shoppers. Grow with Google is a program launched by Google that provides free training, tools, and in-person coaching to non-profits who are then able to work with local businesses directly to teach them how to claim and improve their online profiles.

Campus Collaborations. Partnerships with local colleges and universities can also create opportunities to help businesses improve their online presence. College students can be offered internships or credits to provide one-on-one technical assistance with entrepreneurs to help them with developing online marketing strategies, including basic online marketing efforts, claiming a google listing, setting up a Yelp profile or managing a Facebook or Instagram account.

1.2.5 Align any retail attraction candidates with neighborhoods of market distinction (e.g. big box stores along Erie Blvd).

Each district has a unique strategic positioning that is reflected in the kind of retail offerings and clientele that currently patronize local businesses. While this plan emphasizes the need to work with existing businesses to ensure they remain stable, competitive and profitable, there may be strategic retail attraction efforts that are appropriate at any given time. We recommend that these efforts align with the corridor classifications outlined as follows:

Neighborhood and Convenience Goods and Services. For example, small grocery and convenience stores, drug stores, hardware stores, locally serving food and beverage operators, and neighborhood services (dry cleaners, banks/ATM, etc.) that serve a local clientele and emphasize convenience over a higher frequency of purchase. The corridors that fall in this category include James, Wolf, South Salina and West Onondaga.



Community serving Goods and Services. Goods and services that serve a larger catchment area, draw customers from an area that is larger than the neighborhood, but smaller than the region. These districts often include comparison shopping opportunities (apparel, jewelry, shoes, etc.), also known as “shopping goods” or clusters of dining establishments. The corridors that fall in this category include Burnett, Butternut, Geddes and North Salina.

Regional Districts. Regional districts serve larger format stores and customers who often arrive by car from throughout the region. These districts are frequently automobile-oriented by nature. The corridor that falls in this category is Erie.

2.1.1. Create a policy or zoning designation for strategic commercial nodes that will enable targeted interventions and investments and inform future policy decision making towards areas of existing business concentration.

As retail enters a period of significant disruption, it has become increasingly clear that too much retail zoning can undermine the concentration of retail necessary to create successful business districts, especially in weak market environments. The consultant team offered a series of Zoning Framework recommendations at the beginning of this process that included recommendations to encourage and reinforce retail concentration. These recommendations included preventing the oversupply of new retail space that is not immediately adjacent to existing retail offerings. There are a variety of strategies that accomplish this goal, including the provision of clear commercial overlays outside of which the ground floor retail would be discouraged or restricted.

2.1.2 Select a series of contiguous blocks of strong retail activity to concentrate financial resources and staff time.

The theoretical framework upon which this report is predicated is that retail concentration and co-location is beneficial to local businesses. Research conducted by the Local Initiative Support Corporation (LISC)¹ has found a clear and consistent relationship between store density and store performance. Simply put, districts with more stores per square mile outperform lower density corridors through higher retail sales for businesses AND higher real estate values overall. The City should take note of these findings - higher real estate values and higher sales result in a stronger tax base.


While the historic scale of many of these corridors exceeds their current size and scale, we encourage the City to make difficult decisions about where they are going to focus commercial corridor efforts. In some cases, it will be 1-2 blocks, rather than an entire corridor. This will mean selecting focus areas or model blocks and emphasizing business support, physical improvements, and enhancements at these locations.

The following outlines the prominent blocks of retail to concentrate resources per neighborhood corridor.

Neighborhood Corridors:

- PRI 1: N. Salina - East Laurel Street to Catawba Street

¹ <https://www.lisc.org/our-resources/resource/white-paper-new-and-definitive-evidence-what-works-revitalize-urban-commercial-corridors>

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- PRI 2: James - Hickok Avenue to Rigi Avenue
 - PRI 3: Geddes - Merriman Ave to Seymour St; Marcellus St to West Fayette St; Erie Blvd West to West Genesee Street
 - PRI 4: S. Salina - East Brighton Ave to Warner Ave; Amherst Ave to Elk Street
 - PRI 5: Wolf - Lodi Street to Carbon Street; 1st North Street to 2nd North Street
 - AUX 1: Burnet - Teall Avenue to Dillaye Avenue; South Edwards Ave to South Midler Ave
 - AUX 2: Butternut - North Townsend Street to Daphine Street; Grant Blvd from Butternut to Worden Ave
 - AUX 3: W. Onondaga - South Avenue to Seymour Street
 - AUX 4: Erie - The physical conditions (larger box retailers and wide right of way) challenges the ability to focus on a series of blocks for improvements as the large sizes of the privately-owned parcels limits the impact of the resources.

It should also be noted that New York Main Street funding, administered by the Department of Homes and Community Renewal explicitly favors districts that are “well-defined Main Street areas” with “contiguous buildings”. Proactive designation of focus areas that demonstrate these characteristics serves to further enhance future funding opportunities from the State.

2.1.4 Pursue Main Street Designations to increase the ability to leverage funding opportunities for the corridors' growth.

Not to be confused with New York Main Street, the National Main Street Program is a subsidiary of the National Trust for Historic Preservation. “Urban Main” is a program that offers under-resourced, older, and historic neighborhood community districts technical assistance and guidance in their revitalization efforts. The program is rooted in the proprietary “Main Street Approach”. Exploratory conversations with Urban Main staff could uncover opportunities to tap into a national network of technical assistance providers in support of the City’s efforts to support commercial corridors. Other cities currently engaged with Urban Main include Baltimore, Boston, Chicago, Orlando and Washington D.C..

2.2.1 - 2.2.4 Improve walkability.

Enhancements to walkability might include targeted sidewalk improvements, tree care, traffic calming interventions (i.e. mid-block crossings, pedestrian refuges, bulb-outs). A few visual examples include:

Potential traffic calming measures at key retail nodes include:



In Plymouth, MI, business and individuals adopted tree guards and planters and were recognized with decals and plaques.




Beautification and cleaning efforts at nodes might include street furniture and landscaping.



4.1.1 - 4.1.3 Conduct an organizational audit of the City and close partners business-support services.

Identify where improvements can be made to offer better support services. Work collaboratively with City departments to design and implement improvements. Ensure the City's business support system is widely



understood across City staff. Select a few projects completed in the last few years and conduct the audit based on those case-studies, bringing together relevant staff, along with partners at CenterState CEO and engage in a discussion of:

- *What worked great that we want to keep doing?*
- *What worked okay, but needs improvement?*
- *What did not work that we need to stop?*
- *What haven't we tried, but should be added?*
- Work across departments to share project information and ensure City is being responsive to the needs of its customers.
- Create an infographic-style cut sheet for an external audience that illustrates how/where to direct different types of business inquiries. Align with emerging Community Liaison framework.
- Assess the language of the current zoning and permitting portal and consider changing from 'discovery' to 'support center' to send the message that the City is working in partnership with businesses.
- Continue to invest in the zoning and permitting portal to streamline these processes. Collect user-feedback on an annual basis to guide investment into the portal.

4.1.4 Develop a Mission Statement specific to the Division of Business Development.

While many of the economic development partners in the city work closely in a flexible manner, the lack of formalized structure and assigned roles does not provide a clear point of contact.


- Prioritize providing information and assistance to prospective businesses to help them comply with city, state, and federal requirements for operating a business successfully.
- Clarify internal roles and responsibility within the Neighborhood and Business Development based on the mission statement.
- Define and formalize partnerships among closest partners.
- Communicate that mission statement within City, and on new website and other marketing.

4.2.1 Build a website dedicated to City economic development.

The website should be a stand-alone site, focused on all things business-related and the city's role in the regional economic development ecosystem. Consider the user experience of targeted audiences and create three sections of the website dedicated to serving these audiences:

Business Targets. Businesses within targeted industries, customize messaging specifically to those currently located in mega-urban regions looking for a lower-cost option. Feature workforce assets, cost-comparisons, and overall quality of life. Feature sites and properties.

Local and Regional Small Businesses and Entrepreneurs. This section is about 'business care' and should be a resource connecting the business community to City programs, and shepherd users through the process of starting a business (zoning, permitting, etc.). The vibe should be "we're here to help you at every step of the way".



Talent Attraction. People with local ties to the region who moved away but are looking for an opportunity to return. Feature quality of life resources, events like road races, new events and entertainment, and exciting projects and initiatives. The goal here is to create what the millennials have affectionately coined "FOMO" or fear-of-missing-out. Coordinate this campaign with tourism and event promotion efforts.

- Economic Development staff should have the ability to edit website with ease with a 24-hour turn around period.
- Coordinate regularly with all partners responsible for marketing the city to ensure messaging and communications is consistent and accurate.

5.2.1-5.2.3 Identify priority areas and sites to focus resources.

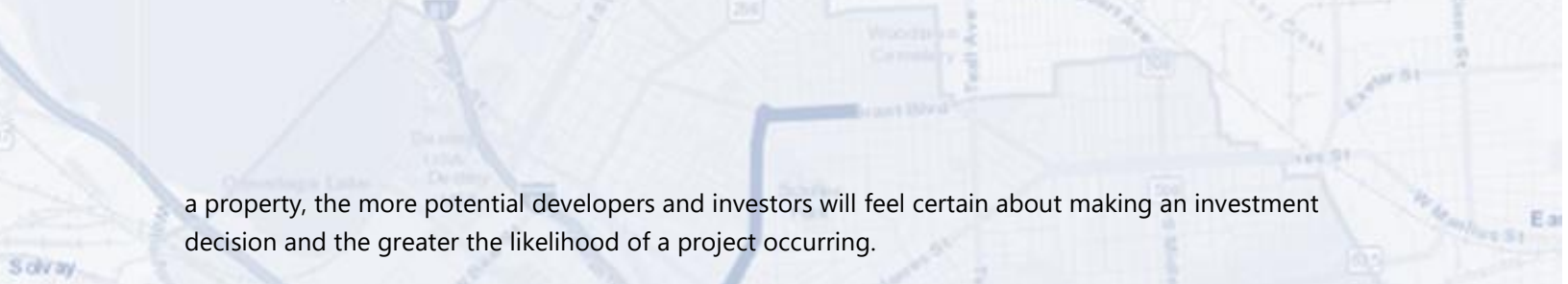
While the City can collaborate with private developers who own property to create projects that fit the vision and market potential of Syracuse, the City can also play an active role in inducing development on properties that are currently under site-control of the Syracuse Industrial Development Agency, the LandBank, or other public entities. Sites identified with the highest potential to attract development should be prepped to be shovel ready and marketed to the appropriate audience.

In marketing the developable properties, the City must convey a clear vision around the intention for the buildings/sites and the corridor. For example, on South Salina this messaging could demonstrate the innovation corridor growing around South Salina and Warren Streets and pull together information from the target industry study to show the ecosystem of technology businesses that have strengthened in this area.

However, before any site-specific marketing campaigns are launched, site preparedness must be advanced to avoid burning marketing budgets trying to sell a weak product. The area of the city with the greatest interest to the real estate community for industrial/flex space is along I-690 (Burnet and Erie corridors). Planning in this region should balance the need for non-profit uses and low-value land-intensive uses (e.g. auto-uses) with overall economic development potential. Criteria to identify strategic sites for which to focus includes:

- 5-minute drive time of an interstate
- Willing property owners/municipal ownership
- The condition of surrounding properties
- Land use category/zoning

At a minimum, development sites require due diligence to uncover property conditions and, thus, development costs, before they should be considered "market-ready". The new property database can be used to both track the due diligence process for each priority site, as well as house the information for easy-access when development inquiries arise. Information to collect includes environmental site conditions and risk factors (geotechnical, wetlands, flood zones, noise, etc.), size and shape of the parcel, building specs, site logistics and accessibility, utilities (cost, quality, reliability), permitting and estimated lead time for development, etc. The more the City and its partners can do to uncover what is known about



a property, the more potential developers and investors will feel certain about making an investment decision and the greater the likelihood of a project occurring.

5.2.3 Play matchmaker for startup businesses looking for real estate.

From the existing database of city-owned properties, and publicly available commercial listings, formalize an inventory of properties that are low-cost and well-suited for startup businesses.

Engage with the Tech Garden about what types of businesses are in the incubation pipeline and the types of space those businesses need in their next phase of growth. Work to ensure the City can offer these businesses a variety of sites to choose from on a timeline that matches the business' anticipated growth trajectory.

6.1.1 Create a formalized business visitation program.

Good business retention and expansion (BR&E) programs are generating more project leads for economic development organizations (EDOs) than traditional marketing and attraction campaigns. The visitation program should be designed to understand the needs of the City's employers along its commercial corridors as well as develop relationships with those employers and establish NBD as the go-to resource when the businesses are looking to start a new project.

- Prioritize companies that are major employers, undergoing major changes (growth or downsizing), occupy large sites, are within targeted growth sectors, and/or are major draws to the corridor.
- Assign a staff person to each corridor who is responsible for developing relationships with businesses through the visitation program and monitoring and leads or projects that come out of those visits.
- Resource: <https://www.camoinassociates.com/your-bre-smart>

6.1.2 Coordinate BR&E efforts with partners.

To ensure that all available resources are being accessed to support businesses with technical assistance. Invite partners to participate in visits and share information collected. Use a CRM tool to coordinate BR&E efforts, and track issues to address (HubSpot offers a free CRM online that may be a good start).