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APPENDIX A: EXISTING CONDITIONS

PUBLIC SAFETY ANALYSIS

A public safety analysis of the Westover Hills Commercial Corridor was conducted to determine real and perceived issues and concerns. Information was obtained from crime statistics via the Richmond Police Department Information Center, an interview with Richmond City Police Officer Harry Brown from the third precinct, and a walk-through of the area.

The on-foot investigation was done by walking the corridor both during the day and at night to document graffiti, poorly-lit areas of the sidewalks and commonly traveled alleys, pedestrian safety, and a general perception of security. Special attention was given to places where there was poor visibility of oncoming traffic, and to spots that potential violent offenders could hide. The following paragraphs document the results of the analysis.

Streets and Sidewalks

Concerning the intersections along the corridor, most of the crossing signals either did not work or were not visible during the day. The button to activate the signal to cross Westover Hills Boulevard on the South side of Forest Hill Avenue was out of order. Another issue was the lack of 4-sided cross-walks at all important intersections; only the intersection of Forest Hill Avenue and Westover Hills Boulevard provided a crosswalk on each side.

The alley between Westover Hills Boulevard and Prince Arthur Rd. north of Forest Hill Ave. presented a few unique problems. Thick shrubbery between residential fences and the alleyway offers many potential hiding spots. In some places along the alley, bamboo is planted instead of thick bushes, allowing much greater visibility. Fences alongside CVS and nearby dumpsters are made of alternating wooden posts that provide some transparency for walkers. Visibility of oncoming traffic is blocked by a building close to the alley's entrance on the Prince Arthur end.

Lack of visibility of vehicles is a problem in other places as well. The auto shop on Westover Hills Boulevard had, at the time of observation, cars parked all the way up to the sidewalk, offering pedestrians no chance to see cars leaving the parking lot until the last minute. The parking lot of the vacant Blockbuster has overgrown shrubbery that blocks the view of the lot's exit to both pedestrians and oncoming traffic.

At night, the streets are very well lit. Streetlights are evenly spaced, and in working order. "Cobra" streetlights provide general lighting, and pedestrian-scale "acorn" lights light up the sidewalks. Along the sidewalk, there are only a few places where one cannot see 20 feet or more into parking lots or vacant space.

Alleys

Lighting, both on-street and in alleys, is of surprisingly good quality. The alley from 47th Street to Westover Hills Boulevard is well lit, but provides several potential hiding spots for assailants. High, solid fences and overgrown plants along the way limit visibility and can cause blind corners.

The other main alley, between Westover Hills Boulevard and Prince Arthur Road, has fewer issues. The alley is well lit, but its size presents concerns; it is very narrow for a two-way interchange. The alley across Prince Arthur Road is restricted to one-way traffic. If the same regulation was applied to the alley in question pedestrian and driver safety may improve significantly.

Other

Parking lots, across the board, are well lit; the only exception being the lot beside the Family Dollar store. One exceptional example of lighting is the east side of O'Toole's pub. Lights are placed along the building about 10 feet high and 5 feet apart, making the passage from door to parking lot feel very safe. The parking lots and sidewalks south of Forest Hill Avenue are littered with trash, giving the impression of poor maintenance. The paint on the base of the 48 Hours store sign at the corner is worn, and the sign itself is dingy and old, as are several of the business signs on the East side of Westover Hills Boulevard and South of Forest Hill Avenue. New and/or clean signage can offer the perception of a successful business, and may lead to greater foot traffic. Officer Brown alluded to the fact that perception of safety is also dependent upon the "eyes on the street." He explained that because of the location of the Westover Hills Elementary School, "there are always people around - whether; it is for the football game, or parents with their kids at the school park."

There were three instances of graffiti noted when the site reconnaissance was being completed: images of a dinosaur and a cartoon face spray-painted on the side of the Westover Dog Grooming store, and a utility box tagged “Blood-Clot” behind TaZa coffee shop building. Although graffiti is sometimes associated with gang activity, Officer Brown believes that this is not the case in Westover Hills; he said that the graffiti was mostly like done by non-residents.

Crime Statistics

Index crimes are the worst kind of crimes. They include murder, rape, robbery, aggravated assault, burglary, larceny, motor vehicle, theft, and arson. To offer an in depth look at how safe the area actually is, the tables below contain information obtained from the online Richmond Police Department (RPD) Crime Incident Information Center. Table 1 gives a summary of the occurrence of index crimes in Westover Hills.

Index Crimes	2008	2009	2010	2011
Murder	0	1	0	0
Rape (sex offense)	0	0	0	0
Robbery	0	0	6	1
Aggravated assault	0	1	0	0
Burglary	8	1	11	2
Larceny	0	0	0	0
Motor Vehicle Theft	0	1	2	0
Arson	0	0	0	0

Table 1: Summary of Index Crimes in Westover Hills

The number of robberies was significantly greater in 2010 - a total of 6. Robberies have, so far, stayed low in 2011. According to the RPD Crime Incident Report, over half of those robberies occurred at the convenience store located on the 5000 block of Forest Hill Avenue. Officer Brown suggested that the reason behind the repeat offenses on the convenience store is that the owners of the business refuse to press charges for fear of retaliation. Of all the index crimes, the most frequent in Westover Hills is burglary.

Summary of Crimes	Frequency			
	2008	2009	2010	2011
Offense:				
Burglary/Breaking and Entering	8	7	11	2
Destruction of Private Property	0	0	0	5
Drug/Narcotic Violations	0	0	0	2
DUI	0	0	0	3
Robbery (ATM)	0	0	6	1
Shoplifting	0	0	0	2
Simple Assault	4	7	5	2
Theft from Building	23	16	20	1
Theft from Motor Vehicle	0	0	0	8
Theft of Motor Vehicle Parts	0	1	2	1
Total calls	84	86	87	N/A

Table 2: Summary of Crimes in Westover Hills

Table 2 gives a more detailed account of crimes that have occurred in and around the Westover Hills area, as well as the total number of calls made to the police for each year. Theft from motor vehicles is higher in 2011 than previous years. Officer Brown attributes this increase to residents leaving their motor vehicles unlocked; making them easily accessible to thieves.

From 2008 to 2010, the data show that the total number of calls made to police was similar across all years, and the frequency of calls increased by only three. Officer Brown stated that most of the calls are “accurate” - they are based on serious suspicions.

Traffic Crashes

YEAR	2008	2009	2010	2011
TOTAL CRASHES	4	6	9	6

Table 3: Traffic Crashes in Westover Hills

Table 3 gives the total number of reported traffic crashes in the Westover Hills neighborhood for the years 2008 to 2010. Also included are the totals for 2011 as of Sept 28th. The data show that the number of traffic accidents is steadily increasing.

Year	2008	2009	2010	2011
Total Hit and Runs	3	5	5	5

Table 4: Total Hit and Runs in Westover Hills

Table 4 shows the alarming number of hit-and-runs for the neighborhood. These facts may indicate the need for either increased police presence or a variety of traffic calming measures.

Implications and Conclusion

The public safety analysis of the Westover Hills Commercial Corridor revealed that there are several opportunities to improve the perception of public safety through property maintenance and proper functioning of pedestrian crossing signals. The summary of serious crime offenses highlights that pedestrian safety is an issue, and is supported by the site reconnaissance completed in the study area.

TRAFFIC, CIRCULATION, AND SIDEWALKS

Vehicles

Traffic volumes throughout the study area are high, particularly along Forest Hill Avenue, which connects Forest Hills, Bon Air and further residential communities in Chesterfield with downtown Richmond. Westover Hills Parkway also leads to a key north-south connection over the James River along the Nickel Bridge.

Forest Hill Ave is classified as Secondary Route 7520 and is a local arterial. Westover Hills Boulevard is classified as State Route 161; it also serves as a local arterial. Jahnke Road is classified as Secondary Route 7530. All routes are predominantly used by 4-tire cars (98-99%). The highest traffic volumes are along Forest Hill Avenue, particularly between Jahnke Road and Westover Hills Boulevard (26,000 AADT). Westover Hills Boulevard has smaller traffic volumes than Forest Hill, especially between Forest Hill Avenue and the Nickel Bridge. Jahnke Road carries 12,000 vehicles per day, the smallest vehicle load of these three routes.

Truck traffic for all roads in the study area is low. One percent (1%) of traffic volume along Forest Hill Avenue and Westover Hills Boulevard is used by trucks.

VDOT 2010 Traffic Counts

Route	Average Annual Daily Trips
Jahnke Rd. from Blakemore to Forest Hill	18,000
Forest Hill from Jahnke Rd. To WH Blvd	26,000
Forest Hill from Westover Hills Blvd. to Roanoke St.	18,000
Westover Hills Blvd from Midlothian Tnpk to Forest Hill Ave.	18,000
Westover Hills Blvd from Forest Hill Ave. to Evelyn Byrd Rd.	13,000

PEDESTRIAN PATHS CONDITIONS ANALYSIS

Sidewalks

The majority of sidewalks are in good condition, however several slabs were observed to be uneven and could pose a safety risk, especially at night.

- Couple of slabs on Devonshire, behind Westover Hills Vision Center.
- Couple of slabs at CVS along Forest Hill Blvd. are uneven
- Sidewalk in front of Old Block Buster's Lot in good repair but weeds and grass need maintaining. (Dr. Toler said it proposed that trees be planted in the cut out squares along the front of the vacant store).
- The sidewalk adjacent to the vacant lots on Westover Hills Blvd. has several slabs that are uneven
- Several slabs in front of empty lot on Forest Hill are in disrepair and uneven.
- Sidewalk in front of 48 Hour Food Store has several bad places
- Westover Place Lot entrance have several bad places that should be maintained as well as several uneven sidewalk slabs in front of lot

Alleys

Paved alleys are located throughout the study area. Some alleys have become pedestrian thoroughfares for residents from neighborhoods to the north and south of Forest Hill Avenue. These alleys are often used to connect residents to convenience goods and bus stops¹. One retail establishment, Taza Coffee has chosen to locate its main entrance along the alley that runs north of Forest Hill Avenue between Prince Arthur Road and Westover Hills Boulevard.

Bicycle Lanes

There are no formal bicycle lanes in the study area. Both Forest Hill Avenue and Westover Hills Boulevard have been identified as bike corridors in the 2004 Richmond Regional Bicycle and Pedestrian Plan (VDOT. Richmond Regional Bicycle and Pedestrian Plan. Commonwealth of Virginia, 2004. Figure 4.2d). Six bicyclists were noted on a Friday morning visit September 9, 2011 on Forest Hill Avenue and Westover Hills Boulevard.

¹ Observation noted by members of the Westover Hills Merchants Associated in a walking tour of the study area on September 9, 2011.

Crosswalks

The crosswalks where Westover Hills Blvd and Forest Hills intersection have faded lines that should be repainted. Crosswalks are badly needed at very busy, intersection at Westover Baptist Church.

Median

The median that runs along the side of Westover Baptist Church has planted grass and trees, but four of the trees appear to be dead and need replacing.

Parking Inventory Table

Parking inventory of all establishments, including spaces designated for those with disabilities.

Location	Number of Spaces		Handicapped	Comments	Total Spaces
O'Toole's	6	Front	0		6
	14	Rear	0		14
	11	Rear	0	Unpaved	11
Sun Trust Bank	6	Front	2		8
	10	Rear	0		10
Canaan Baptist Church	5	Front	0	Reserved	5
	37	Rear	0		37
	6	Side	2		8
Cielita Lindo	4	Front	0		4
	15	Rear	0		15
Ice Cream Shop	11	Front	1		12
Bank of America	33	Side	2		35
Fire Station	3	Front	0		3
	2	Rear	0		2
Ireland Cleaners Lot	10	Front	2	Markings faded	12
	9	Side	0		9
Oriental Food Store	15	Side			15
Dr. Toler's Office	8	Side	0		8
	8	Rear	1		9
Westover Hills Library	20	Rear	0		20
CVS	35	Frnt/Side	3		38
Exxon	20	Rear	1		21
Heim's Transmission	14	Front	1		15
Sister Too/Crystal's Treasure	14		0		14
Affordable Laundry/Sophie's	8		0		8
Fas' Mart (Valero's)	11		1		12
Westover Baptist Church	5		0	Staff Only	5

	51		3		54
Family Dollar	140		0		140
Dominion Day Services	9	Front	0		9
	23	Rear	0		23
McArthur Comm.	10	Rear	0		10
Walgreen's	71		3		74
Old Block Busters	36		2		38
48 Hour Food Store	13		0		13
Dog Grooming	4		0		4
Westover Place Lot	14		0		14
Forest Restaurant	30		0		30
TaZa	17		0	Spaces not lined	17
Locker Room Lot	8		0		8
TOTAL	766		24		790

DESIGN ANALYSIS

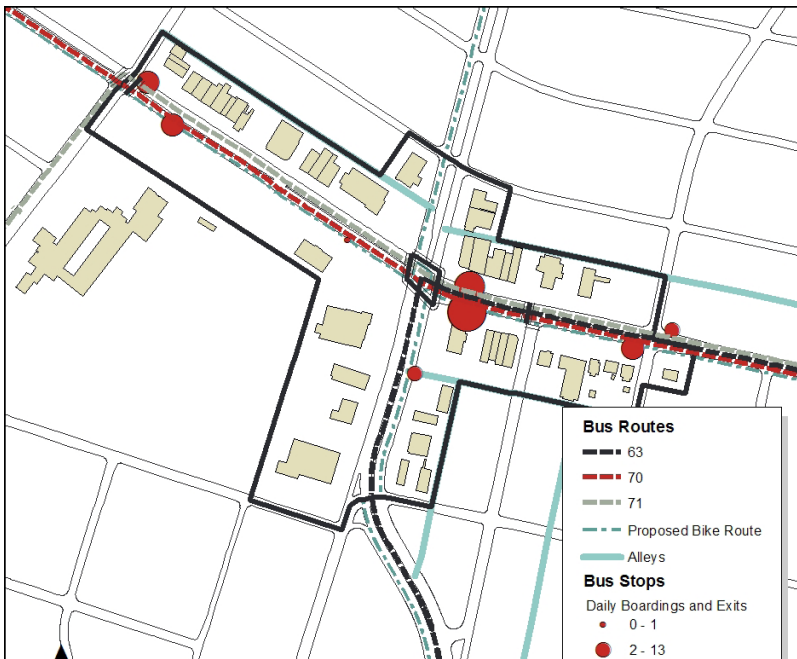
Gateways

Gateways are the entrances into a space. There are four entrances into the Westover Hills Commercial District. The north and south entrances lie on Westover Hills Boulevard, and the East and West entrances are on Forest Hill Avenue. The Westover Hills Commercial District does not have a specific marker to designate the entrance into the district. The lack of cohesive elements to designate the gateways, visitors are unclear that they are entering the district.

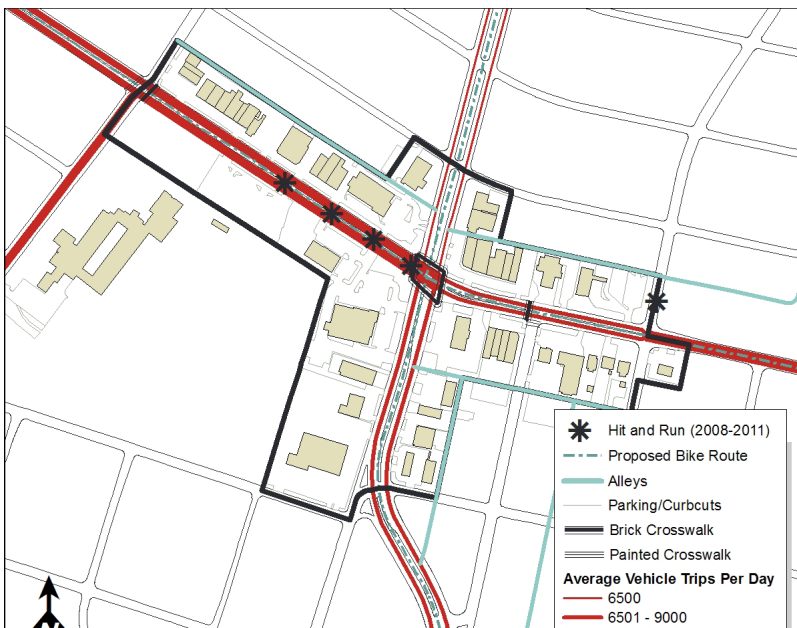
The north gateway falls at the intersection of Devonshire Road and Westover Hills Boulevard. During non-winter months, the view into the corridor is enclosed by trees on both sides of the road and the median. The steeple on the Waldorf School, located near the south gateway, acts as a vista point for those entering the district at the north gateway. At the north gateway, one feels they are exiting the Westover Hills residential community rather than entering the Westover Hill Shopping District. The thick canopy of trees that lines Westover Hills Boulevard in the neighborhood quickly thins at Devonshire Road, opening up the view to the busy intersection of Westover Hills Boulevard and Forest Hill Avenue.

The intersection of Jahnke Road and Forest Hill Avenue designates the east gateway. This gateway does have an overhead stop light and a painted crosswalk. The 48 Hours sign is the landmark to this gateway. From this vantage point, there are no features to visually enclose the area or act as a vista. The continuous façade of The Shops of Westover creates a firm line that draws one’s attention farther down the district. However, between the Westover Hills Elementary’s property and the multiple vacant lots, the emptiness of the south-side of Forest Hill Avenue makes the street feel lopsided. The uneven proportions of Forest Hill Avenue fails to make a complete shopping district and therefore one does not feel they are entering into one.

The south gateway lies at the complicated intersection of Westover Hills Boulevard, Clarence Street, West 49th Street, and Dunston Avenue. The Valero sign, Family Dollar sign, and the façade extension of the Family Dollar act as landmarks in the south gateway. A slight bend in Westover Hills Boulevard obscures one’s ability to see the heart of the shopping district, however the level of traffic activity hints that the shopping district extends beyond



Bus Routes



Traffic Circulation

the line of sight. There is a stark difference in environment when entering Westover Hills Shopping district from the south. The residential landscaping and elements do not bleed into the commercial district. The visitor is quickly greeted with a complicated intersection, lack of greenery, and a high level of activity.

The east gateway lies just east of the intersection of Forest Hill Avenue and West 47th Street. The gateway does not have any distinct landmarks, but the bright orange “Walks of Westover” banners attached to electric poles further down the road are visible. Furthermore, the visitor can see the Forest Hill Avenue and Westover Hills Boulevard intersection clearly from this vantage point. The mature trees continue the residential feel although businesses line both sides of the road. The east gateway eases the transition for the visitor from residential to a shopping district.

None of the entrances to Westover Hills Shopping District are successful gateways. Depending the gateway used to enter the district, the visitor will perceive the district differently. The difference in perspective of each of the gateways exacerbates the lack of cohesion in the shopping district. There are no features to designate the gateways. Although the district has bright orange “Walks of Westover” banners, they are not positioned in a manner that welcomes visitors at the gateways. Of all of the gateways, the south entrance into the shopping district is most successful gateway in informing visitors of their entrance into the district.

Sidewalks

The entire Westover Hills Commercial District has sidewalks on both sides of the road. All sidewalks are made of concrete segments. The sidewalks’ width is not consistent and varies from ten feet to two feet. Power line poles and less frequently landscaping and street furniture located on the sidewalk, take away from the width. The sidewalks extend to the curb, except for in the far eastern side of the district on Forest Hills Avenue. The quality of the sidewalk varies throughout the district because sections were redone at different times. The sidewalks on west of the intersection on Forest Hill Avenue, excluding CVS and Walgreens, are in poor condition. In this segment, the sidewalk is uneven, significantly cracked, and eroded. Additionally on the north-side of this segment, there are significant amount of curb cuts. The pedestrian realm

is frequently interrupted by these curbs cuts, requiring the pedestrian to remain attentive to traffic. The vast majority of the sidewalks are sandwiched between the road and the parking lots with no buffers, creating a car-oriented environment. Overall, sidewalks do exist on both sides of the road, but the quality of these sidewalks is not the most conducive to a friendly pedestrian experience.

Crosswalks

The crosswalks in this district are subtle red and blue bricks with a line of concrete bricks separating the crosswalk from the pavement, and a painted white lines further outlining the crosswalk . There are six crosswalks in the Westover Hills Commercial District: four are located at the Forest Hill and Westover Hills intersection, one on east side of the Forest Hill and Jahnke Road intersection, and one on Forest Hill Avenue in front of the fire station and O’Toole’s. There are no crosswalks in the south side of the commercial district. Although the crosswalks are made of separate material, the colors of the bricks are too subtle to attract the driver’s attention. Furthermore, the painted white lines are worn away from heavy traffic and no longer properly delineate the crosswalks. None of the crosswalks have proper signage to alert the driver in their line of vision of the upcoming crosswalk. From observation, more crosswalks are needed to accommodate the many locations heavily jaywalked.

Intersection

The Westover Hills Shopping District encompasses the centrally located intersection of Westover Hills Boulevard and Forest Hill Avenue. Although the intersection is the “center”, it does not function as the heart of the district. Buildings are set back too far to shape the space of the intersection. Instead, parking lots sit on each corner leading to visual leakage and barren openness which interrupts the connectivity of the shopping district. The intersection is heavily trafficked with large volumes of commuters passing through. Although crosswalks exist at the intersection, pedestrians feel safer jaywalking at calmer sections of the shopping district. The length of the crosswalk and the aggressiveness of traffic make the intersection a pedestrian hostile environment. The vehicular traffic dominates the intersection, taking

ownership away from the shopping district and the pedestrians. Although the intersection is the geographic center, it does not fulfill the role of the activity center of the Westover Hills Shopping District.

Alleys

Alleys play an important role in access for both vehicles and pedestrians in the Westover Hills Shopping District. The four alleys in the Westover Hills Commercial District are located north of Forest Hill Avenue between Prince Arthur and Westover Hills Boulevard, north of Forest Hill Avenue between Westover Hills Boulevard and West 47th Street, south of Forest Hills Avenue between Westover Hills Boulevard and West 47th Street, east of Westover Hills Boulevard from Dunston Avenue and dead ending at Exxon Mobile. The passages are lined with residential on one side and commercial on the other. When the businesses close at night, there are still eyes on the alleys by residents. All the alleyways are well-lit, making the passages acceptable to use at night. All of the alleyways are paved with asphalt, but are in poor condition due to heavy use and weathering.

Lighting

The Westover Hills Shopping District's sidewalks, street, parking lots and alleyways are well-lit, providing a sense of safety. The primary light source is cobra head lighting. Additionally, the sidewalks have pedestrian level acorn lights with replica iron work and are attached to power line poles. Although pedestrian scale lighting does exist, it is not consistent throughout the district, further reinforcing the car-oriented environment.

Roads

Forest Hill Avenue and Westover Hills Boulevard are paved with asphalt. Both roads are equipped with four lanes plus turns lanes effectively accommodates the heavy commuter traffic. Medians exist on all of the roads in the district, but vary in width. On-street parking exists on the north side of Forest Hill Avenue between Prince Arthur and Westover Hills Boulevard and on Westover Hills Boulevard north of Forest Hill Avenue on the east side. The on-street parking has no street designation such as a painted line. The only indication for on-street parking is small signs that are faded to the extent that they are difficult to read. The lack of designation of on-street parking combined with fast traffic

makes on-street parking undesirable by those looking for a parking spot.

Street Furniture

The majority of the street furniture in Westover Hills Commercial District is associated with the bus stops. There are seven bus stops in the district. One bus stop, in front of Exxon Mobile, has a covered waiting area with seats. Three bus stops have dark green benches made of metal and the rest of the bus stops do not have seating. The Westover Hills Commercial District has 14 trash cans located throughout the district except north of Forest Hill Avenue on Westover Hills Boulevard. Six newspaper and magazine boxes are located adjacent to the covered bus stop. Additionally, there are a couple abandoned newspaper boxes in disrepair on Forest Hill Avenue. The overall lack of street furniture makes the public realm uninviting for shoppers.

Landscaping

The quality and type of landscaping varies throughout the shopping district. The medians on Westover Hills Boulevard have a well-kept green lawn with trees and landscaping with shrubbery on the portions closest to the intersection of Forest Hill Avenue and Westover Hills Boulevard. Walgreens and CVS both have landscaped perimeters and parking lot islands. The medians on Forest Hill Avenue are concrete and have no planters. The sidewalk along Forest Hill Avenue on both sides has been recently planted with single-stalk crape myrtles. Since the crape myrtles have not matured yet, they provide no shade and add little greenery to the corridor.

The lack of shade makes the sidewalks inhospitable in summer months due to the direct sunlight and heat. However, the mature trees by the library and on the south side of Forest Hill Avenue between 47th and 48th street create a refuge from the heat and a sense of enclosure. While the Westover Hills Boulevard medians and some private spaces are maintained, the sidewalks and sidewalk planters are not. The sidewalk on Forest Hill Avenue by Westover Hills Elementary and the vacant lots has weeds in the cracks of the sidewalk and overgrowth in the planters. Additionally, a couple of parking lots have been left completely unmaintained and trees are growing between the building foundation and the parking lot. Although the medians and some private spaces are landscaped, the shopping district as a whole is lacking proper landscaping.

Signage

In the Westover Hills Shopping District, there is both public and private signage. All of the public signs except for the GRTC bus signs and the street name signs are faded beyond legibility. Businesses advertise their business with both attached and freestanding signs. The style, size, and location of business signage are left up to the owners' discretion, reiterating the lack of cohesion in the district. Although nearby commercial districts successfully use the eclectic style, their success can be attributed to the high level of maintenance and attention given to the signs. On the other hand, the Westover Hills Shopping District signage is weathered and the styles are outdated making the eclectic style unsuccessful. Materials used for signage varies from painted directly on the building, both lit and unlit plastic signs, marques, and awnings. Overall, the business do successful sign themselves, but the style of the signs detracts from the curb appeal of the district.

Parking

The predominate model for parking in the Westover Hills Commercial District is a single row of parking in the front of the business. The single row parking successfully creates a combination of suburban parking for an urban shopping district. Drivers can easily see if businesses are frequented or if parking is available. By having the single row of parking, parking is a short distance from front door for easy convenience. Furthermore, with only one row of parking separating the sidewalk from the business, the storefronts are easily viewed and accessed by pedestrians. Many businesses following this model have additional parking in the rear. CVS, Walgreens, and Family Dollar diverge from this model and have multi-row parking lot in the front of their buildings. Businesses with no parking in the front will either have parking on the side or in the rear. About half of the district's parking has faded or lacks painted lines to delineate parking spots.

Buildings

The architecture in the district is vernacular, with an emerging theme of awnings for embellishment. The materials of the buildings are brick, painted brick, and stucco. Building setbacks range from 30 feet to 145 feet. The buildings with the shorter setback provide greater enclosure to the district in comparison to

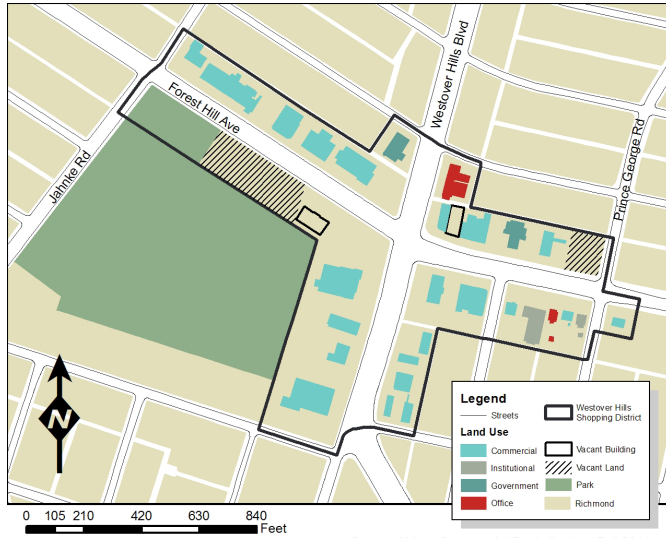
the larger setbacks. The majority of the buildings are single story with a few buildings with two stories, creating a human-scale environment. The massing of the district varies with many businesses sharing a wall with their neighbors, some buildings spaced only ten feet apart, while others exceed 50 feet between the buildings. The buildings located close together creates a continuous façade holding the shoppers attention. Most buildings in the shopping district have large storefront windows. Businesses utilize the storefront windows in different manners ranging from displaying advertisements to the use of blinds and paint that obstruct transparency.

Vacant Lots

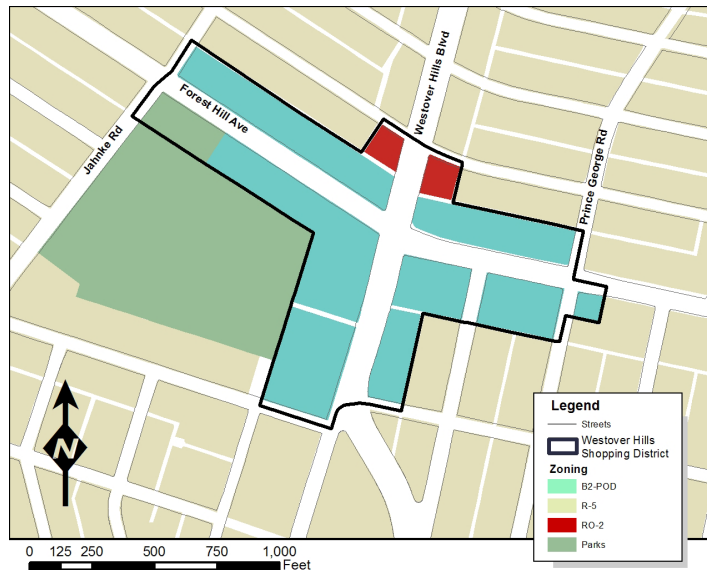
The Westover Hills Commercial District currently has three vacant parcels which lie adjacent to each other, forming a large swath of vacant land. The vacant land is located adjacent to the Westover Hills Elementary's playing fields, expanding the visual leakage of the area.

ZONING CLASSIFICATION AND LAND USE MAPS

The majority of the district is zoned B2-POD (community business/plan of development). However, some parcels are zoned as R-5 (Residential) and RO-2 (Residential-Office). The parcels zoned for residential-office are medical office facilities and are located on the North side of Westover Hills Boulevard.



Source: Urban Commercial Revitalization, Fall 2011



Source: Urban Commercial Revitalization, Fall 2011

BUILDING INVENTORY AND CONDITIONS

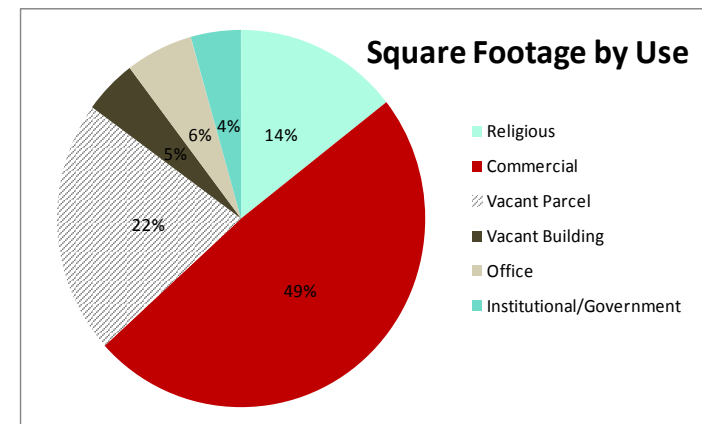
Building Inventory

The Westover Hills Shopping District consists of 35 buildings that range from commercial strips malls and converted single family houses to gas station mini marts and chain drug stores. The total square footage of buildings within the commercial district is 204,939 square feet. The majority of the buildings are used as commercial space, but there are a handful of offices, institutional/government buildings, and three religious uses. The 35 commercial businesses within the district include restaurants, specialty shops and convenience stores. There are eight offices within the district, five of which are medical offices concentrated in one building on the North side of Westover Hills Boulevard. The three institutional uses in the district are an elementary school, fire station and library. The commercial district has three vacant building spaces totaling 12,143 square feet of available building space. There are also several vacant parcels with no buildings located near the middle school that total 57,132 square feet of available land. The chart below shows the percentage breakdown for each use based on total square footage.

Square Footage By Use		Religious	Commercial	Vacant Parcel	Vacant Bldg	Office	Institutional/ Government
24301	Religious	24301					
1728	Commercial		1728				
976	Vacant			976			
976	Commercial		976				
976	Commercial		976				
16625	Commercial		16625				
2214	Commercial		2214				
4514	Commercial		4514				
2432	Commercial		2432				
4928	Office					4928	
13639	Commercial		13639				
NA	Institutional/ Government: School						
1178 (note 1)	Office/Medical					1178	
1178 (note 1)	Office/Medical					1178	
1178 (note 1)	Office/Medical					1178	

1178 (note 1)	Office/Medical				1178	
3145	Office/Medical				3145	
5289	Institutional/ Government: Library					5289
1094	Commercial		1094			
1651	Religious/Private Education (Lower & Higher)	1651				
lot size: 10734	406- B Paved Surface Parking					
1536	Commercial		1536			
lot size: 7100	406- B Paved Surface Parking					
1432	Office/Medical				1432	
11742	Religious	11742				
3928	Commercial		3928			
1405	Commercial		1405			
6193	Institutional/ Government: Fire Station					6193
5244	Commercial		5244			
2225	Commercial		2225			
3728	Commercial		3728			
2000	Commercial		2000			
2500	Commercial		2500			
1128	Commercial		1128			
4355	Commercial		4355			
5175	Vacant				5175	
3392	Commercial		3392			
5992	Vacant				5992	
lot size: 13722.59	Vacant				13722.59	
lot size: 20940.5	Vacant				20940.5	
lot size: 22468.5	Vacant				22468.5	
10035	Commercial		10035			
7093	Commercial		7093			
1005 (note 1)	Commercial		1005			
1005 (note 1)	Commercial		1005			
est. 10,000 (note 1)	Commercial		10000			

est. 7,000 (note 1)	Commercial		7000				
960	Commercial		960				
1232 (note 1)	Commercial		1232				
1232 (note 1)	Office/Medical					1232	
1232 (note 1)	Commercial		1232				
4928 (note 1)	Commercial		4928				
1232 (note 1)	Commercial		1232				
2464	Commercial		2464				
(note 1)							
2800	Commercial		2800				
(note 2) 500	commercial		500				
(note 2) 500	commercial		500				
		Religious	Commercial	Vacant Parcel	Vacant Building	Office	Institutional/ Government
Total SQ FT/Use		37694	127625	57132	12143	15449	11482
Total SQ FT	261525				69274.59		
Vacant Buildings					12143		
Vacant Land					57131.59		



Building Inventory						
Address	Square Footage	Name	Use	Zoning	Type	Parcel Number
4610 Forest Hill Avenue	1094	Crust and Cream	Commercial	B2	Restaurant/Bar	Soo60347015
4701 Forest Hill Avenue	0	Back of America	406- B Paved Surface Parking	B2	Parking Lot	Soo60296001
4703 Forest Hill Avenue	0	Bank of America	406- B Paved Surface Parking	B2	Parking Lot	Soo60296002
4707 Forest Hill Avenue	3928	Bank of America	Office/ Commercial	B2	Bank	Soo60296003
4715 Forest Hill Avenue	6193	Richmond Fire Station	Government	B2	Fire Station	Soo60296006
4803 Forest Hill Avenue	3728	Oriental Food Store	Commercial	B2	General Retail	Soo60296008
4805 Forest Hill Avenue	2000	International Hair	Commercial	B2	General Retail	Soo60296009
4811 Forest Hill Avenue	4355	Maldini's	Commercial	B2	Restaurant/Bar	Soo60296010
4813 Forest Hill Avenue	5175	Vacant	Vacant	B2	Vacant	Soo60296011
4827 Forest Hill Avenue	3392	Ireland Cleaners	Commercial	B2	General Retail	Soo60296012
1405 Westover Hills Boulevard	4714	Speech Smarts & Susan Soloman MD	Medical/Office	RO-2	Medical Clinic	Soo60296013
1407 Westover Hills Boulevard	3145	Dr. Gregory Toler	Medical/Office	RO-2	Medical Clinic	Soo60296014
1408 Westover Hills Boulevard	5289	Westover Hills Library	Institutional/ Library	RO-2	Library	Soo6028016
1220 Westover Hills Boulevard	13639	Walgreens	Commercial	B2	Drug Store/ Pharmacy	Soo60293016
1212 Westover Hills Boulevard	4928	McArthur Communications	Office/ Commercial	B2	Office	Soo60293017
1210 Westover Hills Boulevard	4514	Dominion Day Services	Commercial	B2	Day Care Facility	Soo60343025
1208 Westover Hills Boulevard	16625	Family Dollar Store	Commercial	B2	General Retail	Soo60343022
1000 Westover Hills Boulevard	24301	Westover Baptist Church	Religious	R-5	Church	Soo60370002
1201 Westover Hills Boulevard	1728	Fas Mart	Commercial	B2	Convenience Store / Gas Station	Soo60345001
1207 Westover Hills Boulevard	2928	Affordable Coin Laundry	Commercial	B2	Laundry	Soo60345003

1209 Westover Hills Boulevard	2214	Sisters Too	Commercial	B2	Tailor	Soo60345005
1211 Westover Hills Boulevard	2432	Heims Transmission	Commercial	B2	Vehicle Repair/ Service	Soo60345007
4810 Forest Hill Avenue	1128	Exxon	Commercial	B2	Convenience Store / Gas Station	Soo60345016
4806 Forest Hill Avenue	2500	Metropolitan Sign Co	Commercial	B2	General Retail	Soo60345018
4802 1/2 Forest Hill Avenue	2225	Doc's Barber-Style Shop	Commercial	B2	General Retail	Soo60345019
4800 Forest Hill Avenue	5244	O'Tools	Commercial	B2	Restaurant/Bar	Soo60345020
4706 Forest Hill Avenue	11742	New Canaan Baptist Church	Religious	B2	Church	
4708 Forest Hill Avenue	1405	Suntrust Bank	Commercial	B2	Bank	
4704 Forest Hill Avenue	1432	Paragon Co	Office/ Commercial	B2	Office	Soo60346018
4702 Forest Hill Avenue	1536		Commercial		Restaurant/Bar	Soo60346019
4700 Forest Hill Avenue	1651	New Canaan Baptist Church	Private Ed	B2	Church	Soo60346020
5101 Forest Hill Ave	870	39 Forever LLC	office	R-5	Office	Soo60266011
5100 Forst Hill Ave	976		Residential	R-5	Residential	Soo60265001
5091 Forest Hill Ave	2800	48 Hour Mart	Commercial	B 2 - POD	Retail	Soo60268035
5075 Forest Hill Ave	13553	STRIP MALL	Commercial	B 2 - POD	Retail	Soo60268030
5075 Forest Hill Ave	2464	Beauty Heaven	Commercial	B 2 - POD	Hair/Beauty	Soo60268031
5073 Forest Hill Ave	1232	Act 1 Hair Design	Commercial	B 2 - POD	Hair/Beauty	Soo60268032
5067 Forest Hill Ave	4928	Stories Comics and Book Exchange	Commercial	B 2 - POD	Retail	Soo60268033
5063 Forest Hill Ave	1232	Delegant Duty Salon	Commercial	B 2 - POD	Hair/Beauty	Soo60268036
5061 Forest Hill Ave	1232	Wilkinson Alred E Dr	Office	B 2 - POD	Medical Office	Soo60268037
5059 Forest Hill Ave	1232	China's Best	Commercial	B 2 - POD	Restaurant	Soo60268038
5057 Forest Hill Ave	960	The Forest Restaurant	Commercial	B 2 - POD	Restaurant/Bar	Soo60268026

5047 Forest Hill	e s t . 10,000	Taza's Coffee/ Blanchards	Commercial	B 2 - POD	Restaurant/ Café	S0060268026
5047 Forest Hill	e s t . 7,000	Vintage Antique and Art Co.	Commercial	B 2 - POD	Antique	S0060268026
5035 Forest Hill Ave (downstairs)	1005	Locker Room Restaurant	Commercial	B 2 - POD	Restaurant	S0060268026
5035 #A Forest Hill Ave (upstairs)	1005	Kapeller Violins	Commercial	B 2 - POD	Retail	S0060268026
5031 Forest Hill Ave	6518 + 575	Carpet Cuts	Commercial	B 2 - POD	Retail	S0060268023
5011 Forset Hill Ave	10035	CVS	Commercial	B 2 - POD	Retail	S0060268018
4906 Forest Hill Ave	5992	Blockbuster	Vacant	B 2 - POD	Vacant	S0060293010
1301 Jahnke Road		Westover Hills Middle School	Institutional	R-5	Institutional	S0060293007
4930 Forest Hill Ave	lot size: 22468.5	vacant lot	Vacant	B 2 - POD	Vacant Lot	S0060293004
4920 Forest Hill Ave	lot size: 20940.5	vacant lot	Vacant	B 2 - POD	Vacant Lot	S0060293006
4910 Forest Hill Ave	lot size: 13722.59	vacant lot	Vacant	B 2 - POD	Vacant Lot	S0060293008

Building Conditions Analysis

The Dunbar criteria were used as a basis to assess the overall building condition for the individual buildings (not businesses, since some businesses share buildings) within the district. Only four buildings did not meet the criteria of a sound condition. These buildings are classified as deteriorating because they either had too many minor deficiencies or had a couple of intermediate deficiencies. It is important to note that several of the deficiencies observed were located in the rear of buildings. While these four buildings do fall within the deteriorating category, the vast majority of the issues can be fixed with minor maintenance. No buildings observed meet the criteria for dilapidated and there were no major deficiencies either. Overall building conditions are sound within the Westover Hills Shopping District with most buildings having minor deficiencies, most buildings just need to repaint a few areas and replace a few pieces of trim. Again, most buildings deemed “deteriorating” can easily be renovated to “sound” with basic, inexpensive maintenance.

Dunbar Criteria

Visual inspections of exterior façades of structures and the application of the **Dunbar Criteria** for the evaluation of existing were used to determine the condition of buildings in the Westover Hills Commercial Corridor. The determination that a structure has major, minor, intermediate, or minor defects resulted from evaluation of structural elements of two classifications. There are four degrees of severity of defect: major, intermediate, minor, and standard, although minor or intermediate may be the worst rating that is applied to some elements.

Class 1: defects are deficiencies in vital exterior structural elements which render the structure inadequate detrimental, or unsafe with relations to its function and use. There are major, minor, and standard degrees of severity of defect.

- **Foundation** – Sagging, sinking, or with a critical amount of loose or missing material
- **Walls** – Out of plumb, bulging, or with a critical amount of loose or missing material

- **Roof** – Sagging, rotted, or broken structure, severe leaking, or with a critical amount of loose or missing material

Class 2: defects include a combination of defects which are either less critical than class 1 defects or relate to less important structural members as listed below

- **Trim** – Rotted, substantially loose or missing material (most severe rating can only be intermediate)
 - **Gutters and Downspouts** - Rotted, substantially loose or missing material (most severe rating can only be minor)
 - **Porches and Exterior Stairways** – Poor condition, sagging, loose, sinking, or shaky with missing material, rotting or with structural defects, weakened balusters or railing
 - **Chimney** – Out of plumb or deteriorated to a potentially dangerous condition
- Paint – Badly neglected, scaled, cracked, missing (most severe rating can only be intermediate)

Basis of evaluation are as follows:

Sound	DETERIORATING	DILAPIDATED
Three minor deficiencies or less in class 1 or 2	Four minor deficiencies with at least one in class 1	Four intermediate deficiencies with at least two in class 1
Four minor deficiencies or less in class 2	Any five intermediate deficiencies	Five intermediate deficiencies with at least one in class 1
One intermediate deficiency or less plus one class 1 minor defect or plus two class 2 minor defect	One major deficiency in class 2	One major deficiency in class 1

Building Conditions Analysis

Address	Building Name/ Business	Building Condition Classification	Building Condition Notes	Parcel ID
1201 Westover Hills Boulevard	Fast Mart	Sound	Class 2: Minor concrete trim deteriorating	So060345001
1203 Westover Hills Boulevard	Vacant	Sound	Class 2: Minor window cracked; Minor gutter dented; Minor rusting color on exterior concrete in back	So060345003
1207 Westover Hills Boulevard	Affordable Coin Laundry	Sound	none!	So060345003
1208 Westover Hills Boulevard	Family Dollar	Deteriorating	Class 1: Intermediate- roof shingles in poor condition in a few areas; Minor awning extension wood sagging and rotting in some areas, Class 2: Gutter downspout missing and small disconnect in back gutter; Minor Painting and graffiti	So0634022
1209 Westover Hills Boulevard	sisters too!	Sound	Class 1: Minor awning roof rusting, Class 2: Minor trim	So060345005
1210 Westover Hills Boulevard	Dominion Day	Sound	Class 1: Minor Awning roof sagging, drooping and wavy, Class 2: Minor paint	So06034025
1211 Westover Hills Boulevard	Heims Transmission	Sound	Class 1: Minor wall vertical crack	So060345007
1212 Westover Hills Boulevard	McArthur Communications	Sound	Class 1: Minor wall- small section of bricks deteriorating, Class 2: Minor Painting; Minor window rusting; minor fence peeling and leaning; minor trim	So060293017
1220 Westover Hills Boulevard	Walgreens	Sound	None!	So060293007
1405 Prince Arthur Road	Lee's Hair Salon	Sound	Class 1: Minor Foundation- plants growing out of foundation/ pavement meeting Class 2: Minor Paint cracking and peeling, as well as some graffiti; Minor trim rot,	So060268035
1405 Prince Arthur Road	Westover Dog Grooming Salon	Sound	Class 2: Minor Paint Cracked and Peeling; Minor trim rot or missing material	So060268035
1405 Westover Hills Boulevard	Eye Intuitive, Speech Smarts, Susan Solomon, and Charles K Johnson	Sound	None!	So060296013

1407 Westover Hills Boulevard	Dr. Gregory Toler	Sound	Class 2: Minor trim issues on edges (very minor)	S0060296014
1408 Westover Hills Boulevard	Westover Hills Library	Sound	None!	S0060268016
4610 Forest Hill Avenue	Crust and Cream	Sound	Class 2: Minor Trim painting	S0060347015
4700 Forest Hill Avenue	New Canaan Baptist Church	Sound	None!	S0060346020
4702 Forest Hill Avenue	Cielito	Sound	Class 1: Minor roof shingles wavy in rear of building, Class 2: Minor painting on trim; Minor Gutter dented	S0060346019
4704 Forest Hill Avenue	Paragon	Sound	Class 1: Minor wall issue missing brick/ loose brick in one small area	S0060346018
4706 Forest Hill Avenue	New Canaan Church	Sound	Other- Missing letters in sign	S0060346015A
4707 Forest Hill Avenue	Bank of America	Sound	None!	S0060296003
4708 Forest Hill Avenue	Suntrust Bank	Sound	Class 2: Minor trim issues	S0060346015B
4715 Forest Hill Avenue	Richmond Fire Station	Sound	Class 1: Minor Cracking walls and missing grout between bricks, Class 2: Minor trim; Minor downspout molding; Minor Painting	S0060296006
4800 Forest Hill Avenue	O'Tooles	Sound	Class 1: Minor wall issue missing brick/loose brick in one small area, Class 2: Minor trim rot	S0060345020
4803 Forest Hill Avenue	Oriental Food Store	Deteriorating	Class 1: Intermediate cracks in wall; intermediate foundational issues; Minor wall loose bricks Class 2: Minor painting; minor missing window panes and broken glass in window; minor back door rotting	S0060296008
4805 Forest Hill Avenue	International Hair Salon	sound	Class 1: minor crack in wall; intermediate foundational issues; Class 2: Minor 2 windows cracked; Minor exterior light is rusted, intermediate awning drooping	S0060296009
4806 Forest Hill Avenue	Metropolitan Sign	Sound	Class 1: Minor wall issues grout missing around bricks, Class 2: Minor gutter sagging and missing downspout; Intermediate trim including cracks as well as rusted and sagging trim in front	S0060345018

4810 Forest Hill Avenue	Exon	Sound	Class 2: Minimal trim needs painting and some rusted trim	S006345016
4811 Forest Hill Avenue	Maldini's	Sound	Class 2: Minor gutter sagging and missing downspout; Minor rusted burglar bars in back	S0060296010
4813 Forest Hill Avenue	Vacant	Sound	Class 1: Minor wall- grout missing inbetween some bricks and there is a space in bricks, Class 2: Intermediate Trim rot; Minor Paint	S0060296011
4827 Forest Hill Avenue	Ireland Cleaners	Deteriorating	Class 1: Intermediate wall- some bricks missing/ loose around back door; water damage back door Class 2: Intermediate Back door completely deteriorated and rotted; Minor Paint; Minor trim; Minor Window above front door broken	S0060296012
4906 Forest Hill Avenue	Vacant (blockbuster)	Sound	None!	S0060293010
5011 Forest Hill Avenue	CVS	Sound	None!	S0060268018
5013 Forest Hill Avenue	Carpet Cuts (east)	sound	class 2: Intermediate Awning roof rusted and rotting, Minor paint graffiti; minor trim rot;	S0060268023
5033 Forest Hill Avenue	Carpet Cuts	Sound	Class 2: Minor paint on trim and door; Minor bricks need to be cleaned; minor burglar bars rusted.	S0060268023
5035 Forest Hill Avenue	Locker Room/ Kapellen Violin	Deteriorating	Class 2: Broken window; minor gutters drooping; trim needs paint and some replaced; plants growing out building/pavement seam; minor awning extension sagging	S0060268026
5047 Forest Hill Avenue	Taza's and Antique Shop	sound	Class 2: Minor Paint cracking and peeling, as well as some graffiti; Intermediate trim rot or missing material, plant overgrowth in seam of building to pavement.	S0060268026
5057 Forest Hill Avenue	Forest Restaurant	Sound	Class 2: Minor Paint; Minor trim rot. IN addition mold growing around gutter downspout.	S006028026
5075 Forest Hill Avenue	Westover Place Shopping Center	sound	Class 2: Minor paint cracking and peeling, minor rotting trim; minor gutter maintenance, minor under awning	S0060268038
5091 Forest Hill Avenue	48 Hour Mart	Sound	Class 2: Minor Paint issues- paint is really dirty; Minor rotting trim; Minor gutter bent; Minor tile missing in outdoor area	S0060268035

REVIEW OF PAST PLANS

The Westover Hills Commercial Corridor has been the subject of past planning efforts that have addressed the viability of the commercial district and made recommendations for its improvement. The two primary market findings have been the potential expansion food and neighborhood-based services. The presence of two major thoroughfares that divide the district and lack of visual appeal have also consistently been noted as creating a hindrance to a more robust market share of the surrounding neighborhoods' consumer expenditures. Throughout all plans, a strong and positive relationship between the corridor and surrounding neighborhoods has been encouraged.

Urban Commercial Revitalization Plan (1990)

In 1990 the Urban Commercial Revitalization class of VCU developed a plan to revitalize the Westover Hills Commercial Corridor. This plan included a market analysis and consumer and merchant input on the strengths, weaknesses and potential of the corridor. The plan identified restaurants and convenience goods as those types of businesses with the most potential for growth in the corridor, but also that pedestrian access and overall appearance were major barriers to revitalization.

The final recommendations called for the corridor to be unified by common design elements, but divided into four “quadrants” that were defined by their location around the Forest Hill Avenue and Westover Hills Boulevard intersection. Each quadrant was designated for a different cluster of commercial uses: professional service, specialty stores, commuter convenience and neighborhood places.

The two primary objectives of the Westover Hill Revitalization Plan (1990) were to diversify commercial uses in the corridor and improve overall appearance. The plan also recommended the active participation of the Westover Hills Merchants Association, which was established in 1989 (Walks at Westover Hills, 18), in the plan implementation. Additional studies were conducted for the corridor, the Westover Hills Shopper Profile (1993) and The Walks at Westover Mast Plan (1995).

Westover Hills Shopper Profile (1993)

The *Westover Hills Shopper Survey (1993)* was a more in depth analysis of shopper needs and preferences performed by the VCU Department of Urban Studies. It included shopper intercept surveys, mail-in surveys and in-depth interviews and a market leakage analysis¹. The plan identified that strong markets for food-related establishments and family-oriented businesses were present and growing. In order to best attract these businesses, the plan recommended two primary methods. First, the Merchants Association could use the results of the market and shopper analysis with potential businesses as a recruitment tool. Second, the district should have a cohesive and authentic theme and image for the district. The latter recommendation resulted in a 1995 urban design study.

The Walks at Westover Master Plan (1995)

This master plan was developed by Higgins & Associates, Inc. for the corridor. It focused on urban design and pedestrian circulation issues that had been identified in earlier plans as being hindrances to the health of the study area. A study of the corridor found that parking was available but poorly organized, pedestrian circulation was limited by heavy traffic and poor pedestrian connections, and streetscape improvements were sparse.

The plan recommended a rezone of the district to a designation that promoted more traditional urban commercial development and the establishment of a parking overlay district to allow for more flexible parking requirements. The image of the corridor was to be enhanced by improving façades, adding consistent streetscape elements, and creating a logo that would accompany the title “The Walks at Westover”, a name adopted by the Merchants Association. Increased pedestrian circulation was to be improved through more and better-marked crosswalks, less curb cuts, traffic calming measures, and more organized on- and off-street parking. Overall the plan argued for a cohesive urban design that was more visually appealing and easier to navigate for pedestrians. This, in turn, would set the corridor apart from surrounding retail centers that did not have the same urban, pedestrian scale.

¹ A leakage analysis was included in the 1990 Revitalization Plan and is also included in this plan. Essentially, it is a comparison of local demand with business supply in the corridor. Those retail offerings that demonstrate high local demand but low local supply are identified areas for potential growth.

City of Richmond: Master Plan 2000-2010: Old South Planning District (2000)

The 2000-2010 City Master Plan includes basic direction on future land use in the Westover Hills Commercial Corridor. The land use plan supports keeping land uses intact, and specifically, calls for no new non-residential uses east of 47th street. The corridor is entitled the “Forest Hill/Westover Hills Service Center.” The use of this terminology demonstrates the assumption that this “service center” is used primarily for convenience and daily needs shopping. The future land use for the corridor is classified as “community commercial” (Richmond Master Plan 2000-2010, 279).

SURROUNDING COMMERCIAL AREAS

Surrounding Commercial Corridors

The Westover Hills commercial corridor competes with several nearby retail shopping centers such as Stratford Hills, Southside Plaza, Parkway Plaza, Stoney Point, and Carytown. Each of these shopping destinations offers a variety of goods and services, and most are anchored by a big box chain retailer or grocery store. The proximity of these competing shopping areas to the Westover Hills commercial corridor draws some potential customers and businesses away from Westover Hills.

The Parkway Plaza shopping center is located less than two miles from Westover on Jahnke Road. Parkway Plaza is a destination for grocery goods for those in the Westover Hills area as it is the location of the closest grocery store to the neighborhood. Food Lion is the anchor tenant for this shopping center that also includes sit down and fast food restaurants, automotive services, apparel, entertainment, and personal care products and services. The shopping consists of over 125,000 square feet of commercial space with an average rental rate of \$10 per square foot.

Stratford Hills, which is less than three miles from the Westover Hills commercial corridor, has both Target and Wal-Mart big box stores that offer a wide range of goods and services in one location. Together these two stores alone account for almost double the total square footage of the Westover Hills commercial corridor. In addition to the two big box retailers there are also two grocery

stores in this area that are a major draw for customers. The shopping centers at Stratford Hills offer all of the goods and services available in Westover Hills as well as Alcohol and Tobacco, Housekeeping Supplies, and Apparel. These shopping centers consist of nearly 700,000 square feet of commercial space with an average rental rate of \$19 per square foot.

Southside Plaza is located south on Westover Hills Boulevard and is less than two and half miles from the Westover Hills commercial corridor. Southside Plaza is a large shopping center with several retailers offering a variety of goods and services. Southside Plaza has a large number of apparel retailers, specialty grocery and food stores, and entertainment retailers. The Southside Plaza shopping center has over 530,000 square feet of commercial space at a rental rate of about \$10 per square foot.

In addition to these large commercial shopping centers, nearby Carytown is also a shopping destination for those who live in the Westover Hills community. Carytown provides a variety of unique goods and services in addition to two large grocery stores. Carytown consists of over 650,000 square feet of commercial space with average rental rates ranging between \$14 to \$20 per square foot.

Westover Hills does provide several of the goods and services available at these other shopping destinations; however, it is at a much smaller scale. All of these other shopping destinations are much larger than the Westover Hills commercial corridor in terms of square footage of retail space as well as the number of businesses located within each. The Westover Hills commercial corridor generally has lower rental rates than the surrounding commercial centers which makes it a good option for new merchants and small businesses.

In order for Westover to compete with these larger scale shopping centers it should attract unique businesses that can serve the surrounding neighborhoods in addition to a wider market area.

SURROUNDING INFLUENCES

The Westover Hills commercial district is at the intersection of Foresthill Avenue and Westover Hills Boulevard. The Westover Hills commercial District is located in the City of Richmond’s Fourth District in the southern half of the city. Westover Hills is located less than five miles from downtown Richmond

and Capital Square, and 1.5 miles to route 76 (Powhite Parkway) which connects interstates I-64, I-95, and I-195. Westover Hills commercial district is convenient for those traveling from other destinations across the city. The James River Parks, Forest Hill Park, Byrd Park and Maymont Park are all in close proximity to the commercial district. The surrounding neighborhoods and those located within 3 miles are diverse and can support various types of businesses. The neighboring office complexes and hospital contribute to commuter traffic and lunch time shopping.

Nickel Bridge

Located just a half mile north of the Westover Hills Commercial District, the Nickel Bridge provides an essential connection between Southside and central Richmond over the James River. Commuters using the bridge must pass through the intersection of Forest Hills Avenue and Westover Hills Boulevard, the heart of the Westover Hills Commercial District. An average of 13,000 vehicles cross the bridge daily.²

Additionally, the bridge features a sidewalk separated from vehicular traffic that is heavily utilized by pedestrians and cyclists for both commuting and recreation.³ The bridge is adjacent to Dogwood Dell, William Byrd Park, Barker Field and Maymont Park.

Parks

JAMES RIVER PARK SYSTEM

The James River Park System contains 550 acres of shorelines and islands within the City of Richmond. Between tourists and city residents, the entire park draws over 1,000,000 visitors a year⁴. The park is categorized into 14 sections, three of which are located closely to the Westover Hills Commercial District. The Forest Hill 43rd Street area is located at 4300 Riverside Drive exactly one mile from the Westover Hills/Forest Hills Avenue intersection. This area contains parking for 30 cars, direct access to the river and the Buttermilk

² (Virginia Department of Transportation 2010)

³ (Virginia Department of Transportation 2010)

⁴ (Friends of the James River Park 2011) (White 2011)

Trail. Additionally, pedestrians can access the Buttermilk Trail with foot paths on either side of the Nickel Bridge. The Reedy Creek entrance is just west of the 43rd Street entrance. Reedy Creek contains a canoe launch area and parking for 15 cars. The Pump House is another section of the James River Park located just north of the Nickel Bridge toll booths on Pump House Drive. Although this section of the James River Park System does not have access to the river itself, the area features the historic pump house, paths, and canals. The Pump House, 43rd street, Reedy Creek, Buttermilk Trail draw an estimated 250,000 visitors to the park each year.⁵

Byrd Park

Byrd Park is located just 2 miles north of the Westover Hills Commercial District. This 287-acre park offers three lakes for fishing, paddle boat rides, recreation. The park contains a variety of recreation and entertainment options with 12 tennis courts, a Vita exercise course, a

park house for meetings and receptions, The Carillon and Dogwood Dell Amphitheatre.⁶ **Maymont Park**

Only a mile and a half from the Westover Hills commercial district just across the Nickel Bridge is Maymont Park. The park was named after the historic Maymont mansion that stands as a central feature of the park. The park consists of 100 acres containing a Children's Farm and Barn, nature center, gardens, and wildlife exhibits.⁷ The park attracts over 530,000 visitors a year.⁸

Forest Hill Park

Forest Hill Park is located three-quarters of a mile east of the Westover Hills commercial district. The park is also the site of the South of the James Farmer's Market.

South of the James Farmer's Market

The South of the James Farmer's Market is located in Forest Hill Park. The Market takes place every Saturday from 8 AM until noon and operates from

5(250,000 was estimated by taking the total number of visitors divided by the number of entrances, and weighting it due to popularity).

⁶(City of Richmond 2011)

⁷ (<http://www.maymont.org/>)

⁸ (email communication with Cathie Rosenberg, Director of PR at Maymont, oct 11.)

May to December. Over 100 farmers, artisans, and businesses vend at the South of the James Farmer’s Market and sell everything from fresh food to soap and apparel. The Market is managed by the Market Umbrella and has reported that it averages of more than 1,500 customers each week, according to a 2010 survey. The survey also indicated that visitors attending the market represent more than 30 zip codes. Visitors reported zip codes from as far away as Newport News. The bulk of the market-goers (37%) came from the 23225 zip code, representing the immediate neighborhood, 20% of the customers surveyed came from outside the City of Richmond zip code list. Every zip code in the city of Richmond was represented. Vendors at the market travel from as far as Westmoreland County of the Northern Neck to Prince Edward County near Farmville.⁹ .

Surrounding Influence	Users
Nickel Bridge	13,000 commuters/daily
Westover Hills Elementary	360 students + 48 staff
Richmond Waldorf School	100 students + 30 staff
South of the James Farmer Market	1,500 customers/week
James River Park (43 rd Street, Ridley Creek, and Pump House entrances)	250,000 visitors/year
Maymont Park	530,000 visitors/year
Byrd Park	N/A
Forest Hill Park	N/A

Neighborhoods

The Westover Hills commercial district borders four neighborhoods: Westover Hills, Forest Hill, Forest Hill Terrace, and Forest View. The homes in these neighborhoods were built as early as the 1920’s and developed into the 1950’s. The architectural style varies widely in the neighborhoods and includes Federal Revival, Victorian, Queen Anne, Colonial Revival, Tudor Revival, Craftsman, Cape Cod, and Modern.¹⁰

Schools

The Westover Hills Elementary and the Richmond Waldorf schools are located within the Westover Hills commercial district. The Westover Hills Elementary is a public school for Pre-Kindergarten to 5th grade and serves 360 students and a staff of 48. The vast majority of the students live in the neighborhoods nearby the Westover Hills commercial district.¹¹

The Richmond Waldorf School is a private, nonsectarian school from pre-Kindergarten to 8th grade. The school serves just under 100 students and has a staff of 30. As a specialty school, the students are drawn from all over the Richmond Metropolitan area, not just the surrounding neighborhoods.

⁹ (City of Richmond 2011)

¹⁰ (National Park Service 2011)

¹¹ Loving, Virginia. Personal Interview. September 30, 2011.

APPENDIX B

SURVEY INSTRUMENTS AND RESULTS



SHOPPER INTERCEPT SURVEY

1. What is your age range?

Under 19 20 to 24 25 to 34 35 to 44 45 to 54 55 to 64 65+

2. What is your zip code? What neighborhood do you live in?

3. How often do you come to the area?

First time Daily Weekly Monthly Every Few Months Rarely (every six months or less)

4. How do you travel to the area?

Car Bike Bus Walk Scooter/Motorcycle

5. Which businesses do you use most often in the Westover Hills Shopping District?

- Full Service Restaurant _____
- Casual Dining _____
- Convenience stores _____
- Pharmacy _____
- Health Care _____
- Banking _____
- Clothing _____
- Beauty/Personal care _____
- Gas _____
- Automotive Services _____
- Grocery _____
- Other _____

6. How many stops do you make when you shop in the district?

7. On a scale of 1 to 5 how would you rate parking availability?

1 2 3 4 5
None available Ample parking

8. On a scale of 1 to 5 how safe do you feel in the area?

1 2 3 4 5
Not safe at all Very safe

9. On a scale of 1 to 5 how would you rate the attractiveness of the area?

1 2 3 4 5
Not attractive at all Highly desirable

10. What types of new businesses would you like to see? (e.g. grocery, restaurant, laundry)

11. What three improvements would you like to see in the area?

Sidewalks/pedestrian	<input type="checkbox"/>	Lighting	<input type="checkbox"/>
Traffic/roadway	<input type="checkbox"/>	Landscaping	<input type="checkbox"/>
Safety	<input type="checkbox"/>	Signage	<input type="checkbox"/>
Visual appeal	<input type="checkbox"/>	Other	<input type="checkbox"/>

12. What other reasons do you come to the area?

Library River Recreation Farmer's Market Church Other

<u>Time of day</u>	<u>Sex</u>	<u>Race/Ethnicity</u>	<u>Location</u>
10:00am – 1:00pm	Male	White/Caucasian	American Indian/Alaska Native
3:00pm- 5:00pm	Female	Black/African American	Native Hawaiian/Pacific Islander
5:00pm – 7:00pm		Hispanic/Latino	Other
10:00pm – 1:00am		Asian	

Shopper Intercept Survey Results	23222	0.9%	Northside	1.8%	Windsor View	0.9%	How many stops do you make when you shop in the district?	
	23229	0.9%	Norwood Park	1.8%		N=110		
What is your age range?	23230	0.9%	37 th Street	0.9%	How often do you come to the area?		1	38.2%
	23236	0.9%	Abingdon Hills	0.9%	First time	2.7%	2	22.7%
Under 19	7.3%	What Neighborhood do you live in? Westover Hills 22.7% Forest Hill 10.9% Jahnke Rd 8.2% Southside 4.5% Woodland Heights 4.5% Bon Air 2.7% No Response 2.7%	Blackwell	0.9%	Daily	52.7%	3	25.5%
20-24	7.3%		Brandermill	0.9%	Weekly	31.8%	4	2.7%
25-34	24.5%		Broad Rock Blvd.	0.9%	Monthly	4.5%	5+	6.4%
35-44	19.1%		Broad Street	0.9%	Every Few Months	4.5%	No Response	4.5%
45-54	21.8%		Carillon	0.9%	Rarely	3.6%		N=110
55-64	12.7%		Chamberlayne Farms	0.9%	Which businesses do you most often visit in the Westover Hills Shopping District?		On a scale of 1 to 5 how would you rate parking availability?	
65+	5.5%		Chester	0.9%	Pharmacy	62.7%	1(none available)	4.5%
No Response	1.8%		Chesterfield County	0.9%	Gas	54.5%	2	9.1%
	N=110		Clairmore	0.9%	Convenience	45.5%	3	19.1%
			Crestview	0.9%	Full Service Restaurant	40.9%	4	21.8%
What is your zip code?		Forest View Heights	0.9%	Grocery	35.5%	5 (ample)	40.0%	
23225	65.5%	Glen Allen	0.9%	Casual Dining	30.0%	No Response	5.5%	
23224	11.8%	Maymont	0.9%	Banking	27.3%		N=110	
23220	3.6%	New Jersey	0.9%	Other ¹²	21.8%	On a scale of 1 to 5 how safe do you feel in the area?		
23221	1.8%	Old Manchester	0.9%	Beauty	16.4%	1(not safe at all)	0.9%	
23226	1.8%	Powhatan	0.9%	Clothing	8.2%	2	5.5%	
23227	1.8%	Roanoke St.	0.9%	Health Care	7.3%	3	20.9%	
23235	1.8%	Salsbury	0.9%	Auto	7.3%	4	30.0%	
07055	0.9%	South End	0.9%			5 (very safe)	41.8%	
22338	0.9%	St. John's Woods	0.9%			No Response	0.9%	
23005	0.9%	Stratford Hills	0.9%				N=110	
23060	0.9%	Swansboro	0.9%					
23112	0.9%	Westcott	0.9%					
23113	0.9%	Willow Oaks	0.9%					
23139	0.9%							
23219	0.9%							

¹² Note: participants were to select all applicable responses. 'Other' includes laundry/cleaners and the comic book store.

On a scale of 1 to 5 how would you rate the

attractiveness of the area?	
1 (not attractive at all)	9.1%
2	28.2%
3	36.4%
4	13.6%
5 (highly desirable)	11.8%
No Response	0.9%

N=110 What types of new businesses would you like to see?

Grocery	21.4%
Restaurant	13.8%
Specialty Foods	12.4%
Fast Food	8.3%
Music/Books/Video	8.3%
General Retail	6.9%
Clothing/Apparel	6.2%
Movie Theater	4.1%
Bakery	3.4%
Bars	3.4%
Gym/Fitness	2.1%
Hardware	2.1%
Gift Shop/Antiques	2.1%
Children's Stores	1.4%
Bowling Alley	1.4%
Health Care Facilities	1.4%
Tackle Shop	1.4%

N=145

What three improvements would you like to see in the area?¹³

Visual Appeal	50.0%
Landscaping	40.0%
Sidewalks/Pedestrian	34.5%
Traffic/Roadways	31.8%
Lighting	26.4%
Other	24.5%
Safety	23.6%
Signage	10.0%

N=265

What other reasons do you come to the area?

River	34.5%
Farmer's Market	31.8%
Library	31.8%
Other ¹⁴	20.0%
Recreation	18.2%
Church	10.0%

N=161

Time of day survey conducted

7:00am – 10:00am	8.2%
10:00am – 1:00pm	37.3%
3:00pm – 5:00pm	26.4%
5:00pm – 7:00pm	13.6%
10:00pm – 1:00am	11.8%

¹³ Note: respondents chose more than one response. 'Other' included potholes and alleyways.

¹⁴ Note: respondents chose more than one reason. 'Other' included coming to area for work or to visit friends and family.

No Response	2.7%
N = 110	
Sex of respondent	
Male	55.5
Female	40.0%
No Response	4.5%
N=110	
Race/Ethnicity	
White/Caucasian	51.8%
Black/African American	40.9%
Hispanic/Latino	1.8%
Asian	0.9%
Other	0.9%
No Response	3.6%

N=110

Location Interview Conducted

O'Tooles	14.5%
CVS	12.7%
Family Dollar	9.1%
The Forest	8.2%
TaZa	8.2%
Walgreens	6.4%
Affordable Coin Laundry	6.4%
Exxon	5.5%
Library	5.5%
Comic Books Store	4.5%
Valero	3.6%
48 Hours	2.7%
No Response	2.7%
Beauty Heaven	1.8%
Antique Store	1.8%
Bus Stop	1.8%
The Locker Room	0.9%
Maldini's	0.9%

Barbershop	0.9%
Heim's Auto	0.9%
Street	0.9%

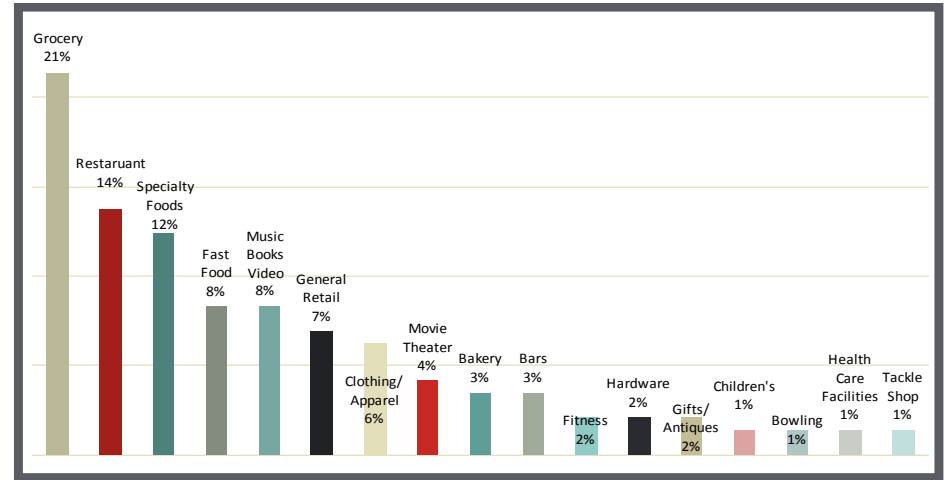
N = 110

Shopper Intercept Survey Summary

A total of 110 shopper intercept surveys were conducted between September 22nd and September 28th, 2011 in the Westover Hills Commercial Corridor. These surveys were conducted from 8am to 1am by teams of two students outside of different businesses throughout the corridor including O'Tooles, CVS, Family Dollar, Exxon, TaZa, Walgreens and The Forest. Shoppers were asked to state the frequency of their visits, to rate the appearance and conditions of the commercial corridor and to make recommendations for improvements in the district. Customers were also asked about their means of transportation, parking, where they currently shop and what types of establishments they would like to see in the commercial corridor. Demographic information such as age, gender, race and zip code were also collected. No significant differences in responses were found based on age, sex or race.

Over 80% of those surveyed live in the market area and most of them (84.5%) shop in the corridor either daily(52.7%) or weekly(31.8%). Most customers travel to and from the district by car (76.4%) or walk from surrounding neighborhoods (29.1%). A majority of shoppers made between one and three stops in the corridor (86.4%) and found parking to be readily available (61.8%). Customers most often utilized the area to shop at the pharmacies (62.7%), gas stations (54.5%), convenience stores (45.5%) and full service restaurants (40.9%). Beyond corridor shopping options, customers stated they also came to the area to visit the James River (34.5%), the public library (31.8%) and the South of the James Farmer's Market (31.8%).

Most customers (92.7%) did not perceive safety as a big issue in the corridor rating it from average to very safe. Customers though, thought the area was unattractive overall with a majority (73.6%) rating it from average to not attractive at all. When asked about concrete improvements needed in the area half of the respondents (50%) wanted to see improvements in the visual appeal of the area followed by improvements in landscaping (40%), sidewalks (34.5%), traffic (31.8%), lighting (26.4%), safety (23.6%) and signage (10%). Shoppers were asked what type of businesses they would like to see added to the Westover Hills Commercial District. The following graph shows the types of businesses mentioned by respondents.





WESTOVER HILLS MERCHANT SURVEY

Hello, how are you today? My name is _____ and I'm a Graduate Student from the Department of Urban and Regional Planning at VCU. On request of Council President Kathy Graziano, The Walks at Westover Merchants Association and the Westover Hills Neighborhood Association I am conducting a survey to gather data for a commercial revitalization plan for the Westover Hills Commercial Corridor here along Forest Hill Ave and Westover Hills Blvd.

I would like to set up a 10 minute appointment with you to ask you some questions about your business and the commercial district in general. When would be a good time? None of your individual answers or information specifically about your business will be distributed or published.

If you have any questions regarding this survey or the project in general you can contact our Professor, Courtney Mailey (804-239-4970) or Council President Graziano's office (804-840-0315).

Interviewer Name: _____

Date: _____

Merchant Name & Position: _____

Name of Business: _____

Address: _____ Phone: _____

Business Type: _____

Willing to meet/talk? _____ Yes _____ No

Observations:

Types of goods/services sold _____

Days and hours of operation _____

General

1. How long have you been at this location? _____

2. How many employees work at this business? _____

3. Are you satisfied with the level of maintenance in your building?

_____ Yes _____ No _____
Somewhat _____ I don't know

Why? _____

4. Are you a member of the Walks at Westover Merchants Association?

_____ yes _____ no

Why? _____

5. What are the top 3 advantages of being located in the Westover Hills Commercial district?

1)

2)

3)

6. What are the top 3 disadvantages of this location?

- 1)
- 2)
- 3)

7. On a scale of 1 to 5 (one being a big issue, five being not an issue at all) is safety an issue for you in your customers?

1(saftey a big issue) 2 3 4 5(not an issue)

8. In the next five years do you plan to

_____ expand _____ sell my business and retire _____ sell my business and close _____ stay the same or _____ relocate?

Sales (Reiterate confidentiality of individual businesses and their information)

9. How would you describe the customer base of your business?

Age _____ Gender _____

Race _____ Income _____

Proximity(i.e. w/in a mile) _____

Comments _____

10. Have your sales gone up, down, or remained the same over the past year?

_____ up by _____ %

_____ down by _____ %

_____ stayed the same

_____ don't know

_____ refuse

Parking

11. Do you own your own parking spaces? _____ yes _____ no

If so, how many spaces? _____

12. Would you be supportive of shared parking in the commercial district?

_____ yes _____ no _____ maybe _____ I don't know

Advertising

13. How do you advertise your business? (e.g. television, radio, print, online, etc)

14. Do you participate in joint advertising with other businesses along the corridor?

_____ yes _____ no _____ maybe _____ don't know

If not would you be interested in this possibility?

_____ yes _____ no _____ maybe _____ don't know

Visioning

15. What is one way you would improve this commercial corridor to draw more business to the area? (if they answer parking, ask for another improvement3939)

16. What are the greatest obstacles to this improvement?

17. What new businesses would you like to see here in the Westover Hills Commercial Corridor?

Thank you for you time!

Merchant Survey Results

Business Type, Types of goods and services and Days and hours of operation were not answered thoroughly.

1. How long have you been at this location?

- Less than 1 year 5%
- 1 to 5 years 15%
- 6 to 10 years 25%
- 11 to 20 years 15%
- 21 to 30 years 10%
- 31 or more years 30%

N=20

2. How many employees work at this business?

- 1 10%
- 2 15%
- 3 10%
- 5 15%
- 6 10%
- 7 10%
- 8 10%
- 9 5%
- 10 5%
- 20 10%

N=19

Average is 3.74 employees per business

3. Are you satisfied with the maintenance in your building?

- Yes 40%
- No 30%
- Somewhat 25%
- I don't know 0%
- No answer 5%

N=20

4. Are you a member of the Walks at Westover Merchants Association?

- Yes 42.1%
- No 57.8%

N=19

5. What are the top three advantages of being located in the Westover Hills Commercial District?

- Location 40.2%
- Favorable neighborhood 28.5%
- Affordable space for business 9.5%
- Steady traffic pattern 14.2%
- Diverse businesses 2.3%
- Walkability 2.3%
- Schools 2.3%

N=20

6. What are the top three disadvantages of being of this location?

- Maintenance of Commercial District 6.4%
- Aesthetic of buildings and streetscape 12.9%
- Perceptions of crime 2.5%
- Loitering during the day and evening 9.6%
- Most commuters do not stop to shop 6.4%
- Traffic moves much faster than the posted speed limit 9.6%
- Not good for pedestrians 6.4%
- No anchor businesses 3.2%
- Not enough quality businesses 3.2%
- Parking 9.6%
- Location 3.2%
- Unfriendly neighborhood 3.2%
- No camaraderie among businesses 3.2%

N=14

7. On a scale of 1 to 5 (one being a big issue and five being not an issue at all) is safety an issue for you?

- 1. 11.1%
- 2. 11.1%
- 3. 44.4%
- 4. 11.1%
- 5. 22.2%

N=18

8. In the next five years do plan to:

• Expand	31.25%
• Sell your business and retire	12.5%
• Sell my business and close	6.25%
• Stay the same	43.7%
• Relocate	6.25%
N=16	

• Income	
\$30,000 and below	12%
\$31,000 to \$40,000	20%
\$41,000 to \$50,000	16%
\$51,000 to \$60,000	20%
\$61,000 to \$70,000	16%
\$71,000 and up	16%
N=7	

12. Would you be supportive of shared parking in the commercial district?

• Yes	83.3%
• No	31.5%
• Maybe	10.5%
• I don't know	5.2%
N=19	

9. How would you describe the customer base of your business?

• Age	
Under 18	15%
19 to 25	13.3%
26 to 35	16.6%
36 to 45	18.3%
46 to 55	20%
55 and over	16%
N=16	

• Proximity	
Within one mile	41.6%
Within 2 miles	16.6%
Regional	41.6%
N=12	

13. How do you advertise your business?

• Word of mouth	23.6%
• Website	23.6%
• Print advertising	21%
• Social media	18.4%
• Yellow pages	10.5%
• No answer	2.6%
N= 20	

• Gender	
Male	48%
Female	52%
N=19	

10. Have you sales gone up, down, or remained the same over the past year?

• Up	24%
• Down	59%
• Stayed the same	17%
N=17	

14. Do you participate in joint advertising with other businesses along the corridor

• Yes	10.5%
• No	73.6%
• Maybe	5.2%
• I don't know	5.2%
• Did not answer	5.2%
N=19	

• Race	
White	57.8%
Black	42.1%
N=19	

11. Do you own your own parking spaces?

• Yes	68.4%
• No	31.5%
• How many spaces (if yes)	
average 16 spaces per business?	
N=19	

Would you be interested in the possibility?

a. Yes	42.1%
b. No	21%
c. Maybe	21%
d. I don't know	5.2%
e. Did not answer	10.4%
N=19	

• Funding	15.3%
• Lack of crosswalks	7.6%
• Lack of city support and their money for improvements	7.6%
• Traffic	7.6%
• Lack of walkability	7.6%
• Economy	7.6%
N=12	

15. What is the one way you would improve this commercial corridor to draw more business to the area?

• Improve the look of the area	20%
• Clean up the area	12%
• More upscale stores	8%
• Streetscape improvements	12%
• More interaction with neighbors	4%
• Have an identity	4%
• More businesses	4%
• Attract more family oriented businesses	4%
• Better façades	4%
• More security	4%
• Educate current businesses to attract customer and improve business practices	4%
• Better lighting	4%
N=17	

17. What new businesses would you like to see here in the Westover Hills Commercial Corridor?

• Specialty food market / grocery store	21.4%
• Fast food	17.8%
• Hardware store	7.1%
• Upscale retail	7.1%
• Bakery	7.1%
• Gift shop	3.5%
• Toy store	3.5%
• Bookstore	3.5%
• Gym	3.5%
• Candy store	3.5%
• Clothing Store	3.5%
• Art Gallery	3.5%
• Theater	3.5%
• Antique store	3.5%
• Live music	3.5%
N=15	

16. What are the greatest obstacles to this improvement?

• Negative perception of the area	15.3%
• Poorly maintained buildings	15.3%
• The lack of interest in the Merchant's Association	15.3%

Merchant Survey Results Summary

The study team has currently interviewed 18 merchants in the Westover Hill Commercial District. The merchants have been in business from as little as one year to as long as over 45 years. The businesses are diverse and represent retail, services, convenience stores and various types of restaurants. The Merchants currently employ an average of five people at their businesses. Half of the merchants interviewed feel safe in the commercial district. The remaining merchants are concerned about the safety of their customers and their business.

Most businesses are experiencing steady sales and appear to have a positive outlook about the future of their business. Five of the merchants interviewed are planning to expand their business, seven are planning to maintain their current ventures, two business owners are making plans to retire and one owner is considering a relocation.

Carytown and the Fan. Additionally, the merchants remarked that the steady flow of traffic is a benefit for their business and some chose the location because of the steady traffic throughout the day.

The merchants reported that maintenance of the Westover Hills Commercial District is the leading disadvantage in the area. The merchants specifically mentioned the aesthetic of buildings and streetscape as a problem that affect the perception of the area as run down and aged, 53% of the merchants are not satisfied with the maintenance of their building. The second largest disadvantage the merchants reported is the perception of crime in the area, loitering during the day and evening is a concern for the business owners. Fast moving traffic is an additional concern for the business owners and the merchants interviewed believe that most commuters do not stop to shop. They also consider the traffic on Forest Hill and Westover Hills Boulevard traffic moves much faster than the posted speed limit.

The merchants interviewed reported their customers to span every generation and most customers are from the surrounding neighborhood. A few merchants have a regional draw and have a specific clientele. The restaurants trended towards a clientele above the age of 40 years and an income above \$50,000.00 annually. Seven of the eighteen merchants surveyed are members

of the merchants association. Most did not give a reason why they chose not to be members of the association.

Advertising

61% of the merchants surveyed use their website and social media to advertise.

54 % use printed advertising in local publications such as, direct mail, neighborhood newsletters, and local newspapers.

62% advertise through “Word of Mouth” for new customers.

Most Merchants do not participate in group advertising but would consider that method if it were available.

Many of the merchants reported they would like a specialty grocery store in the Westover Hills commercial district. Additional suggestions include more retail space such as clothing and furniture stores, a bakery, options for live entertainment and more restaurants.

The merchants that participated in the survey said one way they would improve the commercial corridor to draw more business would be to give a face-lift to the properties and the neighborhood to improve the identity. Other suggestions include improving the Westover Hills Merchant Association to encourage more businesses to join as members. Almost all of the merchants agreed there needs to be streetscape improvements to encourage potential customers to stop and shop rather than keep driving past businesses.

It appears that more businesses have chosen not to participate in the survey at this point than have participated. There is a disconnect between the businesses south of Foresthill Avenue on Westoverhills Boulevard. It was reported by the businesses surveyed in that area that they all feel disconnected from the community and not part of the area. One example that speaks volumes is a day when an employee from Family Dollar needed change for the register and neighboring businesses were not willing to assist. The businesses in that area serve a demographic that appears to be younger and lower income however their sales have remained steady and some have reported an increase in sales.

Parking is considered a marginal problem, 9 out of 18 merchants surveyed own their parking spots. Seven said they would support shared parking in the area, five reported they would not support shared parking in the area and five were indifferent about the option one merchant chose not to answer the question.

PROPERTY OWNER SURVEY

Hello, how are you today? My name is _____ and I'm a Graduate Student from the Department of Urban and Regional Planning at VCU. On request of Council President Kathy Graziano, The Walks at Westover Merchants Association and the Westover Hills Neighborhood Association, I am conducting a survey to gather data for a commercial revitalization plan for the Westover Hills Commercial Corridor here along Forest Hill Ave and Westover Hills Blvd.

I would like to set up a 10 minute appointment with you to ask you some questions about your property and the commercial district in general. When would be a good time? None of your individual answers or information specifically about your property will be distributed or published.

If you have any questions regarding this survey or the project in general you can contact our Professor, Courtney Mailey (804-239-4970) or Council President Graziano's office (804-840-0315).

Interviewer Name: _____ Date: _____

Property Owner Name: _____

Contact Information: _____

Address of Property(ies): _____

Willing to take interview? _____ Yes _____ No

1. How many properties do you own in the Westover Hills commercial district?
2. How long have you owned your properties?
3. Do you occupy any of these buildings?
 - a. yes
 - b. no
4. If you are leasing, how has rent changed?
 - a. Increased
 - b. No change (considering inflation)
 - c. Decreased
 - d. Not leasing
5. Are you planning on selling your property(ies) in the next 5 years?
 - a. Yes
 - b. No
 - c. Unsure
6. Do you have any major improvements planned for your property? If so, what improvements and when?
7. How often do you get maintenance requests by the tenant(s)?
 - a. once a year or less
 - b. 2 - 3 times a year
 - c. 3 - 5 times a year
 - d. more than 5 times a year
 - e. not applicable (owner occupies building)
8. Do you think that the following characteristics of Westover Hills commercial district are better or worse than 5 years ago (or since you acquired property if less than 5 years ago)?

Check the appropriate box.

	Much Better	Slightly Better	No Change	Slightly Worse	Much Worse
Overall appearance					
Cleanliness					
Perception of safety					
Crime					
Economic vitality					
Rental demand for the district					

9. Name the top three advantages of owning property in the Westover Hills commercial district.

- 1.
- 2.
- 3.

10. Name any disadvantages of owning property in the Westover Hills commercial district.

11. Name any improvements you would like to see in the Westover Hills commercial district.

12. What kind of new businesses do you want to see the district?

13. Would you have bought the property today if it were available? (please elaborate)

- a. Yes
- b. No
- c. Don't know
- d. Didn't answer
- e. Why or why not?

Property Owner Survey Results

1. How many properties do you own in the Westover Hills Commercial District?

- 1 86%
- 2 14%
- No Response 0%

N=7

2. How long have you owned your properties?

- 1- 5 years 29%
- 6 - 15 years 0%
- 16 - 25 years 29%
- 26 - 35 years 0%
- 36 - 49 years 14%
- 50+ years 14%
- No Response 14%

N=7

3. Do you occupy any of these buildings?

- Yes 43%
- No 57%
- No Response 0%

N=7

4. If you are leasing, how has rent changed?

- Increased 14%
- No Change 29%

- Decreased 0%
- Not Leasing 57%
- No Response 0%

N=7

5. Are you planning on selling your property(ies) in the next 5 years?

- Yes 0%
- No 71%
- Unsure 29%
- No Response 0%

N=7

6. Do you have any major improvements planned for your property? If so, what improvements and when?

- Yes 43%
- No 57%
- No Response 0%

N=7

7. How often do you get maintenance requests by the tenant(s)?

- Once a year or less 14%
- 2-3 times a year 29%
- 3-5 times a year 0%
- 5+ times a year 0%
- Not Applicable 43%
- No Response 14%

N = 7

8. Do you think that the following characteristics of Westover Hills commercial district are better or worse than 5 years ago (or since you acquired property if less than 5 years ago)?	No Response	14%
	N = 7	
<i>Appearance</i>		
Much Better	0%	
Slightly Better	29%	
No Change	14%	
Slightly Worse	43%	
Much Worse	0%	
No Response	14%	
	N = 7	
<i>Cleanliness</i>		
Much Better	14%	
Slightly Better	29%	
No Change	0%	
Slightly Worse	29%	
Much Worse	0%	
No Response	29%	
	N = 7	
<i>Safety</i>		
Much Better	0%	
Slightly Better	43%	
No Change	14%	
Slightly Worse	14%	
Much Worse	14%	

12. What kind of new businesses do you want to see the district?	
Retail	18%
Grocery	18%
Bakery	18%
No Response	9%
Restaurant	9%
Fast Food	9%
Specialty Food	9%
Flower Shop	9%

N = 11

13. Would you have bought the property today if it were available?	
Yes	71%
No	14%
Don't Know	0%
No Response	14%

N = 7

PROPERTY OWNERS SURVEY RESULTS SUMMARY

Survey Summary

Over a period of two weeks in October, 2011, 17 property owners in the Westover Shopping District were contacted by phone, email and in person for the Property Owner survey. Of those contacted, 7 responded, giving a response rate of 41%, which is above what is generally required for statistical significance. The following is a summary of those responses that were received.

Property Owner Characteristics

The majority (86%) of property owners surveyed own one property in the district, with the remaining 14% owning two properties. There is a range of time that property owners have held their properties, extending from the short term (1–5 years; 30%), mid-term (16–25 years; 30%) to the long term (36–50+ years; 30%). The majority of property owners (57%) do not occupy their properties, but a significant number (43%) do occupy their properties, showing there is not a substantial imbalance of absentee ownership among those property owners surveyed.

Future Plans, Maintenance and Renovations

Of those leasing, there has generally been no change in rent. However, 57% of those surveyed were not leasing their properties and therefore could not comment on rent change. The large majority (71%) does not plan to sell in the next 5 years, but 30% of respondents responded as “unsure”, due generally to the economy. One property owner explained that the current merchant wants to buy the building but the owners are not sure if they are ready to sell.

The majority of owners (57%) are not planning any major renovations, although some owners do plan to do exterior work, such as painting the building, or minor interior renovations. Those owners that are responsible for maintenance (43%) usually receive maintenance requests three times a year or less.

Perceptions of the District

Property owners were asked to rate the current appearance, cleanliness, safety, crime, economic vitality and rental demand in the district in comparison to when the property was first purchased. Overall, property owners felt

appearance, economic vitality and rental demand has gotten slightly worse while safety and crime has improved. Ratings for cleanliness were mixed.

Appearance: Many (43%) property owners feel the appearance of the district has gotten slightly worse, although as one property owner noted “the area is now coming back up”.

Cleanliness: The rating of cleanliness was mixed, with about 30% of respondents feeling that it has gotten slightly better and 30% feeling that it has gotten slightly worse. One property owner explained that the cleanliness of the area fluctuates, and could be better or worse at any given time.

Safety: Many property owners (43%) feel that safety has improved slightly, while 28% feel that safety has gotten worse. Property owners noted that this is generally due to perceptions and not necessarily reality, and the high volume of traffic through the area.

Crime: The majority of property owners (57%) feel crime has gotten slightly or much better, and none feel that it has gotten much worse, although 14% feel it has gotten slightly worse.

Economic Vitality: The majority of property owners (71%), feel economic vitality of the area has gotten slightly worse. Property owners explained that this is due in general to the economy and a drop in sales, although the area has also lost some businesses, such as the major office tenant that was once there.

Rental Demand: The majority of respondents (60%) feel that rental demand has either gotten slightly or much worse, with 30% believing it has gotten slightly better. Again, respondents explained that this drop in demand is due to the economy and loss of some tenants.

Types of New Businesses, Advantages, Disadvantages and Improvements for the District

Property owners wished to see a variety of new businesses, including grocery (18%), specialty retail or “boutiques” (18%), specialty food such as a bakery and coffee shop (27%), or more fast food and restaurants (18%), or a flower shop (9%). This generally matches with the new businesses shopper would like to see, although no shoppers specifically mentioned a flower shop.

Property owners noted several advantages to being in the district, including the location – namely its proximity to downtown, “good neighborhoods” and

a large volume of traffic; the availability of City services, lower tax assessments and the feeling that the “City has been responsive to our concerns”; and finally the existence of a “good business community”.

Some of the main disadvantages noted include safety, street and alley litter, a lack of tax incentives for capital improvements, challenging real estate market overall, a shortage of parking, poor accessibility and high competition from other areas.

The majority of property owners (71%) would buy their property again if given the choice today. Property owners cited the good location, lower tax assessments in the City, large volume of traffic that passes through, and a feeling that it is “a good investment” as their reasoning. Those that would not buy again feel that the accessibility of the area, such as parking and ingress/ egress, is an issue.

Property owners wish to see a number of physical, organizational, and promotional changes in the area. Respondents expressed a desire to change the “Walks of Westover” name; create a unified storefront and improve facades; perform a general clean up of litter, grass and weeds; improved lighting, parking, and alley ways; better police protection; and a need “to get owners to work together”. Some property owners (29%) feel there are no improvements that need to be made.

WESTOVER HILLS FOCUS GROUP INSTRUMENT

Background

Focus groups are a qualitative data collection technique in the form of structured group conversations or interviews used to obtain detailed information about a specific topic (Creighton, 2005; Kreuger & Casey, 2000; O’Sullivan et al., 2008). Successful focus groups target between seven and ten participants, last no longer than ninety minutes and go in depth on five to eight open-ended questions. (Creighton, 2005; O’Sullivan et al., 2008). Focus group moderators should listen for themes to emerge in response to the open ended questions; agreement among participants usually reveals significant themes and interaction between participants can reveal new ideas. Researchers should know the limitations of focus groups, namely, the possibility of ‘groupthink,’ the difficulty of going in depth and the inability to parse individual respondents from one another (O’Sullivan et al, 2008; Kruger & Casey, 2000; Rubin & Rubin, 1995). If participants agree, focus groups should be recorded with audio or video equipment for more full use of the research.

Identifying Target Populations

The Westover Hills Commercial District along Forest Hill Avenue has a number of constituencies that could be probable participants in focus groups. Since we are looking to use focus groups to add qualitative insight from the ‘experts’ that live and work in the neighborhood, we should make a concerted effort to have a diversity of perspectives in each group if possible. This means both working through the established channels of the Neighborhood and Merchants Associations, and seeking out people who are not involved in either organization. Twelve participants should be invited to attend each focus group with the hope that at least seven will show up for each session (Creighton, 2005).

Materials Needed

1. Pens and paper for each participant
2. Name tags
3. Recording device

4. Flip Chart with “ground rules” listed
5. Time-keeping device (watch, phone, etc.)
6. Pitchers of water
7. Snacks/food of some sort

Room Set-Up

Space was reserved in at TaZa and the library with a table large enough to seat all participants so that they are facing one another. Establishing this space in a private room in a local restaurant is ideal so that participants will have food and drink available for them during the lunch hour when we are planning to run these focus groups. We should discuss the possibility of food/snack donation with the restaurant when requesting to reserve these rooms. If no donation is possible we should utilize the funds, not to exceed \$100.00 in total, from Council President Graziano’s office to provide snacks. If a restaurant does not work, we should then look to use the public library on Westover Hills Blvd. or a resident’s home.

Student Roles

Two students will be tasked with facilitating each focus group. One student will play the main moderator role and the other will be the primary note taker and time keeper for the session. Both students should be prepared to speak to clarify questions and respond to participant requests that may arise throughout the focus group session. Both students should have good interviewing skills and be capable of interacting with participants without showing any bias (Creighton, 2005). Students should dress professionally and arrive at the location at least half an hour early to greet all participants. Before conducting a focus group, students should review Omni Institute’s Focus Group Toolkit (<http://www.omni.org/docs/FocusGroupToolkit.pdf>) specifically the “difficult situations” section starting on page 20.

Questions

This section includes 12 possible open-ended questions that could be utilized in the focus groups. Through student and instructor input, these questions (and possible others) should be ordered from most important to least important. The top five questions should definitely be asked at both focus groups conducted.

Moderators should have a list of all of these questions with them at the focus group in case consensus quickly develops on the established five questions and there is time to move along. Note: In all questions “neighborhood” refers to both the residential and commercial portions of Westover Hills.

These are the questions that will be used.

What do you like most about your neighborhood?

What do you want Westover Hills and this commercial corridor to look like in 5 years? In 10 years?

How would you describe the “character” of the neighborhood?

How often do you shop locally on this corridor? For what types of items?

How would you “brand” the Westover Hills Commercial Corridor?

What types of businesses would you most like to see fill the vacant buildings along the corridor? Why?

These are not.

Is Westover Hills a destination for shoppers from the neighborhood? From outside the neighborhood?

What is the biggest thing missing from the commercial corridor? What in your opinion would make it more of a destination?

Do you feel safe walking along the commercial corridor during the day? Why or why not? Do you feel safe walking along the commercial corridor at night? Why or why not?

If you could change one thing about the neighborhood, what would it be?

Where along the business corridor do you see the most need for improvement/development/upgrade?

What would you do to draw more attention to the amenities and assets of Westover Hills?

Detailed Agenda

Each of the focus groups is to be conducted from 11:00am to 12:00/12:30pm. I suggest a full 90 minutes for each focus group.

10:30am – Student facilitators arrive at location, prepare room and test recording equipment.

10:50am – Arrival of focus group participants. All participants should be provided name tags if they care to use them. (Note: Invitations should suggest participants arrive 10 minutes prior to the start of the session so that we can start promptly at 11:00am).

11:05am – Student facilitators welcome the group and briefly explain why we are conducting this research by using language from the course description and the letter provided by Council President Graziano.

11:10am – Introductions. Going around the table, focus group participants introduce themselves to one another, by stating their first name, where they live, and how they are associated with the Westover Hills Commercial District. Participants do not *have* to introduce themselves or wear a name tag if they don’t want to.

11:20am – Main student facilitator explains the “ground rules” (adapted from the Omni Institute’s tool kit) for the focus group:

There are no right or wrong answers to any of the questions being asked

Everyone’s opinions and ideas are important; both positive and negative

Women’s and men’s ideas should be represented and respected equally

Only one person talks at a time

Facilitator then asks if participants have any ground rules that should be added and adds them to the list if so.

11:30am – Focus group questions begin. Student facilitator guides the discussion and second student takes detailed notes of the conversation. Facilitator should be mindful to ask follow-up questions, let conversation develop and confirm responses of participants to make sure we are accurately hearing what they are saying. Approximately 10 minutes should be spent on each of the five established questions from the above list and note taker is responsible for keeping an eye on time.

12:20pm – Student facilitator notes that there are ten minutes left and asks participants if they have anything to share about the neighborhood that they think is important that wasn't discussed over the previous fifty minutes.

12:30pm – Student facilitator wraps-up the focus group and thanks participants for their participation.

Sample Invitation Letter/Email:

Dear _____,

We want your insight! You're invited to attend a focus group to discuss your thoughts about the future of the Westover Hills commercial corridor. Your assistance to graduate student researchers from VCU's Department of Urban and Regional Planning will be most helpful as we establish a plan for revitalization of this historic commercial district.

We are conducting this plan upon the request of City Council President Kathy Graziano, the Westover Hills Neighborhood Association and the Walks at Westover Merchants Association.

What: Focus Group for the Revitalization of the Westover Hills commercial corridor

When: _____ from 11:00am until 12:30pm

Where:

food and drinks provided

Please RSVP to _____ by _____. We hope to see you soon.

Sincerely,

VCU Urban Commercial Revitalization Class

Focus Group Summary

Two focus groups were conducted for the Westover Hills Commercial Corridor, which is bordered by Devonshire Rd. on the North and Clarence St./Dunston Ave. on the South; 47th St. on the East, and Jahnke/Prince Arthur Rd. on the West. One was composed of residents that lived North of Forest Hill Avenue, the other of residents that lived to the South. Among the attendees, were officers and members of the Westover Hills Neighborhood Association and both long- and short-term residents. Focus Group participants were invited because they were active members of the community.

This document summarizes the attitudes that were shared among participants in both groups, and also demonstrate the differences in opinions that arose. The questions posed to participants concerned shopping habits, perception safety, opinions of the commercial district, and recommendations for future improvements. The most common recommendations were aesthetic enhancements, neighborhood modifications, and opening new, locally owned establishments that would draw a greater customer base.

Participants in both meetings stated that they liked the restaurants in the area. O'Toole's pub and Taza coffee shop were specifically mentioned. Residents generally appreciated the "neighborhood feel" of the area, but agreed that it is not recognized as a viable shopping district. CVS, local restaurants, and the library are all regularly visited by residents for convenience goods, but specialty items are not available in the corridor. Both groups strongly agreed that the area lacks the aesthetic appeal necessary for success. Some factors discussed are vacancy and lack of desirable shopping options; participants in both focus groups were curious as to the success of local businesses.

Residents in both groups repeatedly expressed a desire to make the area more eclectic, but some hoped to keep it a secret; primarily supported by local residents. The neighborhood is held in much higher regard than the shopping district and participants agreed that the commercial corridor should reflect the diversity of the area – quirky and clean, with colorful facades; eliminating the current "mismatch" and lack of character. Both groups suggested moving Taza coffee shop to the front of the building it currently occupies. The possibility of corporate restaurants or stores was frowned upon; residents want to see local entrepreneurs with unique ideas; residents cited Carytown and Bellevue

as local corridors to imitate.

When asked what kind of businesses they hoped to see in the area, grocery stores made the top of the list. Support for a week-long farmers' market and/or a specialty food store arose from both groups, as did suggestions for a bait shop, bicycle shop, and sports/outdoors store. Residents felt that the commercial district could capitalize on the river and the South of the James Farmers' Market to fill the vacant buildings. Residents envision the future of the corridor as safe and pedestrian-oriented; lined with street trees and colorful building facades; and filled with eclectic, locally-owned shops.

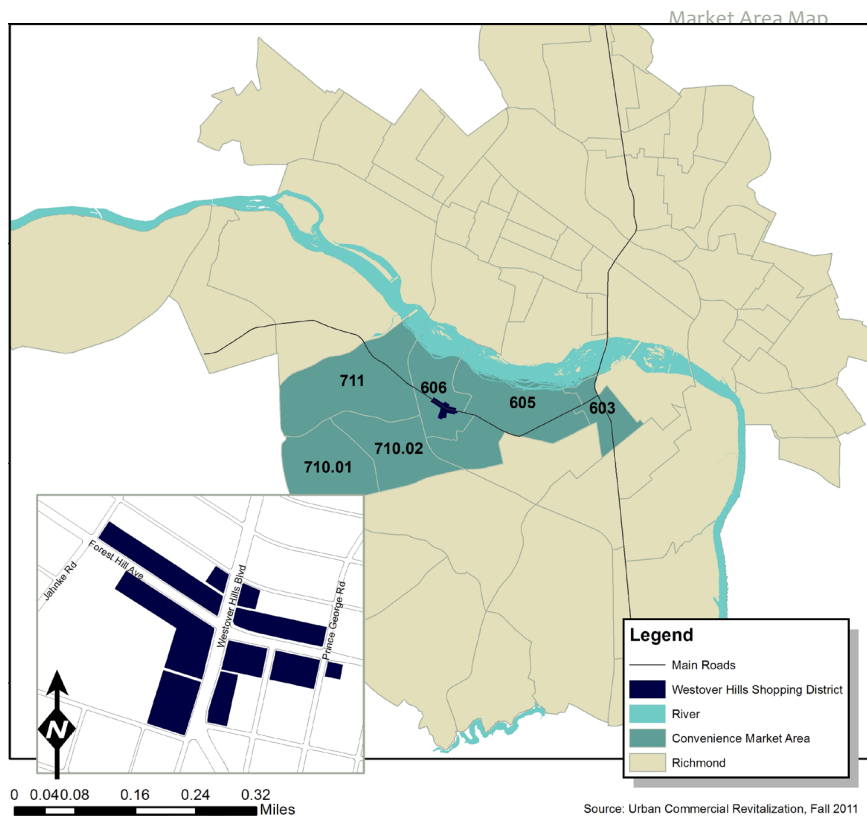
The opinion of public safety among the participants was positive, at least during the day. Members of both groups felt fairly safe, but cited panhandling in the area as a growing problem. The Exxon station and 48 Hours store were both perceived as unsafe places by some participants. Aesthetic improvements were suggested as a way to improve the perception of security. Busy roads and crosswalks, and street lighting were also brought up as safety issues.

Although there was generally consensus between participants, some strong differences presented themselves. Residents from the North side of Forest Hill Avenue saw the South side as an undesirable area; some did not even consider the South side as part of the commercial corridor. Participants differed in their opinion of the safety of the corridor at night, as well as the safety of the Exxon gas station. Disagreement also arose concerning the commercial draw of the district. Some support making it a regional shopping destination, but others would like to see it supported locally and kept a secret.

There is extensive support for local business, and much agreement on what kinds of establishments should fill the area. All residents want to watch the district thrive financially, and have similar opinions on the approach that should be taken.

APPENDIX C: RETAIL MARKET ANALYSIS

MARKET AREA



Market Area Demographics

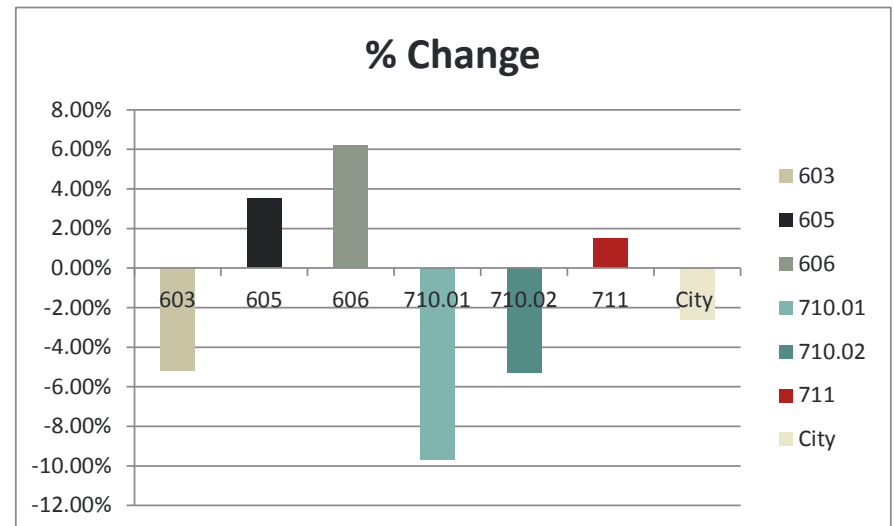
For the purposes of this analysis, the market area is defined as those Census tracts within a five-minute drive time from the Westover Hills Shopping District. The market area consists of six Census tracts: Tract 603, Tract 605, Tract 606, Tract 710.01, Tract 710.02 and Tract 711. The demographics of this area help paint a picture of the potential shopper, in other words it begins to describe the market that the district can capture. The following is a snapshot of important demographic trends and conditions in the Westover Hills market area.

POPULATION TRENDS 1990 – 2000

Generally, the population in the market area has been stable over time. Between the years 1990 and 2000 the market area experienced a slight decline in population, a loss of 1.6%, which was less than the overall rate of decline for the City at -2.6%. However, during this time there were pockets of growth and decline within the market area (see Chart 1). Tract 710.01 experienced the highest rate of decline, at -9.7%, while Tract 606 had the most growth at a positive growth rate of 6.2%. Tracts 603 and 710.02 also experienced decline, while Tracts 605 and 711 gained population.

Recent estimates show that the market area's population is growing once again, with an estimated total population of 24,146 in 2009 or a 4.6% increase in total population from 2000 to 2009¹⁵.

Chart 1: Rate of Population Change 1990 – 2000



Source: Richmond City. City of Richmond 2000 Census Report #1. Richmond: Department of Community Development, 2001.

¹⁵ NOTE: 2005 – 2009 American Community Survey Data are based on a sample and are subject to sampling variability. The degree of uncertainty for an estimate arising from sampling variability is represented through the use of a margin of error. The value shown here is the 90 percent margin of error. The margin of error can be interpreted roughly as providing a 90 percent probability that the interval defined by the estimate minus the margin of error and the estimate plus the margin of error (the lower and upper confidence bounds) contains the true value. In addition to sampling variability, the ACS estimates are subject to non-sampling error. The effect of non-sampling error is not represented in these tables.

POPULATION BY AGE

The market area has a similar age distribution to that of the City, although the population in the market area is slightly older than that of the City. The market area has a lower percentage of children under the age of 19 than the City (21% versus 25%) and a slightly higher percentage of persons above 35 years (51% versus 48%). The largest cohort in both the City and the market area following the Under 19 age group is the 25 – 34 year age group, accounting for 20% and 18% of the population, respectively. The market area has a slightly lower percentage of 20 – 24year olds (7%) than the City (9%), although for both areas this is the smallest cohort.

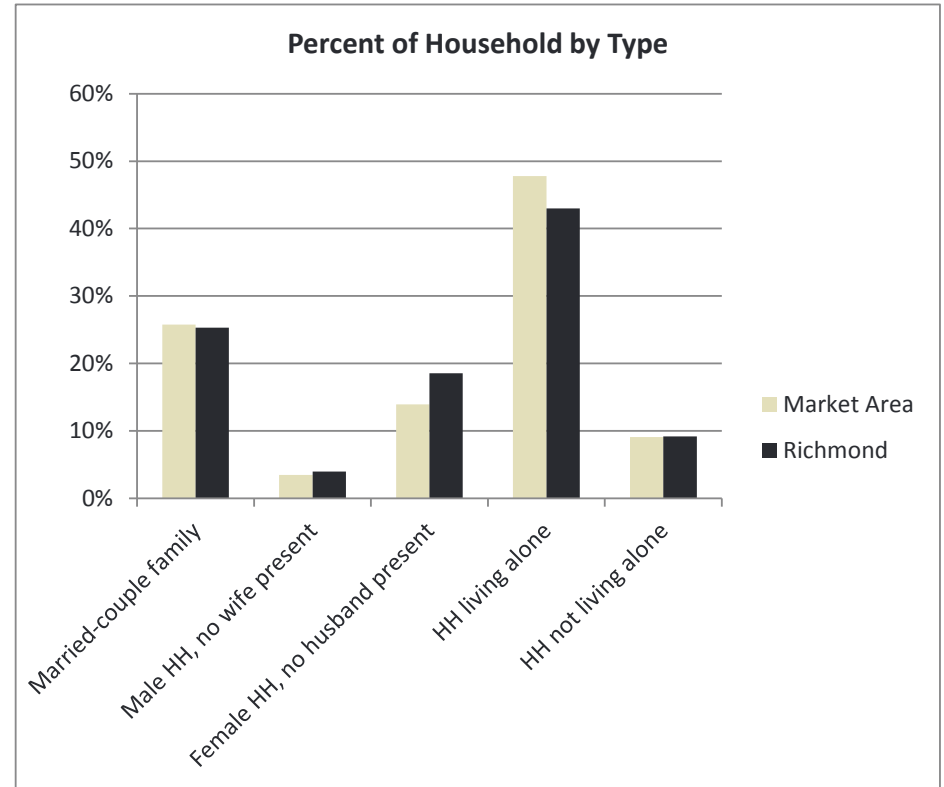
Similar to the findings of the 1993 Shopper Profile report, the southwestern portion of the market area has a greater percentage of young families, ages 25 – 34, many with children under 19 (see Chart 3). Likewise, as noted in the Shopper Profile report, the central and east-central area has the highest percentage of older residents, above 65 years, as well as the highest percentage of those in the 25 - 34 age groups. This mix suggests a continued trend of new families moving into the homes of older homeowners that are transitioning out, with many other older residents remaining.

Though the market area does have a slightly older population than the City, preliminary discussions with residents suggest that young families with children are an underserved market. In fact, across the district they are the second largest group.

HOUSEHOLDS

The market area consists of two main household types: Householder living alone (nearly 50%) and married couple families (25%). Compared to the City, the market area has a lower rate of single female-headed households with children (27% versus 21%). This again suggests that the area consists of families with children and older residents living alone.

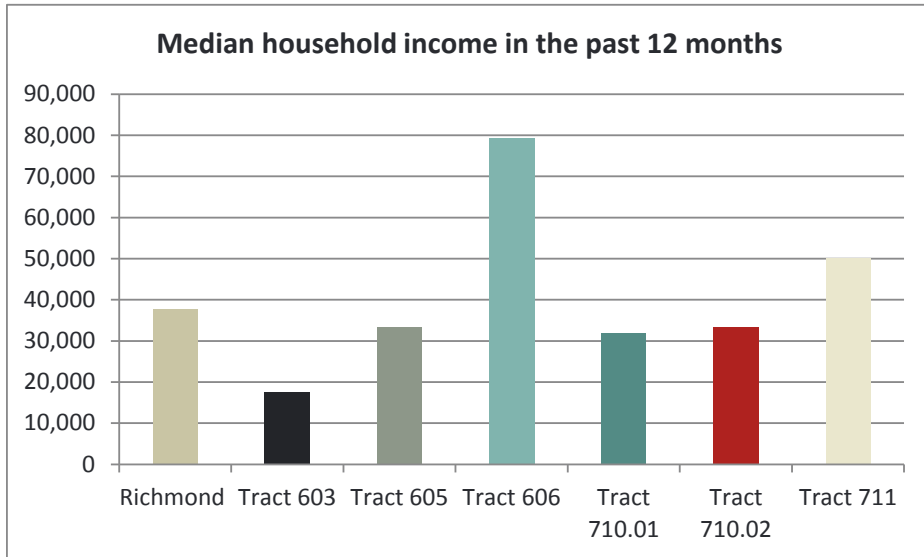
Chart 4: Percent of Household by Type, 2005 - 2009 American Community Survey



HOUSEHOLD INCOME

The average household income for the market area is \$40,956, which is much higher than the average income for the City of \$37,735. However, this number masks significant disparities in the median incomes across the market area (see Chart 5). The western areas have the highest median incomes, with Tract 606 representing 210% of the Richmond median income. The eastern area has the lowest median income, at 47% of the City average, with the central and south-western areas around 80% of the area median income.

Chart 5: Median Household Income by Tract, 2005 - 2009 American Community Survey



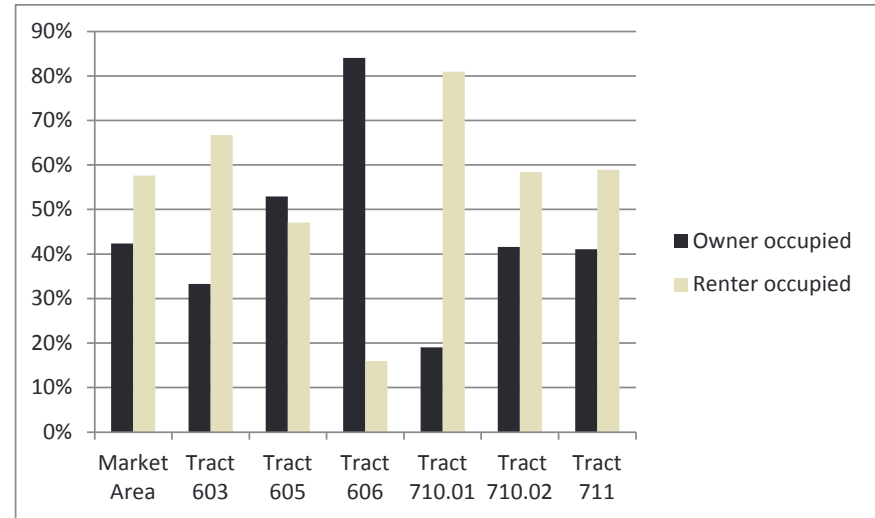
Median Household Income as a Percent of Area Median Income

Tract 603	47%
Tract 710.01	84%
Tract 710.02	88%
Tract 605	88%
Tract 711	133%
Tract 606	210%

TENURE

The market area has a mix of tenures, with a majority of the households (58%) being renter occupied. This is significantly higher than the City average of 52% renter-occupied housing. Again, this statistic looks different across the district, with Tract 606 having the highest rate of owner occupied housing (84%) and Tract 710.01 having the highest percentage of renter occupied housing (81%).

Chart 6: Housing Tenure by Tract, 2005 - 2009 American Community Survey



RACE AND ETHNICITY

The market area consists of primarily African American (48%) and White (43%) residents, with persons of two or more races (4%) and Asian (3%) residents being the next largest groups. Across the area there are differentiations, with Tract 606 being more than 85% White and Tracts 603, 710.01 and 710.02 being more than 58% African American. Tracts 605 and 711 are close to the average for the market area.

Chart 7: Population by Race and Ethnicity, 2005 - 2009 American Community Survey

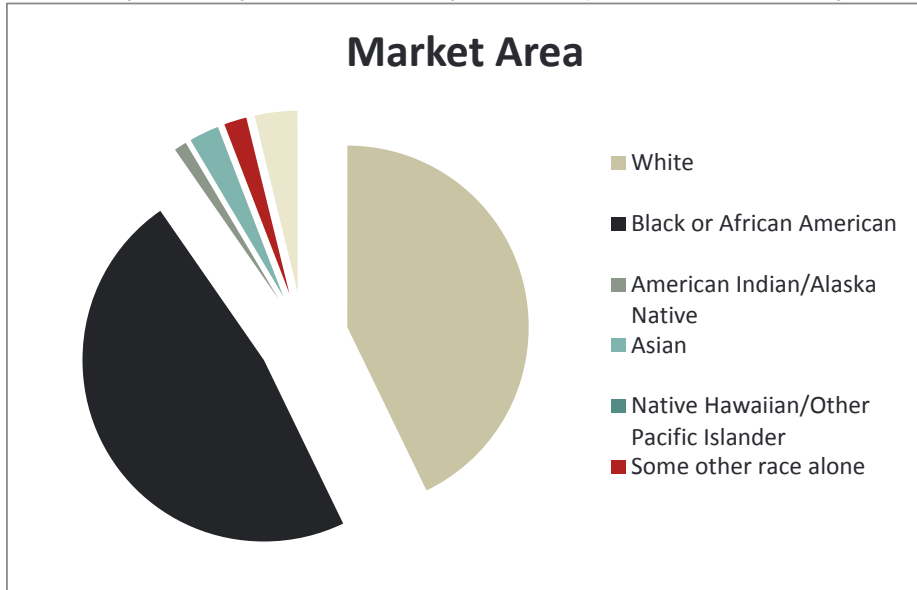
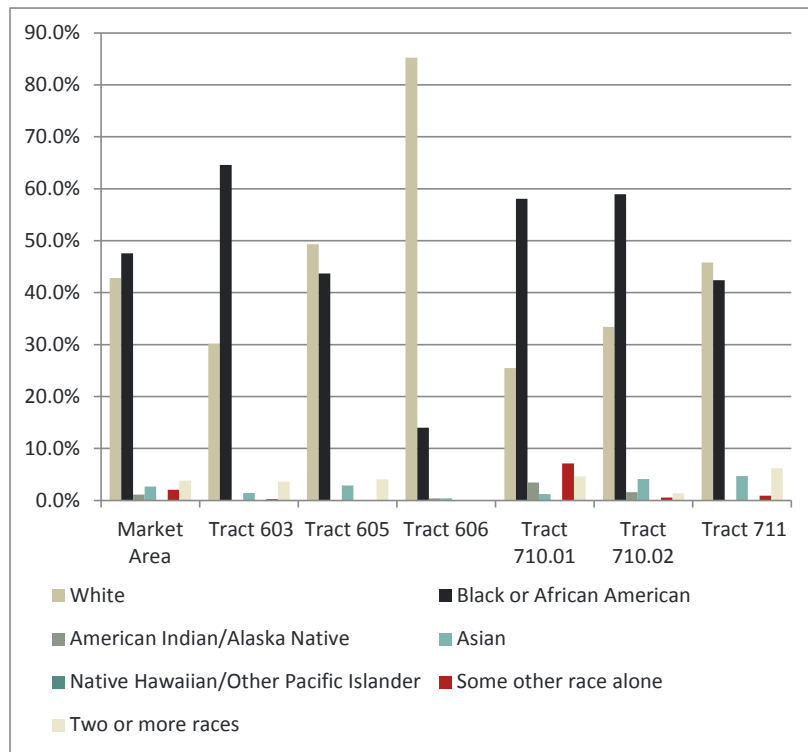
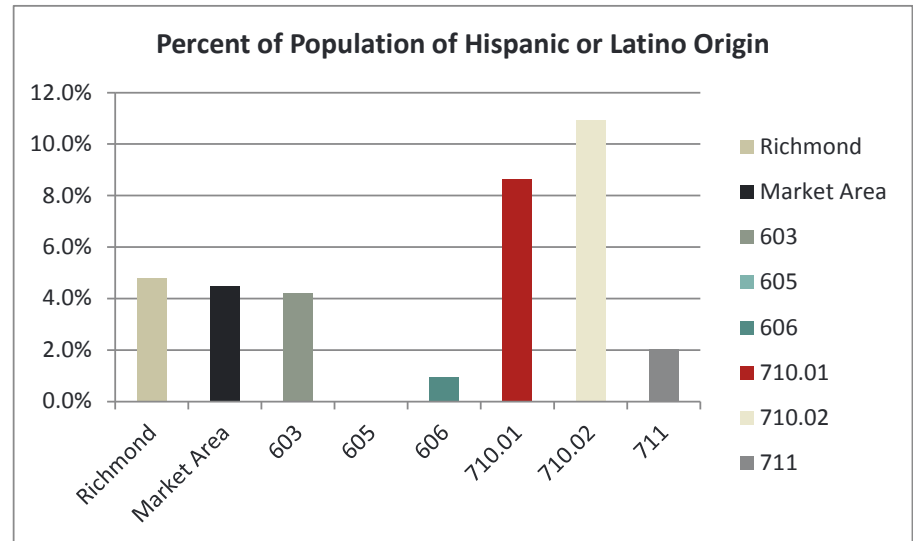


Chart 8: Population by Race/Ethnicity by Tract, 2005 -2009 American Community Survey

ETHNICITY

Persons of Hispanic origin make up a slightly higher percentage (4.8%) of the market area population than in the City as a whole (4.5%). The southwestern portion of the district has more than double the average of persons of Hispanic origin, representing 9% of the population in Tract 710.01 and 11% of the population in Tract 710.02. This reflects the recent trend of persons of Hispanic origin settling in the southern areas of the City and northern parts of Chesterfield County.

Chart 9: Percent of Population of Hispanic Origin by Tract, 2005 -2009 American Community Survey



Five Minute Drivetime: Estimated Annual Expenditures, Westover/Forest Hill Area, 2010

Category	Household Income Range		\$5000	\$10,000	\$15,000	\$20,000	\$30000	\$40,000	\$50,000	\$70,000	Commuters ²	Farmers Market ³	River ⁴	Potential Expenditure
			to \$9,999	to \$14,999	to \$19,999	to \$29,999	to \$39,000	to 49,999	to 69,999	and over ¹				
Average Annual Expenditures			18297	19909	24935	29158	35556	40616	47966	80708	35556	35556	35556	403813
Number of Households 2009			1064	993	721	1681	1245	1215	1680	2560	190	210	250	11809
Total Expenditures			19468008	19769637	17978135	49014598	44267220	49348440	80582880	206612480	6755640	7466760	8889000	510152798
Item														
Food at Home			2307816	2228292	1824851	4701757	3779820	4122495	6199200	13112320	337782	373338	444450	39432121
Grocery		0.65	1500080.4	1448389.8	1186153.15	3056142.05	2456883	2679621.75	4029480	8523008	219558.3	242669.7	288892.5	25630878.65
Convenience		0.25	576954	557073	456212.75	1175439.25	944955	1030623.75	1549800	3278080	84445.5	93334.5	111112.5	9858030.25
Specialty (Deli, Bakery, Open Air Market...)		0.1	230781.6	222829.2	182485.1	470175.7	377982	412249.5	619920	1311232	33778.2	37333.8	44445	3943212.1
Food away from home			961856	882777	836360	2035691	2299515	2578230	4391520	11084800	67556.4	74667.6	88890	25301863
Sit Down Restaurants		0.25	240464	220694.25	209090	508922.75	574878.75	644557.5	1097880	2771200	16889.1	18666.9	22222.5	6325465.75
Fast Food		0.75	721392	662082.75	627270	1526768.25	1724636.25	1933672.5	3293640	8313600	50667.3	56000.7	66667.5	18976397.25
Alcoholic beverages			140448	127104	114639	292494	378480	400950	764400	1863680	33778.2	37333.8	44445	4197752
Household Operations			302176	375354	329497	818647	764430	866295	1559040	4864000	202669.2	224002.8	266670	10572781
Personal services		0.65	196414.4	243980.1	214173.05	532120.55	496879.5	563091.75	1013376	3161600	131734.98	145601.82	173335.5	6872307.65
Other household expenses		0	221312	282012	261002	633737	586395	637875	1086960	2974720	67556.4	74667.6	88890	6915127
Laundry		0.25	55328	70503	65250.5	158434.25	146598.75	159468.75	271740	743680	16889.1	18666.9	22222.5	1728781.75
Dry Cleaners		0.1	22131.2	28201.2	26100.2	63373.7	58639.5	63787.5	108696	297472	6755.64	7466.76	8889	691512.7
Housekeeping supplies														
Laundry and cleaning supplies			97340.04	98848.185	107868.81	196058.392	177068.88	148045.32	241748.64	619837.44	27022.56	29867.04	35556	1779261.307
Other household products			97340.04	158157.096	125846.945	343102.186	265603.32	345439.08	483497.28	1239674.88	40533.84	44800.56	53334	3197329.227
Postage and stationary			77872.032	79078.548	71912.54	196058.392	177068.88	148045.32	322331.52	826449.92	27022.56	29867.04	35556	1991262.752
Housekeeping furnishings and equipment			596904	483591	506142	1250664	1264920	1351080	2321760	6837760	0	0	0	14612821
Household textiles		0.1	59690.4	48359.1	50614.2	125066.4	126492	135108	232176	683776	0	0	0	1461282.1
Furniture		0.1	59690.4	48359.1	50614.2	125066.4	126492	135108	232176	683776	0	0	0	1461282.1
Floor coverings		0.1	59690.4	48359.1	50614.2	125066.4	126492	135108	232176	683776	0	0	0	1461282.1
Major appliances		0.1	59690.4	48359.1	50614.2	125066.4	126492	135108	232176	683776	0	0	0	1461282.1
Small appliances, miscellaneous housewares		0.3	179071.2	145077.3	151842.6	375199.2	379476	405324	696528	2051328	0	0	0	4383846.3
Miscellaneous household equipment			278768	219453	193949	571540	540330	594135	971040	3146240	0	0	0	6515455
General Hardware		0.2	55753.6	43890.6	38789.8	114308	108066	118827	194208	629248	0	0	0	1303091
Garden/Florist		0.1	27876.8	21945.3	19394.9	57154	54033	59413.5	97104	314624	0	0	0	651545.5
Apparel and services														
Men and boys			175560	178280.052	93010.593	349893.661	381064.278	342630	542640	1809920	67556.4	74667.6	67556.4	4082778.984
Women and girls			457520	464608.619	202275.465	629022.312	628528.331	646380	1174320	2775040	114845.88	126934.92	114845.88	7334321.408
Children under 2			74480	75633.961	45150.774	117941.684	104754.722	106920	144480	325120	13511.28	14933.52	13511.28	1036437.220
Footwear			226632	230143.339	126422.166	367584.914	423573.441	376650	467040	1108480	54045.12	59734.08	54045.12	3494350.180

	Other Apparel Prod. & Services		100016	88377	115360	213487	173055	204120	280560	1369600	0	0	0	2544575
	Alterations/Shoe Repair	0.15	15002.4	13256.55	17304	32023.05	25958.25	30618	42084	205440	0	0	0	381686.25
	Jewelry/Watches	0.85	85013.6	75120.45	98056	181463.95	147096.75	173502	238476	1164160	0	0	0	2162888.75
Five Minute Drive time: Estimated	Household		5000	10000	15000	20000	30000	40000	50000	70000	Commuters	Farmers	River	Potential
Annual Expenditures, Westover/ Forest Hill Area 2010 (continued)	Income Range										Market			Expenditure
Category	Average Annual Expenditures		18297	19909	24935	29158	35556	40616	47966	80708	42165	42165	42165	423640
	Number of Households 2009		1064	993	721	1681	1245	1215	1680	2560	38.5	38.5	38.5	11274.5
	Total Expenditures		19468008	19769637	17978135	49014598	44267220	49348440	80582880	206612480	1623352.5	1623352.5	1623352.5	491911455.5
Transportation														
	Vehicle purchases (net outlay)		479864	522318	634480	2664385	2665545	2781135	4013520	11950080	0	0	0	25711327
	Cars and trucks, new	0.3	0	76461	174482	889249	1024635	1410615	1681680	6364160	0	0	0	11621282
	Cars and trucks, used	0.6	479864	445857	459998	1749921	1541310	1303695	2220960	5376000	0	0	0	13577605
	Other vehicles	0.1	0	0	0	25215	99600	66825	109200	207360	0	0	0	508200
	Gasoline and motor oil		962920	972147	902692	2610593	2339355	2614680	4124400	7820800	0	0	0	22347587
	Maintenance and repairs		308560	345180.914	415359.144	340513.207	347134.578	365240.843	304403.244	3215360	0	0	0	5641751.931
	Parts & tires		0	0	0	0	0	0	0	0	0	0	0	0
Public transportation			156408	128097	132664	371501	338640	348705	682080	2585600	0	0	0	4743695
Health care														
	Medical services		131936	229383	240093	937998	733305	675540	1236480	3031040	0	0	0	7215775
	Nursing home	0.15	19790.4	34407.45	36013.95	140699.7	109995.75	101331	185472	454656	0	0	0	1082366.25
	Medical facility	0.85	112145.6	194975.55	204079.05	797298.3	623309.25	574209	1051008	2576384	0	0	0	6133408.75
	Prescriptions & Drugs		131936	229383	240093	937998	733305	675540	1236480	3031040	0	0	0	7215775
	Non- prescription	0.5	65968	114691.5	120046.5	468999	366652.5	337770	618240	1515520	0	0	0	3607887.5
	Prescription	0.5	65968	114691.5	120046.5	468999	366652.5	337770	618240	1515520	0	0	0	3607887.5
	Medical supplies		40432	54615	52633	147928	139440	116640	169680	494080	0	0	0	1215448
Entertainment														
	Fees and admissions		117040	108237	98056	274003	363540	419175	840000	3233280	0	0	0	5453331
	Video rental	0.5	58520	54118.5	49028	137001.5	181770	209587.5	420000	1616640	0	0	0	2726665.5
	Sports/Recreation	0.25	29260	27059.25	24514	68500.75	90885	104793.75	210000	808320	0	0	0	1363332.75
	Clubs/Community Center	0.25	29260	27059.25	24514	68500.75	90885	104793.75	210000	808320	0	0	0	1363332.75
	Television, radios, sound equipment		484120	522318	464324	1158209	999735	1103220	1747200	3509760	0	0	0	9988886
	Electronics	0.6	290472	313390.8	278594.4	694925.4	599841	661932	1048320	2105856	0	0	0	5993331.6



	Music Products	0.4	193648	208927.2	185729.6	463283.6	399894	441288	698880	1403904	0	0	0	3995554.4
	Other Entertainment, Equipment & Services		81928	113202	52633	248788	207915	183465	540960	2027520	0	0	0	3456411
	Pets, toys, and playground equipment		225568	230376	245140	642142	550290	622080	1016400	2588160	0	0	0	6120156
	Reading/Bookstore		31920	41706	38213	110946	97110	94770	157920	427520	0	0	0	1000105
Personal care products			288344	246264	242256	657271	516675	588060	949200	2467840	0	0	0	5955910
	Beauty	0.6	173006.4	147758.4	145353.6	394362.6	310005	352836	569520	1480704	0	0	0	3573546
	Barber	0.3	86503.2	73879.2	72676.8	197181.3	155002.5	176418	284760	740352	0	0	0	1786773
	Products	0.1	28834.4	24626.4	24225.6	65727.1	51667.5	58806	94920	246784	0	0	0	595591
Education			928872	470682	275422	663995	559005	580770	1078560	5752320	67556.4	74667.6	2066124.8	12517974.8
Tobacco products and smoking supplies			355376	311802	248024	630375	500490	524880	692160	826880	40533.84	44800.56	1239674.88	5414996.28

1 Expenditure percentage reflects 1/3 of the income group \$60,000 to 74,999 added to the group \$75,000+

2 The number of commuters is derived from VDOT traffic counts using averages of the segments of Forest Hill Avenue and Westover Hills Boulevard within the commercial corridor. A capture rate of 0.5% was used to determine the number of commuters who shop in the area. Income level is the median income level for the City of Richmond

3 The number of Farmers Market Visitors was based on information from Councilwoman Graziano's office. A capture rate of 0.5% was used to determine the number of visitors who shop in the area. Income level is the median income for the City of Richmond.

4 The number of River/Park Visitors was based on an estimation of 250,000 visitors for the area near Westover Hills. This number was derived from an estimation of the total park visitors a year divided by the total number of entrances, three entrances (43rd Street, Reedy Creek, and Pump House) were identified as near Westover Hills. A capture rate of 0.1% was used to determine the number of visitors who shop in the area. Income level is the median income for the City of Richmond.

Potential New Uses Based on Market Analysis

The combination of the convenience goods market, the shopper’s goods market, commuters and the large number of visitors to both the South of the James Farmers Market and the nearby James River Park access points provide opportunity for the addition of several new businesses within the Westover Hills commercial corridor. Based on the unmet demand calculated in the market analysis and the existing establishments in the Westover Hills Commercial Corridor some of the new supportable uses include Personal Services, Household Products, Laundry and Cleaning Supplies, Entertainment, Convenience Grocery, Jewelry store, and a Specialty Food store. The table below shows the unmet demand categories for the entire market area based on potential new supportable units.

WESTOVER HILLS UNMET DEMAND			
HIGH LEVEL OF UNMET DEMAND		MODERATE LEVEL OF UNMET DEMAND	
CATEGORY	POTENTIAL NEW UNITS	CATEGORY	POTENTIAL NEW UNITS
Music Products	29.6	Convenience	4.7
Personal Services	23.2	Jewelry/Watches	4.5
Other Household Products	19.1	Clubs Community Center	4.3
Education	14	Medical Supplies	3.6
Tobacco Products and Smoking Supplies	12.2	Video Rental	3.3
Laundry & Cleaning Supplies	11	Household Textiles	2.7
Other Entertainment, Equipment & Services	10.9	Specialty (Deli, Bakery, Open Air Market, etc.)	2.4
Laundry	7.7	Postage & Stationary	2.3
Gasoline & Motor Oil	6.9	Alterations/Shoe Repair	2.2
Pets, Toys and Playground Equipment	6.9	Electronics	2
Medical Facility	6.4	Major Appliances	1.8
Barber	6.1	Small Appliances, Miscellaneous Housewares	1.5
		Cars & Trucks, new	1.3

Business Development Interviews

Several types of potential businesses were identified as future possibilities for Westover Hills. The business types include: Music Stores, Housewares Retailers, Specialty Foods Markets, Specialty Foods-Personal Services, Neighborhood Dining, a Cigar Bar, and a Consignment store.

1. Merchants of similar types in the Richmond region were contacted and the following questions were asked:
2. What would be key factors in choosing a new location for your business?
3. Where do your customers typically come from? What are they like?
4. What kind of population base is required for a business like yours to be successful?
5. How large of a commercial space would you need for a location to be worthwhile?
6. Are you familiar with the Westover Hills Shopping area? Would this be a place you might consider for locating a business like yours? Why (not)?

Galaxy Diner

Galaxy Diner is a neighborhood restaurant that is located in Carytown at 3109 West Cary Street. This restaurant offers a variety of food on its menu such as hot dogs, hamburgers, pancakes, eggs, deserts and much more. As a result of the variety of food and prices, the manager indicated that there is a wide range of customers. Those customers range from college students, locals, and higher income shoppers. The customer age base mostly ranges from 25 to 35 and probably do not make more than \$30,000.

The location of Galaxy Diner is beneficial for business because hotels like the Jefferson help direct visitors to Carytown, which provides additional foot traffic for the restaurant. Its close proximity to other destination retail shops also makes this location ideal. The manager cited the lack of available parking as one unfavorable aspect of the current location. To better accommodate customers, the merchant of Galaxy Diner rents out parking spaces. No indication of plans to re-locate or expand was made. If such plans were in place, the new building must have at least 1500 square feet. Lack of familiarity with the Westover Hills Shopping District, made the manager unable to answer

it would be a good place to locate a business like Galaxy Diner.

Private Stock Cigar & Wine Company

Private Stock Cigar & Wine Company is a store that offers wines from all over the world, including a large selection from Virginia, a diverse selection of cigars, and a selection of beer. Private Stock Cigar & Wine Company entices customers in by offering a large selection of wine, cigar, and beer at a reasonable prices. They also have in-store wine tastings, as well as, in-home and corporate wine and beer tasting events. There are two locations, one in the West End and one on North Side.

The key factors in choosing a new location for Private Stock Cigar & Wine Company would be the demographic of the area and inexpensive rent per square footage. Private Stock Cigar & Wine Company is presented as a “neighborhood” store, those residing around the locations also serve as customers. Customers range from early twenties to middle-aged to elderly. In order for a prospective location to be deemed worthwhile for Private Stock Cigar & Wine Company it must be 1800 to 2000 square feet.

Private Stock Cigar & Wine Company is familiar with the Westover Hills Shopping District and has already had a location there. Once the recession took full effect though, business went down and the area could no longer support the need for the location.

Havana 59

Havana 59 is a Cuban restaurant located in Shockoe Bottom. In addition to fresh authentic Cuban cuisine, they also offer live music and salsa lessons. They are currently only opened for dinner and drinks. Havana 59 offers two patios for private events and banquets. In addition to their dinner, drinks, and weekly specials menu, they have a thorough menu for wines and cigars.

The key factors for Havana 59 choosing a new location are the demographics. They take the population, sex, age, and income levels of the residents within a 5 miles radius. Most of their customers come from the surrounding area of downtown, but many travel from Short Pump, Midlothian, and other locations similar in distance. The population base that is appealing for Havana 59 is more men than women, with the age range of 28-55, and income level of at least 60k

per household.

Havana 59 is familiar with the Westover Hills Shopping District but is not interested in expanding at that location due to lack of population income and that it is not a “growing area”.

Specialty Foods – Personal Services

Specialty Foods-Personal Services is a unique business model that combines specialty food at home with a personal service such as meal preparation and cooking lessons. Two businesses were identified in the Richmond area that fit this category. Dream Dinners and The Dinner A’Fare are the two businesses that were identified in the Richmond region. Both of these specific businesses are franchises, while Westover Hills may not be an appropriate location for these specific franchises, which have very explicit location requirements, there is still opportunity for an independent entrepreneur to locate a business of this type within the Westover Hills Commercial District.

Dream Dinners is located in the Woodlake Commons shopping center in Midlothian. Dream Dinners provides a kitchen space, the ingredients and tools necessary to prepare several meals, Dream Dinners is as much about the experience and learning new recipes as it is about the meals you take home with you at the end of the day. The Dream Dinners franchise “typical customer” are working or busy women, between 25 and 54 years of age. Their family income is in the middle to upper-middle range and they have school-aged children with whom they are active. The owners of the Woodlake Commons Dream Dinners would not disclose if they are planning to expand in the near future and purchase another franchise in the Richmond area.

The Dinner A’Fare, formerly My Girlfriend’s Kitchen, is very similar to Dream Dinners. The Dinner A’Fare provides customers with a gourmet kitchen and all of the ingredients and tools to prepare a variety of meals at one time for them to then take home. The Dinner A’Fare franchise plays a large role in the selection of the location for each of its franchisees. Stores will not be opened too close to other locations to avoid competition between any two franchises; further research would have to be done to determine if Westover Hills is located within the same “territory” as the Midlothian location. When determining if a location is appropriate the following factors are looked at: surrounding

neighborhood demographics, traffic counts, and proximity to major roads. Locational territories must have a population over 100,000 people with median household incomes at \$70,000 or greater. These franchises traditionally locate in upscale retail properties and the typical customer includes upper-middle class families. The base retail space needed for this business is 1,500 square feet.

Music Instrument Retailer

An interview was conducted with the owner of a musical instrument retailer that also provides music lessons. The store sells new and used instruments, specifically guitars, drums and keyboards. They are located in downtown Richmond and in Carytown. Key factors in choosing a location include high foot traffic, visibility, and a surrounding neighborhood that provides a market for services, specifically college and under-18s.

The location downtown is not surrounded by neighborhoods, but has become a destination for greater Richmond due to extensive advertising. The location in Carytown has high foot traffic but the owner regrets the expansion due to the high rental rates in the district. Half of sales are in-store and the other half are online. The customer base is made up of children taking lessons, college students, and “pro” players who are looking for specialty items and vintage instruments.

The owner is not likely to expand for the next 3-5 years. A new location must have the above mentioned key factors and at least 1,000 sq feet of space for 3-5 lesson rooms. Music lesson space and a supporting market are a key component of a new location. The owner also expressed interest in locating next to a donut shop (Country Style Donuts was specifically named) because of the high foot traffic they can create.

Record Store

An interview was conducted with an owner of a record store in downtown Richmond. A new store would need to be located near a densely populated area, a “youth center” and have good parking; it should be in an urban area that can also generate foot traffic. The record store’s current customers currently come from the surrounding city neighborhoods like Church Hill, the Fan, Jackson Ward and the general VCU area.

Many customers are either in college or “guys in their 60s”. The customer base includes a wide range of ages and types of people but most are between 18-35 years old.

A new location does not need more than 600-800 sq feet of space. The owner said that he would “maybe” consider the Westover Hills District, especially given the influx of young people who are buying houses in the Westover Hills neighborhood.

APPENDIX D: ALPHABETICAL LIST OF RESOURCES

American Farmland Trust Tools for Farmer’s Market Managers (202)331-7300
Bureau of Labor Statistics Consumer Expenditure Survey Annual Reports: http://www.bls.gov/cex/csxreport.htm#annual
Business First Greater Richmond Strategic planning and consultation resources – sdunnigan@grpva.com http://www.businessfirstrichmond.com/blog/
Business Networking International-Central Virginia http://www.bniva.com/
C3: The Creative Change Center Resources, directory and consultation on innovative strategies to attracting and retaining businesses info@c3richmond.org
Central Virginia Co-Pilot Small business technical assistance (804) 783-9314
City of Richmond Hispanic Liaison Office Strategies for attracting minority businesses and engaging Hispanic residents (804) 646-0145
City of Richmond Neighbor to Neighbor Initiative Connecting organizations to sponsored service opportunities and resources for events (804) 646-7491
City of Richmond Office of Minority Business Development Minority business development resources (804)646-5947
City of Richmond Special Event’s Coordinator Assistance in developing and holding special events (804) 646-0524

Community College Workforce Alliance Trainings and resources for workforce development (804)523-2292
Dollars & Cents of Shopping Centers®/The SCORE 2008 ® Book Member Price: \$119.95 Non-Member Price: \$299.95 Provides income and expense data from approximately 800 centers in the United States and Canada. Latest Center-wide Income and Expenses - Includes detailed income and expense categories. - Contains reports on open-air and enclosed centers, organized by size. - Tracks income and expenses for convenience, community, regional and super regional centers. - Provides reports by region, center type and age, plus data on sales for centers in urban, suburban and rural locations. Retail Tenant Sales and Expenses - Covers sales and expenses for 200 types of retailers, drawn from over 20,000 stores. - Comprises data on new leases, anchor tenants and top tenant performers.
Go-Daddy Website Hosting Service www.godaddy.com
Greater Richmond Chamber of Commerce www.grcc.com Main Street Centre 600 East Main Street, Suite 700 Richmond, VA 23219 (804) 648-1234 (804)783-9370
Greater Richmond Partnership Regional economic and business development workshops and resources (804) 643 3227

<p>Greater Richmond Workforce Services Directory Human resources and recruitment (804) 648-1234</p>	<p>Marketing for Small Business: An Overview http://publications.usa.gov/USAPubs.php?PubID=175&PHPSESSID=ispaa1cvq609kgojpfudffmgp7</p>
<p>Hands on Greater Richmond Volunteer Network; training and Development (804) 330-7027</p>	<p>An overview of marketing concepts along with an extensive bibliography. Source: U.S. Small Business Administration Released: 2011</p>
<p>Henry Cobb (Mind-Movers LLC.) http://mindmovers.vpweb.com/ (804) 901-5114</p>	<p>Mount Joy Recruitment Brochure http://mainstreetmountjoy.com/documents/BusinessRecruitmentPackage.pdf</p>
<p>How to Write a Business Plan What you need to know to write a good plan at the start. It can save your business down the line.</p>	<p>New Visions, New Ventures The Women's Business Center; Center for Asset Building http://www.nvnnv.org/index.html (804) 643-1081</p>
<p>http://publications.usa.gov/USAPubs.php?PubID=173&PHPSESSID=ispaa1cvq609kgojpfudffmgp7 Source: U.S. Small Business Administration Released: 1993 Intuit Website Hosting Service www.websites.intuit.com</p>	<p>Planning and Goal Setting for Small Businesses: Learn about the "Management By Objectives" approach to running a business. http://publications.usa.gov/USAPubs.php?PubID=176 Released: 2011</p>
<p>IRS-Small Business Tax Products http://www.irs.gov/businesses/small/article/0,,id=101169,00.html Tax Calendar for Small Businesses and Self-Employed: Publication 1518 A Virtual Small Business Tax Workshop: Publication 1066C Tax Information for Small Business and Self-Employed Taxpayers: Publication 4667 Recognizing Illegal Tax Avoidance Schemes: Publication 3995 Small Business Tax Responsibilities: Publication 4591</p>	<p>Portland Recruitment Package http://www.portlandalliance.com/pdf/Retail%20Recruit%20Packet%20web.pdf Record Keeping in a Small Business: Basic advice on setting up a useful record keeping system. http://publications.usa.gov/USAPubs.php?PubID=178 Released: 1991</p>
<p>Kansas City Federal Reserve Bank: Succession Planning Guide: http://www.kansascityfed.org/publicat/community/bsg.pdf</p>	<p>REDC Community Capital Group Financing and services to small businesses (804) 780-3012</p>
<p>Libbie & Grove www.libbiegrove.com contact@libbiegrove.com</p>	

<p>Retail Merchants Association www.retailmerchants.com http://retailmerchants.com/upcoming-events.asp 5101 Monument Avenue Richmond, VA 23230 (804) 662-5500</p>	<p>Small Business Administration Industry Guide: Consumer Goods and Services http://www.sba.gov/content/consumer-goods-services Use this guide to help you comply with laws and regulations that apply to consumer goods and services businesses and the consumer goods and services industry.</p>
<p>Richmond Community Foundation Professional Development Awards (804) 330-7400</p>	<p>Small Business Advantage http://publications.usa.gov/USAPubs.php?PubID=179 Overview of services offered by the U.S. Small Business Administration. Small Business Sourcebook Edition 29: Released in 2008 Published by Gale</p>
<p>Richmond Retail Merchants Association Events, networking, and training workshops (804) 662-5500</p>	<p>More than 340 specific small business profiles and 99 general small business topics; small business programs and assistance programs in the U.S., its territories, and Canadian provinces; and U.S. federal government agencies and offices specializing in small business issues, programs and assistance. Entries include organization, institution, or product name; contact information, including contact name, address, phone, toll-free, and fax numbers; author/editor name, date(s), and frequency of publication; availability, including price; brief description of purpose, services, or content; company and/or personal e-mail addresses; and URL information.</p> <ul style="list-style-type: none"> • Published/Released: March 2012 • ISBN 13: 9781414469195 • ISBN 10: 1414469195 <p>Price: US \$681.00</p>
<p>Richmond SCORE Entrepreneur Education and Small Business Development www.score.org http://www.score.org/events?loclatlong=23220&lt=0&ln=0 400 N. 8th Street Federal Building Richmond, VA 23219 (804) 771-2400</p>	<p>Starting a Business in Richmond http://intranet.grpva.com/intranet/Business_Startups/richmond/richmond/index.htm</p>
<p>Richmond Times Dispatch www2.timesdispatch.com</p>	<p>Storefront for Community Design Design consultation services on a sliding price scale (804) 322 9556</p>
<p>Robins Foundation Grant Opportunities (804) 523-1142</p>	<p>Style Weekly Edwin Slipek www.styleweekly.com</p>
<p>Rocket Pop Media www.rocketpopmedia.com 2530 W. Main St. Richmond VA 23220 (804) 644-2525</p>	
<p>Sam Perry Consulting Small Business Website Consultants http://samperryconsulting.com</p>	

The Clay Christensen Group http://www.theclaychristensengroup.com 4621 Cutshaw Ave Richmond VA 23230 (804) 677-4508
The Community Foundation - Strategic Grant opportunity (804) 330-7400
The Market Umbrella http://themarketumbrella.com marketumbrella@yahoo.com
VCU Graphic Design Center John Malinowski: jmalinos@vcu.edu gdes@vcu.edu
Venture Richmond Information on events and promotion opportunities (804)788-6466
Virginia Community Capital, Inc. Financing and loans for community and economic development (804)344-5484
Virginia Hispanic Chamber of Commerce Assistance attracting and engaging minority businesses (804) 378-4099
Virginia Small Business Development Centers http://www.viriniabdc.org/events.aspx
Virginia Small Business Financing Authority Program and application descriptions and resources. http://www.vdba.virginia.gov/vsbfa.shtml

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APPENDIX E: IMPLEMENTATION HANDBOOK

IMPLEMENTATION HANDBOOK

The table below outlines resources available to key stakeholders in the Westover Hills Commercial District. Each interest group is matched up with resources ranging from trainings, consultation, and marketing ideas to grant opportunities and liaisons to city services.

Stakeholders	Resources
Merchants Association	City's Hispanic Liaison Office- Assistance attracting and engaging minority businesses - (804) 646-0145
	City's Special Event's Coordinator - Assistance in developing and holding special events - (804) 646-0524
	Greater Richmond Partnership - Regional economic development and business development workshops and resources - (804) 643 3227
	C3: The Creative Change Center- Resources, directory and consultation on strategies to attracting and retaining businesses - info@c3richmond.org
	The Community Foundation - Strategic Grant opportunity- (804) 330- 7400
Neighborhood Association	City's Neighbor to Neighbor Initiative- Connecting organizations to sponsored service opportunities and resources for events - (804) 646-7491
	City's Hispanic Liaison Office - Strategies for engaging Hispanic residents - (804) 646-0145
	Venture Richmond- Event opportunities - (804)788-6466
Area Business Owners	Greater Richmond Chamber of Commerce - Technical assistance, business resources, networks, and training workshops - Solopreneur Program; Small Business Development Center; Small Business Online Toolkit; Courses & Workshops (804) 783-9370
	Richmond Retail Merchants Association - Events, networking, and training workshops - (804) 662-5500
	Central Virginia CoPilot - Small business technical assistance - (804) 783-9314
	Richmond SCORE - Entrepreneur education and small business development - 804-771-2400
	REDC Community Capital Group - Financing and services to small businesses - (804) 780-3012
	Greater Richmond Workforce Services Directory - Human resources and recruitment - (804) 648-1234
	Community College Workforce Alliance - Trainings and resources for workforce development - (804)523-2292
	Virginia Community Capital, Inc. - Financing and loans for community and economic development - (804)344-5484
	Business First Greater Richmond - Strategic planning and consultation resources - sdunnigan@grpva.com
SWMB Owners	New Visions New Ventures - The Women's Business Center; Center for Asset Building - (804) 643-1081
	Greater Richmond Chamber of Commerce - Technical assistance, business resources, networks, and training workshops - Solopreneur Program; Small Business Development Center; Small Business Online Toolkit; Courses & Workshops - (804)783-9370
	Virginia Hispanic Chamber of Commerce - Assistance attracting and engaging minority businesses - (804) 378-4099
	City of Richmond Office of Minority Business Development - Minority business development resources - (804)646-5947
	Richmond SCORE - Entrepreneur education and small business development - 804-771-2400
	Business First Greater Richmond - Strategic planning and consultation resources - sdunnigan@grpva.com
The Market Umbrella	American Farmland Trust - Tools for Farmer's Market Managers (promotional materials, resource library) - (202)331-7300
	Venture Richmond - Information on events and promotion opportunities - (804)788-6466
Local Non Profits ('Friends')	City's Neighbor to Neighbor Initiative - Connecting organizations to sponsored service opportunities and resources for events - (804) 646-7491
	Richmond Community Foundation - Professional Development Awards - (804) 330-7400
	Hands on Greater Richmond - Volunteer Network; training and Development - (804) 330-7027
	Robins Foundation - Grant Opportunities (804) 523-1142

Stakeholders	Resources
Property Owners	REDC Community Capital Group - Financing and services to small businesses - (804) 780-3012
	Virginia Community Capital, Inc. - Financing and loans for community and economic development - (804) 344-5484
	Storefront for Community Design - Design consultation services on a sliding price scale - (804) 322 9556
<i>Source: Urban Commercial Revitalization Class, Fall 2011.</i>	

Organization Recommendations

GOAL 1: BUILD MEMBERSHIP OF WESTOVER HILLS MERCHANT’S ASSOCIATION

Objective 1.2: Develop “Benefits of Membership” Packet

Example: Libby & Grove have specific advertising and networking benefits associated with membership. Once a business is a member they have access to all the group advertising in print sources such as Style Weekly, as well as radio and online.

Objective 1.3: Merchant Outreach

Example: Libby & Grove have a business liaison who is responsible for keeping up with new businesses that move in as well as current members.

GOAL 2: DEVELOP A STRATEGIC PLAN FOR THE WESTOVER HILLS MERCHANT ASSOCIATION

Objective 2.1: Conduct Annual Action Planning

How: See excerpt below from online documents. To access these resources please go to:

http://www.bonner.org/resources/modules/modules_pdf/BonCurActionPlanning.pdf

<http://managementhelp.org/freenonprofittraining/strategic-plan-framework.htm>

Excerpt from: Framework for a Basic Strategic Plan Document for a Nonprofit, © Copyright Carter McNamara, MBA, PhD, Authenticity Consulting, LLC

[NAME OF YOUR ORGANIZATION]

STRATEGIC PLAN for the period

[insert dates]

[insert date that plan was authorized by board by directors (in the case of a corporation)]

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Executive Summary

(Complete this section after you have finished the other sections of the plan document. The Executive Summary describes plan highlights to bankers/funders, board members, employees and other stakeholders. The Executive Summary should be one to two pages in length at most. It should include very concise descriptions of the most important information from the strategic planning process and its results. For example, include very brief descriptions of what’s in this document and how to use the document, strategic issues and goals, when the plan will be implemented, how the implementation will be monitored and by

whom, and any specific actions required by upper management.)

Board Authorization of Strategic Plan [in the case of a corporation]
 (Authorization designates board member’s approval of the strategic direction and action plans described in this strategic plan document.)

Name of Board Member: _____ Date Signed: _____

Name of Board Member: _____ Date Signed: _____

Name of Board Member: _____ Date Signed: _____

Name of Board Member: _____ Date Signed: _____

Name of Board Member: _____ Date Signed: _____

Name of Board Member: _____ Date Signed: _____

Organizational Description

This section should include information that will be informative, particularly to readers from outside of the organization.

- Brief overview of history of organization
- Description of major products and services
- Overview of major accomplishments and other highlights during history of organization

Mission Statement

The mission statement is a concise description of the purpose of the organization. It answers the question: Why does our organization exist? When answering this question, include the nature of your products and services, and the various groups of customers that buy the products and services. The mission statement should provide continued direction and focus to your plans and operations. Post your mission statement throughout your organization, on all stationery, in your plan documents, etc.

Your Mission Statement:

Vision Statement

The vision statement is an inspirational, compelling answer to the question: What do you hope for your organization and customers? Ideally, it should be written in a compelling, inspirational fashion. Post your vision statement throughout your organization. Your Vision Statement:

To read more please see:

- <http://managementhelp.org/freenonprofittraining/strategic-plan-framework.htm>
- For additional information on action planning, please see:
- http://www.bonner.org/resources/modules/modules_pdf/BonCurActionPlanning.pdf

Objective 2.2: Identify an Appropriate Structure for the Continued Growth of the Association

What: Example: Libbie & Grove have a new merchant elected each year for President, Vice President, Secretary and Treasurer. They also have merchants assigned to marketing and events committees.

GOAL 3: INCREASE REVENUE STEAMS FOR THE MERCHANT ASSOCIATION

Objective 3.1 Hold an Annual Fundraising Event

What: Possible events include: 1) A beer and bands event that would have space for local restaurants to sell/donate food and showcase local musical talent on one or two stages; 2) A coffee challenge event held on a Saturday morning that invited different local coffee shops to have tasting booths for their best roasts and blends; 3) A fourth of July festival and fireworks watching party hosted at Westover Baptist Church; 4) A local food festival to showcase all of the restaurants in the district in (possibly in conjunction with the South of the James Farmers Market). Each of these events has a different target audience, possible attendance and fundraising potential. When planning a fundraising event, have a target dollar amount (between \$1,500 - \$5,000 for Year 2; \$5,001 - \$10,000 for Year 3; \$20,000 by Year 5) and plan an event that will be able to pull in that amount based on audience and attendance.

How: See example from The Fundraising Authority in the next column.

Website:

<http://www.thefundraisingauthority.com/fundraising-basics/fundraising-event/>

The 10 Steps to a Successful Fundraising Event, by JOE GARECHT

Fundraising events are a popular form of fundraising. While they can be great money makers for an organization, they can also be time consuming and expensive. The success of events depends on careful planning. (Yes, you should have a written event plan for every event you hold!)

To help you ensure that your fundraising event is a winner, here are ten major components that you must incorporate into your event plan:

1. Purpose:

Before doing anything else, you must decide what the purpose of your event is. Is this truly a fundraising event? Or does it have other goals? Perhaps your organization may be hoping to raise money at the event, but the main function of the event is to gain publicity, or reach out to a new network. Many charitable events have more than one goal. Figuring out the details for your event will depend on knowing what goals you are trying to achieve.

2. Fundraising Goal:

In conjunction with the event host committee, organization staff, and key fundraisers, you must decide what amount of money you plan to raise at the event. If this is truly a fundraising event, then everything in the event plan will be geared to raising this specific amount of money. The amount you choose should be what you hope to net, that is, the amount you plan to raise after expenses are deducted.

3. Budget:

Every fundraising event plan should contain a complete budget listing all of the expenses that will be required to hold the event. Your budget should include staff, invitations, space rental, catering, entertainment, transportation, security, utilities, and anything else that will be required to make the event a success. Your budget should take into account your fundraising goal, ensuring that you raise that amount above and beyond all expenses. Be sure to leave a little extra room in your budget for unforeseen costs.

4. Leadership:

As part of your fundraising efforts, your event will most likely have a “host committee” and one or more “host committee chairpersons.” These people are responsible for contributing substantial amounts to the event and

encouraging others to do the same. The host committee is generally composed of wealthy donors, business leaders, or local celebrities. The host committee and chairpersons are not responsible for actually running the event, but are integral to ensuring that you reach your fundraising goals.

5. Target Audience:

Who is the target audience for your event? Is this a general fundraiser where everyone will be invited? Or is this event geared towards a specific group like business people, parents, or young professionals? In short, you must decide whom you will invite to your event.

6. Set – Up:

Your event staff should plan the event set-up well in advance. The set-up includes all of the particulars of the actual event: Where will it be? Will food be served? Will there be entertainment? What kind of dress will be required? What is the itinerary for the event?

7. Marketing:

Just like a new product, your event needs to be aggressively marketed to your target audience. You need to convince your supporters that your organization and event are worthy of their time and money. Draw up an entire marketing plan for the event. Possible methods of “getting the word out” include: using your non-profit’s fundraising network, mailed invitations, direct mail, phone banks, word of mouth and the event host committee.

8. Sales:

Once you market your event, there must be a procedure in place for making the actual ticket sales, or accepting donations for the event. You must decide whether there will be different contribution levels for the event (such as a flat ticket charge, an extra charge to be invited to a V.I.P. reception in addition to the event, etc.). You must decide who will sell the tickets, how they will be shipped or delivered, and who will be responsible for organizing the incoming information.

9. Practice:

While you probably won’t need a full run-through of your event, it is essential that everyone who is working the event know, ahead of time, what their responsibilities are, where they should be during the event, and how the event

is going to “flow.” If you are having a large or unusual event, the key event staff may want to have a practice run to make sure that your operation is running smoothly.

10. Thank – You:

One of the most oft heard complaints from contributors to charitable fundraising events is, “They never even said ‘thank-you.’” Ditto for your event volunteers. Make sure that the organization takes the time to send thank-you notes to everyone who is involved in your event, including contributors, volunteers, staff and vendors. Keep your donors happy... you’re probably going to be asking them for another donation sometime down the road.

The Fundraising Authority content and design © 2011 by Joe Garecht. All rights reserved.

For more examples, please see How to Plan a Fund-Raising Event, at http://www.ehow.com/how_135538_fund-raising-event.html

Example: Libbie & Grove get technical assistance from the Richmond Retail Merchants Association and some funding capacity as well for events.

Objective 3.2 Create an Annual Fundraising and Budget Plan

Why: Main Street Communities with full time staff have an annual budget ranging from \$70,000 - \$120,000¹; at least a third of these budgets go to staffing. A realistic goal budget for the merchants association based on current budgeting practices would be between \$7,000 and \$20,000 for year one with an ideal operating budget to reach \$30,000 by year three and \$75,000 by year five. A diversity of funding sources is also recommended in order to maintain stability. Operating off of the 30/30/30 plan, meaning that 30% from membership, 30% from private donors and 30% from public/city funds is ideal.

¹ Main Street Frequently Asked Questions. Portland Main Street. http://www.pdc.us/pdf/bus_serv/mainstreet/Main-Street-FAQ.pdf. Accessed November 11, 2011.

Business Development Recommendations

GOAL 1: SUPPORT EXISTING BUSINESSES

Objective 1.1: Hold Business Improvement Seminars and Workshops

Potential Partnering Organization:

SCORE:

<http://www.score.org/events?loclatlong=23220<=0&ln=0>

Virginia Small Business Development Centers:

<http://www.virginiabdc.org/events.aspx>

Business First Richmond:

<http://www.businessfirstrichmond.com/blog/>

New Visions, New Ventures:

<http://www.nvvn.org/index.html>

Option 1: Create an Event Calendar

The Business Development Committee can create and update a business development event calendar for all training workshops, seminars and other educational events for businesses around the Richmond region. This event calendar will be published on the Merchant's Association Website (See Promotions Goal 4, Objective 4.2), and print copies will also be made available at the Westover Hills Library. The event calendar can be updated monthly and should include the event topic, who is hosting the event, and the cost of attendance.

When: The business development event calendar can be compiled in the first quarter of the first year from existing training event information already published. The Westover Hills business development event calendar should be updated monthly. This option should begin immediately in year one, quarter one of implementation. Y1, Q1.

Cost: \$12

Option 2: "Brown bag" Business Discussion

These events are a less formal format than the training sessions described above. Brown bag events can serve as networking events for businesses within the district and will be hosted by individual businesses on a monthly basis. Business owners can share insight into their businesses and what works for them. Business professionals from the Richmond area may be invited to speak to the group.

When: Pre-planning should begin in the second year implementation with the first training event scheduled during year two. These should be considered more formal events that address very specific concerns facing businesses within the district. These events should occur on an annual basis. This option should begin in year two, quarter one of implementation. Q1, Y2

Cost: \$350

Option 3: Host Training Events

The Business Development Committee will partner with the Small Business Development Center and their partner consultants to host training events targeted at the issues facing merchants within the district.

When: These meetings should occur quarterly beginning in the second year of implementation. Q4, Y2

Cost: \$100/event since individual businesses will host within their business establishments and provide light refreshments with the assistance of the Merchant's Association.

Objective 1.2 Conduct Succession Planning for Business Owners Nearing Retirement

Why: According to recent studies by the Small Business Administration, family businesses are the most dominant form of business in the United States and represent nearly 90% of the total businesses in the US (Davis, P. S. and Harveston, P. D. (1998). The Influence of Family on the Family Business Succession Process: A Multi-Generational Perspective. Family Business Review. 22). The SBA also reports that less than one third of family businesses survive the transition from first- to second-generation ownership. Businesses such as Ellis D. Jones and Sons Funeral Directors in Durham, North Carolina have

developed a succession plan that involved the transfer of ownership from the founder to his son Michael G. Jones, Sr. and a plan is in place for his daughter Nina to succeed him at retirement. The succession plan is already in progress for the next generation of the business as his daughter implements innovative strategies such as technology and marketing opportunities to strengthen and enhance the family funeral home business (Robinson 2011).

Kansas City Federal Reserve Bank has developed a Succession Planning Guide. A full copy can be found at:

<http://www.kansascityfed.org/publicat/community/bsg.pdf>.

Objective 1.3 Create a Small Business Resource Center at the Westover Hills Public Library

Suggested Resource Center Materials

1) Dollars & Cents of Shopping Centers®/The SCORE 2008 ® Book

Member Price: \$119.95

Non-Member Price: \$299.95

PRODUCT ID: 300

Produced by ULI's and ICSC's expert research departments, Dollars & Cents of Shopping Centers® and ICSC's The SCORE® provides authoritative income and expense data from approximately 800 centers in the United States and Canada.

Latest Centerwide Income and Expenses

- Includes detailed income and expense categories.
- Contains reports on open-air and enclosed centers, organized by size.
- Tracks income and expenses for convenience, neighborhood, community, regional and super regional centers.
- Provides reports by region, center type and age, plus data on sales for centers in urban, suburban and rural locations.

Retail Tenant Sales and Expenses

- Covers sales and expenses for 200 types of retailers, drawn from over 20,000 stores.
- Comprises data on new leases, anchor tenants and top tenant performers.

Dependable Data

- Data contributed directly from center owners and management companies.

2) Small Business Administration Industry Guide: Consumer Goods and Services

Use this guide to help you comply with laws and regulations that apply to consumer goods and services businesses and the consumer goods and services industry.

<http://www.sba.gov/content/consumer-goods-services>.

3) IRS-Small Business Tax Products

Up to five copies of each of these may be ordered online for free. PDF versions are also available for online viewing.

<http://www.irs.gov/businesses/small/article/0,,id=101169,00.html>.

Tax Calendar for Small Businesses and Self-Employed

Publication 1518

A Virtual Small Business Tax Workshop (CD)

Publication 1066C

Tax Information for Small Business and Self-Employed Taxpayers (Bookmark)

Publication 4667

Recognizing Illegal Tax Avoidance Schemes (Brochure)

Publication 3995

Small Business Tax Responsibilities (Brochure)

Publication 4591

4) How to Write a Business Plan

What you need to know to write a good plan at the start. It can save your business down the line.

<http://publications.usa.gov/USAPubs.php?PubID=173&PHPSESSID=ispaa1cvq6o9kgojpfudffmgp7>.

5) Marketing for Small Business: An Overview

An overview of marketing concepts along with an extensive bibliography.

<http://publications.usa.gov/USAPubs.php?PubID=175&PHPSESSID=ispaa1cvq6o9kgojpfudffmgp7>.

6) Planning and Goal Setting for Small Businesses

Learn about the "Management By Objectives" approach to running a business.

<http://publications.usa.gov/USAPubs.php?PubID=176>.

7) Record Keeping in a Small Business

Basic advice on setting up a useful record keeping system.

<http://publications.usa.gov/USAPubs.php?PubID=178>.

8) Small Business Advantage

Overview of services offered by the U.S. Small Business Administration.

<http://publications.usa.gov/USAPubs.php?PubID=179>.

9) Bureau of Labor Statistics Consumer Expenditure Survey Annual Reports

<http://www.bls.gov/cex/csxreport.htm#annual>.

10) Starting a Business in Richmond

http://intranet.grpva.com/intranet/Business_Startups/richmond/richmond/index.htm.

11) Virginia Small Business Financing Authority

Program descriptions and appropriate application resources.

<http://www.vdba.virginia.gov/vsbfa.shtml>.

<http://www.yesvirginia.org/>

- Greater Richmond Partnership
<http://www.grpva.com/>
- Promotion Recommendations

GOAL 2: ATTRACT NEW BUSINESSES*Objective 2.1 Develop a Business Recruitment Package*

Portland Recruitment Package

<http://www.portlandalliance.com/pdf/Retail%20Recruit%20Packet%20web.pdf>

Mount Joy Recruitment Brochure

<http://mainstreetmountjoy.com/documents/BusinessRecruitmentPackage.pdf>

Objective 2.2 Conduct Targeted Business Recruitment

Networking organizations and events:

- Business Networking International-Central Virginia

<http://www.bniva.com/>

- Retail Merchants Association

<http://retailmerchants.com/upcoming-events.asp>

- New Visions New Ventures

<http://www.nvvn.org/calendar.html>

- Virginia Economic Development Partnership

Promotion Recommendations

GOAL 1: USE MARKETING AND PROMOTIONAL STRATEGIES TO IDENTIFY WESTOVER HILLS AS A SHOPPING DESTINATION.

Objective 1.2: Develop a Brand and Identity for the Westover Hills Commercial District.

Potential facilitators include:

- The Clay Christensen Group (<http://www.theclaychristensengroup.com/becky.html>)
- Henry Cobb (Mind-Movers LLC.).

Objective 1.6: Create and Maintain a Website for the Westover Hills Shopping District

How: First, check out the Libbie & Grove (www.libbiegrove.com), Patterson & Libbie (www.pattersonandlibbie.com) and Carytown (carytownrva.com) merchants' websites to get an idea of how similar local districts have presented themselves. Then, decide on a domain name. Information for obtaining and building a website can be found at www.godaddy.com or www.websites.intuit.com. Advertise the website on all promotional materials, including general promotional signage, and individual merchant literature (business cards, fliers, receipts).

Each of these companies will walk you through finding and purchasing a domain name and setting up your website. Intuit has handy templates you can use to create an effective website by simply filling-in information about the Westover Hills Merchants Association. Information for a Richmond-based website design consultant can be found at <http://samperryconsulting.com>.

GOAL 2: DEVELOP RETAIL MARKETING AND PROMOTIONAL STRATEGIES

Objective 2.1: Expand Social Media Advertising

How: To start, merchants should review the FREE small business social media

toolkit available from Inc. owner-social-media-tool-kit/

Direct consultation with C Merchants Association, C Chamber of Commerce will the local market. Merchants

com, www.groupon.com, internet-based services. C VCU Brand Center (<http://www.johnsonmarketing.com>)

Cost: Courses on marketing cost depending on the scope; Groupon and Living Social purchase each coupon.

Objective 2.2: Develop At

How: Look to the Westover following online article: All retail store-window display strategic-selling .

Ooh, very scary. Safe trick or treating for the kids and great deals for you. This Halloween, spend the day the right way...in Carytown. Grab some candy, a new dress and a great lunch. You might even run into some zombies... [more here](#)

As the holiday shopping season begins, Carytown is ready with our very own day! Black Saturday! Shop locally in Carytown on this day for deep discounts, sales and the official start of the holiday shopping season. [more here](#)

It wouldn't be the holidays in Carytown without free Horse-Drawn Carriage Rides. These are free, fun and happen on the following days...

November 26 (Black Saturday)
December 10
December 23
All 3 days from 12 to 5pm

Objective 2.3: Encourage Cross-promotional Marketing and Advertising Strategies

Example: An example of cross-promotion between complimentary businesses can be found on the Carytown Website link to Helping Hands Veterinary Surgical and Dental Care who recommends the services of Prevent a Litter which is also located in Carytown.

GOAL 3: ORGANIZE AND PROMOTE SPECIAL EVENTS IN WESTOVER HILLS

Objective 3.2: Create and Maintain a Calendar of Events

Example - See Carytown's Online Event Calendar:



Design Recommendations

GOAL 1: ESTABLISH THE WESTOVER HILLS COMMERCIAL DISTRICT AS A DISTINCT PLACE IN THE CITY OF RICHMOND

Objective 1.1: Install Banners That Visually Identify the Westover Hills Commercial District

How: New banners should be placed in front of vacant lots, at the parking lots between Shoppes of Westover, the Antique store, Westover Hills Vision Center Building, and in front of the Family Dollar sign.

Objective 1.3: Place a Design Feature at Each Gateway

Option One: Site Wall

Who: Merchants Association Design Committee with approval of the City of Richmond Urban Design Committee

Why: A site wall will provide a permanent fixture in the district that will uphold integrity and require little maintenance. The site wall will fit the surrounding neighborhood character.

What: The site wall will be made of traditional material, such as brick or stone, and not exceed more than 3' in height placed either on the median, an island, or on the side of the road entering the district.

When: The Merchants Association should choose a sign company and designer in Year 2 Quarter 3-4. The design and location of the site wall should be submitted to the City for approval and the site wall should be constructed by Year 4 Quarter 4.

How: The Merchants Association should have a well designed site wall that identifies the district and attracts people to stop in the district. The creation of the site wall can be designed through consulting with a sign company, such as Metropolitan Sign Company, a Westover Hills Merchant. Once the design is created, the Merchants Association needs to get approval of the locations from the City of Richmond's Urban Design Committee. The site wall will have the new Westover Hills branding and slogan established by the Promotions

Committee and will be illuminated after sunset. An appropriate location for the site wall could be in the median of the north gateway, on the “island” for the south gateway in front of Family Dollar, or on the side of Forest Hills Ave for the east and west gateways. The City of Richmond’s Planning Department may also be of assistance with the site wall because of their initiative with the way finding program as listed in objective 1.3.

Cost: \$500 - \$2,000 per site wall from Merchants Association budget.



<http://www.clevelandhousingnews.com/2010/12/thornbury-of-solon-ohio/>. November 12, 2011

Option Two: Identification Pillar

Who: Merchants Association with the approval of the City of Richmond Urban Design Committee.

Why: A pillar will provide a permanent fixture in the district that will uphold integrity and require little maintenance. The pillar offers a more progressive and eclectic designation for the gateway.

What: The pillars will be made of traditional materials, such as brick or stone to enhance the appeal of the district.

When: The Merchants Association should choose a firm for the design of the pillar in Year 2 Quarter 3 – 4. The design and location of the pillar(s) should be submitted to the City for approval and the pillar(s) should be constructed by Year 4 Quarter 4.

How: The Merchants Association will have a pillar designed. The creation of the pillar can be through consulting with a specialized sign company. Once the design is created, the Merchants Association needs to get approval of locations from the City of Richmond Urban Design Committee. The pillar will feature the brand name for the commercial district. The pillar can be lit by an outside light or can be illuminated from the inside. The pillars could be located east, west, or on southern gateways. If located at the west gateway, it should be located on both sides of Forest Hill Avenue but on the west side of Jahnke Road.

Cost: \$800 - \$2000 per pillar from Merchants Association budget.



http://parks.ca.gov/?page_id=25414. November 18, 2011

Option 3: Archway

Who: Merchants Association Design Committee with the approval of the City of Richmond Urban Design Committee.

Why: The Westover Hills archway will serve as a striking design feature that can easily be seen by all visiting the district. The uniqueness of an archway will make Westover Hills Shopping District a conversation piece that will be known throughout the Richmond Region.

What: An archway that encompasses the roadway.

When: Merchants Association should select the architecture or design firm in Year 2 Quarter 3 – 4. The archway should be implemented by Year 5 Quarter 1.

How: The Merchants Association Design Committee should research and select a firm that specializes in archway design. The design will be created collaboratively between the Merchants Association Design Committee and the selected design firm. After a design is selected, the Merchants Association must gain approval with the City on location of the archway. Once approved, implementation should immediately begin. The archway can be made out of brick, metal, or a combination of the two. The archway should have either the full name or the initials of the shopping district. The archway would be most appropriate at either the east or west gateways.

Cost: \$45,000 – 60,000 for design, engineering, installation, and landscaping from Merchants Association budget.



<http://inthedoghouse.hubpages.com/hub/The-Temecula-Valley-Rod-Run>. Accessed Nov 12, 2011

GOAL 2: IMPROVE THE CURB APPEAL OF THE WESTOVER HILLS COMMERCIAL

Objective 2.1 Upgrade Building Facades

Who: The property owners and the merchants

Why: The deferred maintenance of the storefronts gives the shopping district a “worn” look. In order for the district to improve, the district as a whole must look and feel inviting to shoppers.

What: Overall, buildings need a fresh coat of paint, replace signage and new address numbers. Replacing out of date and worn business signage both detached and attached will further enhance the aesthetics of the district. Interesting address numbers are an opportunity to add a splash of design and make it easier for visitors to locate businesses.

The Family Dollar building can utilize its unique shape to improve its façade and the overall aesthetic of the district. The unusual façade extension could be used to advertise Family Dollar, the Westover Hills Shopping District, or to display public art.

The Shoppes at Westover should remove the shingled portico connecting all the buildings because it detracts from the aesthetic of the building. Without the portico, the buildings can be painted in interesting colors, one for each business unit, and cloth awnings attached to each window will add a sophisticated upgrade to the building. Once the shingled portico is removed, businesses can place their signs directly to the building or to an individual awning. These design updates, though not terribly expensive, will help the buildings look more current and help the businesses inside be more visible.

The clock attached to the Antique store building is an asset to the place-making of Westover Hills Shopping District. The clock should be accentuated to be a landmark to the district, which will support Objective 1.1.

When: The Merchants Association Design Committee should approach businesses and property owners about façade improvements in Year 2, Quarter 3 – 4. All of the façade improvements involving painting, business signs, and address numbers should be completed by Year 3, Quarter 4. Properties

needing major renovations should be completed by Year 4 Quarter 4.

How: The Merchants Association Design Committee should act as an ombudsman to guide businesses and property owners with their façade improvements. For those property owners needing major improvements and not having the resources can consult the resource list about small business loans and design resources at the top of this handbook.

The Merchants Association Design Committee will designate a paint color scheme that is appropriate for Westover Hills Shopping District. The Merchants Association Design Committee should also consider identifying properties needing to be repainted. Depending on the leases of the properties identified, either the property owners or the merchants are responsible for repainting.

The Merchants Association Design Committee needs to contact all businesses in reference to displaying addresses in a clear, decorative, and effective manner. The individual businesses should approve their new address numbers with the Merchants Association Design Committee. These address numbers should be metal to withstand weathering and can be found at any local hardware store.

The Merchants Association Design Committee should reach out to the Family Dollar to provide suggestions for their façade extension. From here, the Design Committee must determine whether the tenant or the property owner is responsible for the maintenance of the façade extension. If the property owner is responsible, he/she should work with Family Dollar to develop a concept for the façade extension based on the suggestions put forth by the Merchants Association Design Committee. Depending on the lease, the responsible party will hire a contractor to implement the chosen design.

The Merchants Association Design Committee should initiate the discussion of façade improvement with the property owner of the Shoppes at Westover. The property owner should hire a contractor to remove the shingled portico. Once removed, businesses should be treated as individuals with façade improvements. Based on the paint color scheme established by the Merchants Association Design Committee, each business will be painted a separate color with no two contiguous businesses using the same color. The colors will differentiate the businesses and will stand out to shoppers.

To manage costs, a contractor should be hired paint as many the businesses at the same time as possible. Each business should have appropriate signage for their individual location, whether a cloth awning or an attached sign. The merchants are responsible for choosing and attaching business advertisement signage.

Currently, the clock on the Antique building (located 5047 Foresthill Ave) is difficult to notice. It may help if the merchants would remove their business advertisement signs so that the the clock is featured on the wall. The business signage should be located either to the front or side of the building,. A contractor should be move the signs and repair the clock to working order in one bid. Depending on the conditions of the lease, either the merchants or the property owner is responsible for making the suggested changes.

Cost: Painting \$1,000-\$15,000 per building; Portico Removal \$500-\$1,000; Address Numbers \$3-\$15 per number; Design feature for façade extension depends on feature chosen; Labor to relocating signs on Antique Building \$0-\$500. All from property owners' and merchants' budgets.

GOAL 2: IMPROVE THE CURB APPEAL OF THE WESTOVER HILLS COMMERCIAL

Objective 2.1 Upgrade Building Facades

Who: The property owners and the merchants

Why: The deferred maintenance of the storefronts gives the shopping district a “worn” look. In order for the district to improve, the district as a whole must look and feel inviting to shoppers.

What: Overall, buildings need a fresh coat of paint, replace signage and new address numbers. Replacing out of date and worn business signage both detached and attached will further enhance the aesthetics of the district. Interesting address numbers are an opportunity to add a splash of design and make it easier for visitors to locate businesses.

The Family Dollar building can utilize its unique shape to improve its façade and the overall aesthetic of the district. The unusual façade extension could be used to advertize Family Dollar, the Westover Hills Shopping District, or to display public art.

The Shoppes at Westover should remove the shingled portico connecting all the buildings because it detracts from the aesthetic of the building. Without the portico, the buildings can be painted in interesting colors, one for each business unit, and cloth awnings attached to each window will add a sophisticated upgrade to the building. Once the shingled portico is removed, businesses can place their signs directly to the building or to an individual awning. These design updates, though not terribly expensive, will help the buildings look more current and help the businesses inside be more visible.

The clock attached to the Antique store building is an asset to the place-making of Westover Hills Shopping District. The clock should be accentuated to be a landmark to the district, which will support Objective 1.1.

When: The Merchants Association Design Committee should approach businesses and property owners about façade improvements in Year 2 Quarter 3 – 4. All of the façade improvements involving painting, business signs, and address numbers should be completed by Year 3 Quarter 4. Properties needing major renovations should be completed by Year 4 Quarter 4.

How: The Merchants Association Design Committee should act as an ombudsman to guide businesses and property owners with their façade improvements. For those property owners needing major improvements and not having the resources can consult the resource list about small business loans and design resources at the top of this handbook.



The Merchants Association Design Committee will designate a paint color scheme that is appropriate for Westover Hills Shopping District. The Merchants Association Design Committee should also consider identifying properties needing to be repainted. Depending on the leases of the properties identified, either the property owners or the merchants are responsible for repainting.

The Merchants Association Design Committee needs to contact all businesses in reference to displaying addresses in a clear, decorative, and effective manner. The individual businesses should approve their new address numbers with the Merchants Association Design Committee. These address numbers should be metal to withstand weathering and can be found at any local hardware store.

The Merchants Association Design Committee should reach out to the Family Dollar to provide suggestions for their façade extension. From here, the Design Committee must determine whether the tenant or the property owner is responsible for the maintenance of the façade extension. If the property owner is responsible, he/she should work with Family Dollar to develop a concept for the façade extension based on the suggestions put forth by the Merchants Association Design Committee. Depending on the lease, the responsible party will hire a contractor to implement the chosen design.

The Merchants Association Design Committee should initiate the discussion of façade improvement with the property owner of the Shoppes at Westover. The property owner should hire a contractor to remove the shingled portico. Once removed, businesses should be treated as individuals with façade improvements. Based on the paint color scheme established by the Merchants Association Design Committee, each business will be painted a separate color with no two contiguous businesses using the same color. The colors will differentiate the businesses and will stand out to shoppers. To manage costs, a contractor should be hired paint as many the businesses at the same time as possible. Each business should have appropriate signage for their individual location, whether a cloth awning or an attached sign. The merchants are responsible for choosing and attaching business advertisement signage.

Currently, the clock on the Antique building (located 5047 Foresthill

Ave) is difficult to notice. It may help if the merchants would remove their business advertisement signs so that the clock is featured on the wall. The business signage should be located either to the front or side of the building. A contractor should be move the signs and repair the clock to working order in one bid. Depending on the conditions of the lease, either the merchants or the property owner is responsible for making the suggested changes.

Cost: Painting \$1,000-\$15,000 per building; Portico Removal \$500-\$1,000; Address Numbers \$3-\$15 per number; Design feature for façade extension depends on feature chosen; Labor to relocating signs on Antique Building \$0 - \$500. All from property owners' and merchants' budgets.



http://3.bp.blogspot.com/-4El8bfNyZ-c/TdR_odFGe4I/AAAAAAAAAWM/dBGvK6i2vIU/s1600/Peter+Blair+Store+3.jpg. Accessed November 12, 2011

Objective 2.2: Investigate Options for Putting Vacant Lots on Forest Hill Avenue to Productive Use

Option One:

Who: The Merchants Association Design Committee and Business Revitalization Committee, property owners, prospective developers, and the City of Richmond Zoning Review Board

Why: Currently there are three vacant lots adjacent to one another on the south side of Forest Hill Avenue creating a visual leakage of the Westover Hills

Shopping District. The west side of Forest Hill Avenue is unevenly developed due to the Shoppes at Westover on the north side of the avenue and the vacant lots on the south side. By developing the vacant lots, Forest Hill Avenue will seem more enclosed and complete Westover Hills Shopping District.

What: Constructing two-story attached buildings on these vacant lots will complete the west side of the Westover Hills Shopping District. There should be three connecting buildings that mirror the Shoppes at Westover. The new development should be built along the sidewalk and the sidewalk should be extended by 5' to accommodate groups of shoppers. The two-story design will entice new businesses to locate in that location because of the amount of square footage available. Parking should be available on the sides and rear of the building complex with only one entrance and one exit.

When: Approaching property owners to create a vision for the vacant lot should occur in Year 4 Quarter 1 – 2. Hiring a developer and establishing the plan of development should be completed by Year 7 Quarter 1. The buildings should be constructed by Year 9 Quarter 4.

How: The Merchants Association Design Committee will collaborate with the existing property owners of the vacant lots to create a vision for the development. After the vision has been created, the property owners with assistance from the Merchants Association will research prospective developers. Once a developer has been hired, they will draft a plan of development and submit it to the City of Richmond Zoning Review Board for approval. When approval is received, a permit to develop will be issued.

In conjunction with the filing for plan of development approval, the Merchants Association Design Committee should work with the Merchants Association Business Revitalization Committee to compile a list of prospective merchants to locate their businesses in the Westover Hills Shopping District.

Option Two:

Who: The Merchants Association Design Committee, The Merchants Association Business Revitalization Committee, and property owners

Why: There is not a public space within the Westover Hills Shopping District. Public space provides an area for gathering, relaxing, and special events. Organized events in the public space within the district will build a sense of

community and attract new visitors to the district. This public space has the potential to make the Westover Hills Shopping District more widely known throughout the Richmond Region.

What: A building to accommodate retail space partnered with open park like public space for gathering and special events.

When: Approaching property owners to create a vision for the vacant lot should occur in Year 4 Quarter 1 – 2. Hiring a developer and establishing the plan of development should be completed by Year 5 Quarter 4. The buildings should be constructed by Year 7 Quarter 2-3.

How: The Merchants Association Design Committee will collaborate with the existing property owners of the vacant lots to create a vision for the development. After the vision has been created, the property owners with assistance from the Merchants Association will research prospective developers. Once a developer has been hired, they will draft a plan of development and submit this to the City of Richmond Zoning Review Board to see approval. When approval is received, a permit to develop will be issued. Developing the vacant land into a public space to gather would seemingly decrease the visual leakage of Forest Hill Avenue because the fence separating the space from the elementary school should be lined with trees. This will create a physical and visual barrier that will offer enclosure to the western side of Forest Hill Avenue. The vacant lot next to the abandoned Blockbuster could accommodate food trucks and the public space will be populated by tables and chairs to welcome visitors to the area. A two-story building can be developed on the western most lot, facing Forest Hill Avenue. This building's eastern wall can offer a flat surface to project movies on and serve as a backdrop for special events.

Objective 2.1: Make the intersection safe for all users and create a focal point of the district

Option 1:

Who: The Merchants Association Board President or Executive Director, with support from the Design Committee, or the Design Committee Chair, with support from the Board, must initiate a process with Capital Projects Division and Department Public Works of City of Richmond.

Why: Currently the existing layout of the intersection is intimidating and unsafe for pedestrians. Making the intersection safe for pedestrians encourages use of the intersection and promotes connectivity between the different sections of the shopping district. The increase in pedestrian activity will make the intersection a vibrant part of the district.

What: Intersection bulb-outs should be created and medians extended for safety and attractiveness for the district. A bulb-out is an expansion of the sidewalk into the Westover Hills Boulevard and Forest Hills Avenue intersection to slow traffic and make it safer for pedestrians.

When: The Merchants Association Board President should initiate the process with Capital Project Division by Year 3 Quarter 4. The project should be completed by Year 7 Quarter 4.

How: The bulb-outs extends the pedestrian environment shortens the exposed distance for the pedestrians to cross the street. The bulb-outs provide more pedestrian visibility for the vehicles and protection for pedestrians waiting to cross the street. The median should be extended to include the crosswalk while keeping the crosswalk level with the road to create the pedestrian refuge. Due to the large scale of the objective, the curb bulb-outs must be in the city's capital improvement program to be implemented. The Merchants Association Design Committee is responsible for developing the project proposal, which will be presented to the Capital Project Division.

Cost: \$8-12,000 from Capital Improvement Plan budget.

Option Two:

Who: The Merchants Association Board President or Executive Director, with support from the Design Committee, or the Design Committee Chair, with support from the Board, must initiate process with Capital Projects Division and Department Public Works of City of Richmond.

Why: A traffic circle will connect the Westover Hills Shopping District to other side of the Nickel Bridge, including Boulevard and Monument Avenue. This gives the opportunity to physically anchor the intersection with an urban design feature. Using a traffic circle at the intersection will create a grand feature known throughout the Southside.

What: The traffic circle will include traffic signals for pedestrian and biker

safety. There will be brick patterned crosswalks. The center of the traffic circle should be utilized to display a landmark feature such as sculpture, public art, or landscaping.

When: Process should be initiated with Capital Projects Division in Year 3, Quarter 4. The traffic circle should be completed by Year 9.

How: Due to the large scale of the objective, the traffic circle must be included in the city's capital improvement program to be implemented. The Merchants Association Design Committee is responsible for developing the project proposal to be presented to the Capital Project Division.

Cost: Depending on market conditions and the Capital Improvement Plan budget, the cost is estimated to be \$100,000.



(<http://www.cortezjournal.com/article/20111020/NEWS01/710209959/City-budget-survives-economy>)

GOAL 3: MAKE THE INTERSECTION OF WESTOVER HILLS BOULEVARD AND FOREST HILL AVENUE THE VISUAL FOCAL POINT OF THE WESTOVER HILLS COMMERCIAL DISTRICT

Objective 3.1: Increase Safety for Pedestrians Crossing the Street

How: Crosswalks are needed on Westover Hills Blvd at the intersection of Dunston Street, at Forest Hill Avenue and 47th Street, on Forest Hill Avenue in front of the stores located at 5047 Forest Hill Avenue. The crosswalks should match the existing crosswalks in the district that have a red brick pattern and white lines. Improve existing crosswalks by repainting white lines and adding the appropriate crosswalk signage to all crosswalks that are not accompanied with a pedestrian signal. All pedestrian signals should be checked on a regular basis to ensure they are properly functioning. Currently, the pedestrian signals are not functioning at the intersection of Forest Hill Avenue and Jahnke Road; Westover Hills Boulevard from Ireland Cleaners to the CVS.

Objective 3.3: Expand and Improve Landscaping Features

How: Appropriate trees need to be added to the median on the Westover Hills Boulevard south of Forest Hill Avenue. Dominion Day service has a large space on the median in front of their building that can accommodate three trees. The trees should be the same type as the ones already in existence on the median.

On the Southside of Forest Hill Avenue between Jahnke Road and Westover Hills Boulevard, there are existing tree wells except the area in front of the vacant lot closest to the former Blockbuster. Two tree wells should be added to match the spacing of the existing tree wells in the area near the vacant lots.

The sidewalk on the east-side of Westover Hills Boulevard, south of Forest Hill is wide enough to accommodate tree wells but currently does not have any. Tree wells should be placed on this sidewalk and should match the spacing of the tree wells throughout the rest of the district. Tree wells should also be added to the Southside of Forest Hill Avenue from Metropolitan Sign Company to New Canaan Baptist Church. Some preexisting tree wells in the district do not have trees in them such as the empty tree wells located in front of the Oriental food store and in front of the school.

GOAL 5: IMPROVE PARKING CONDITIONS

Objective 5.1: Improve on-street parking

Phase 1: Parking Lines and Signage

Who: The Merchants Association Design Committee with the Department of Public Works

Why: Currently, visitors are unaware of the existence of on-street parking due to the lack of visible markers. The signage that exists for on-street parking is faded and difficult for drivers to discern. By adequately signing and marking the on-street spaces, the perception of parking throughout the district will be increased.

What: In areas where on-street parking already exists, lines should be painted to delineate individual parking spots. The faded signage should be replaced.

When: Request should be submitted Year 2 Quarter 1. The on-street parking lines and signage should be implemented by Year 2 Quarter 4.

How: The Merchant Association Design Committee should submit a request to the Department of Public Works for the on-street parking lines and signage.

Cost: The cost will be incurred by the city budget.

Phase 2: Parking Islands

Who: The Merchants Association Board President or Executive Director with support from the Design Committee, or the Design Committee Chair with support from the Board must initiate process with Capital Projects Division and Department Public Works of City of Richmond.

Why: Creating physical barriers between moving traffic and parked cars provides protection for the parked cars and visitors entering and exiting their vehicles.

What: Half-circle landscaped islands raised to the height of the curb, attached to the main sidewalk, containing landscaping.

When: The Merchants Association Board President or Executive Director, with support from the Design Committee, or the Design Committee Chair, with support from the Board, must submit proposal to the Capital Project Division by Year 4 Quarter 1. The landscaped islands should be constructed by Year 7

Quarter 4.

How: The Merchants Association Design Committee is responsible for developing the project proposal to be presented to the Capital Project Division. The 9 feet wide landscaped islands will physically separate on-street parking from moving traffic on the north side of Forest Hill Avenue between the Shoppes at Westover and CVS. The landscaped islands will be placed at the beginning and end of the designated on-street parking area. Additionally, two landscaped islands will be placed within the on-street parking zone to remind drivers that on-street parking exists. These islands will not only protect users but also are aesthetically pleasing and support Goal III Objective III. These islands will be planted with trees or appropriate foliage to enhance the district.

Cost: City of Richmond Capital Improvement Plan budget will incur the cost.

http://www.seattle.gov/transportation/pedestrian_masterplan/pedestrian_toolbox/tools_deua_App

