



17th Street Market Commercial Revitalization Plan



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Executive Summary

At request of the Enrichmond Foundation, and with the support of Richmond City Councilwoman Cynthia Newbille, the City of Richmond Department of Economic Development, and the Shockoe Bottom Merchants Association, the Department of Urban and Regional Planning has been tasked with determining the potential for developing a strong anchor venue at the 17th Street Market and surrounding blocks that compliments the restaurants, retail, and recreation already existing throughout the Shockoe Bottom neighborhood.

Between its eclectic mix of historic landmarks, scenic river views, and overall culture, Richmond, Virginia remains one of the most visited cities in Virginia. Within this popular historic City, one of the oldest neighborhoods, Shockoe Bottom, is home to popular regional tourist destinations. In order to better understand these sites and the ways in which they create an overall venue for the study area, an existing conditions analysis was conducted for the 17th Street Market as well as the surrounding blocks.

This analysis includes an evaluation of the history throughout the neighborhood, demographic analysis, the built environment of the area, local stakeholder attitudes as well as safety, traffic and market analysis.



Figure 1: 17th Street Market Study Area

Source: *Urban Commercial Revitalization Class, 2012*



Part One: Existing Conditions

Historical Background

The 17th Street Market is one of the oldest public markets in the United States¹ and the surrounding Shockoe Bottom neighborhood represents a very important historic district with the potential to become one of Richmond's most frequented tourist destinations. Shockoe Bottom was founded in 1701 by Colonel William Byrd and was named for Shockoe Creek, which currently runs underneath the city and the market². Since 1737, the market has served as a center for local commerce in Shockoe Bottom and the City of Richmond³. This is due to its pivotal location; close proximity to the James River, close to the intersection of Williamsburg Road, and later neighboring Main Street train station. Historically, it was the first market people saw as they entered Richmond, and the last when headed east back towards the colonial stronghold.

The market was also prevalent as Shockoe Bottom became the city's center for manufacturing and commercial trade. During the 1700s and 1800s, the Bottom was lined with tobacco warehouses, candle manufacturers, and breweries⁴. The market was not only a strategic spot for vendors but also slave holders. It's known as to have been the oldest slave market in the United States⁵. Today, several surrounding buildings where slaves were sold still stand.

The current Market site has undergone several physical changes throughout its existence. The Scott Family donated the current location to the City in 1789. In 1794 "the First Market", as it was known then, became the location for a City Council meeting room, courtroom, community hall, and theater. In 1854, the First Market House was constructed to meet growth needs. The first floor served

as retail and in 1864 a second floor was added to serve a variety of public uses. The current structure we see today was constructed in 1985 and cost an estimated \$600,000⁶.



Above Left: "First Market" as it would have looked in 1854. **Above Right:** In 1864, a Second Story edition bearing Italianate Detail was added atop the 1854 structure. **Below Left:** The market, in 1913, following its third makeover. *Source: Historic photographs used with the permission of the Valentine Museum* **Below Right:** Current Market

Many of the original buildings west of the market were demolished in the early 20th century to make way for the Main Street Station built 1901. Even though the city was expanding to embrace national trends including regional transportation, the market was still popular with all classes of people. It was not until the mid-20th

century that the markets authority began to wane, as the landscape of retail changed in Richmond with shopping centers being developed and forming in suburban areas. Growth and business moved outside of the city while this historic venue remained at the urban core.

Previous Plans

There are a total of ten previous plans for Shockoe Bottom that were identified and analyzed that range from economic development to urban design (See Appendix: Previous Plans, page 4) Although all previous plans have their merits, the Richmond Downtown Master Plan, and the Shockoe Economic Revitalization Strategy are the most recent and relevant to the 17th Street Market area today.

Richmond Downtown Master Plan

The Richmond Downtown Master Plan for the Shockoe Bottom study area includes Shockoe Slip, Tobacco Row, north to Leigh Street, and west to 25th Street. Among other things, this plan calls for bringing back the trolley in Richmond with a loop around Shockoe Slip and Shockoe Bottom and a connecting loop around VCU. The burying of utility lines, requiring compatible infill development, and providing affordable parking for residents and visitors are also recommended to help to revitalize the area. Enhancing the pedestrian realm is another major aspect of the plan for the Shockoe Bottom area. Planting trees 30' apart as well as using historic pedestrian scaled lampposts are suggested as ways to improve the pedestrian landscape and make the area more inviting.

Shockoe Economic Revitalization Strategy

In 2011 and 2012, a Shockoe Economic Revitalization Strategy was completed. Its study area is the same as the Richmond Downtown Master Plan. This plan positions the Main Street Station Concourse as an anchor in the revitalization strategy by having a new design, as well as diverse retail tenets as part of the newly renovated concourse. It could also hold flexible office space. The plan recommends redesigning the 17th Street Market to create an urban square that is boarded by restaurants and will become another anchor for the revitalization of Shockoe Bottom. Also, the plan calls for a new public market, potentially located inside the Main Street Station Concourse. The 17th Street Market should be managed by a non-profit entity that has expertise in operations like this.



Figure 2: Proposed TIF Core around Market Area

Source: Economic Revitalization Strategy, Department of Economic Development

C.O.R.D. Plan

The Citizen's Organized for Responsible Development or C.O.R.D. created the plan entitled "A Collaborative Vision for Shockoe Bottom" in 2005. The proposed master plan focuses on an expanded Slave Trail that would connect twenty-five existing and proposed locations in and around the 17th Street Market. This vision is in connection to Heritage Tourism that C.O.R.D. sees as an untapped potential especially with the concentration of historic and cultural resources in the study area. Visitor numbers state that Virginia ranks sixth in states most visited by cultural heritage

travelers. The plan calls for investment on green infrastructure where the Shockoe Creek will serve as a greenway in the floodplain. Two most prominent landmarks in the area, the Main Street Station and the Market, were also addressed. The Main Street Station will be transformed into a multi-modal transport center that is a metropolitan region gateway and a city destination. The Market, on the other hand, will have a Market plaza that will be on the heart of Shockoe Bottom. This will be open and accessible from residences, restaurants, businesses and other proposed new uses in the area.



Figure 3: Proposed Master Plan (red line indicates expanded Slave Trail)
 Source: Citizen's Organized for Responsible Development (C.O.R.D.)

Safety

An analysis of safety was conducted of the Shockoe Bottom Commercial District to evaluate crime in the study area. In many of the surveys conducted by the class, crime was brought up as a major concern in the area. Data was pulled from the City of Richmond Crime Incident Information System. Last year, the overall incidents within the Shockoe Bottom neighborhood represent a very small proportion of the total crimes within the City’s limits. Only 4.8% of all Richmond homicides happened in the Shockoe Bottom neighborhood in the last year. Shockoe Bottom’s share of other index crimes is as follows: 2.5% of sex offenses, 2.5% of robberies, 1.5% of all assaults, 0.4% of burglaries, 1.8% of all vice, 2.3% of all theft, 2.0% of all vehicle theft. Of all other crimes, which include predominantly smaller-scale offenses, like public drunkenness, Shockoe Bottom’s share is somewhat higher at 23.3% compared to the rest of Richmond. Last year in total, Shockoe Bottom only represented 2.1% of all the crime that occurred throughout the city. The Fan neighborhood had the largest number of crimes, specifically burglaries and thefts within the last year, followed by the Gilpin and Jefferson Davis neighborhoods. These numbers indicate that crime in Shockoe Bottom is no worse – if not safer – than the rest of the City. The charts to the right outline the number of crimes by type for the Shockoe Bottom neighborhood and the rest of Richmond.

Crime Incident Information for Shockoe Bottom
August 7, 2011 to September 2012

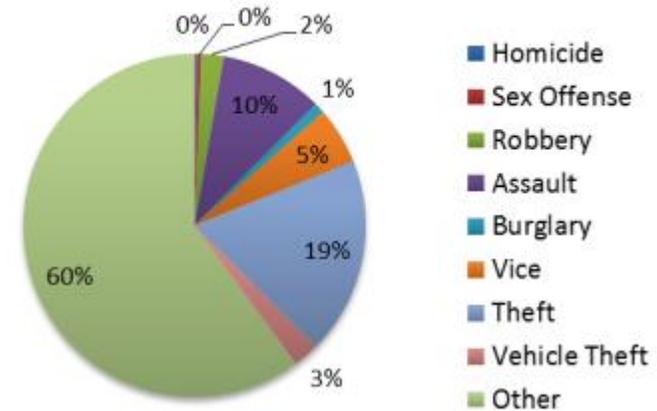


Figure 2: Crime Stats for Shockoe Bottom
Source: City Crime Incident Information System

Crime Incident Information for the City of Richmond (excluding Shockoe Bottom) from August 7, 2011 to September 7, 2012

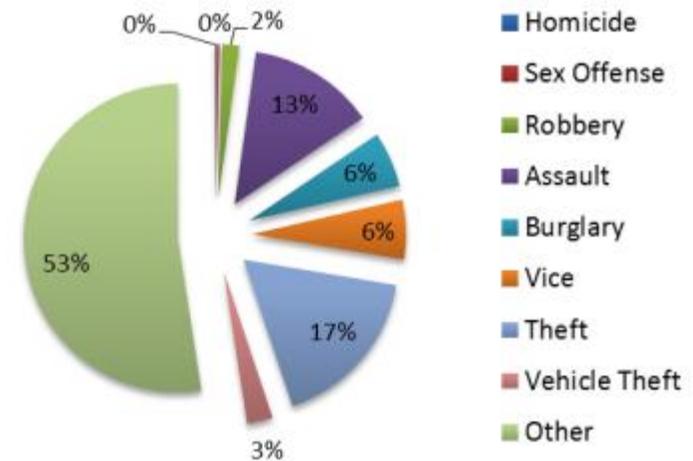


Figure 5: Crime Stats for Richmond excluding Shockoe Bottom
Source: City Crime Incident Information System

Traffic Circulation

There are many access roads into the study area such as Dock Street, Cary Street, Franklin Street, and 21st Street which runs north to Church Hill. While Broad Street does not intersect with the study area, it carries approximately 22,000 daily between 14th and 18th Streets and it takes only one turn to enter the study area. Main Street is another way to enter the study area and that carries 17,000 cars daily. Interstate 95 connects right into the Broad Street corridor via Exit 74C. This leads to an increase in traffic on Broad Street and if the 17th Street Market becomes a bigger attraction, it could lead to increase in vehicle and foot traffic in the study area.

Table 1: Table of showing average daily traffic for selected streets

Street	AADT
Main St. BTW. 14th and 18 th	17,000
18 th St. BTW Main and Grace	8,800
17 th St. BTW Main and Grace	5,000
Total	30,800

Source: VDOT

Parking

Parking was identified as a problem and weakness in shopper, merchant, and vendor surveys. When compared to other commercial districts, Shockoe Bottom has significantly less parking available (refer to Table 3: Competing Commercial Districts in page 14).

Street Parking: There is an estimated 455 on street parking spots in the study area. Much of this is restricted. For example, parking is not allowed on Main Street between the hours of 4 and 6 p.m. on weekdays so traffic can flow more easily. Most on street parking has a two-hour limit that is enforced by a City of Richmond employee but after 6 p.m., there is no longer any parking limit. The on street parking on Ambler Street does not have a time limit, so it can become graveyard of abandoned cars. This is something that is troubling and should be corrected.

Parking Lots: There are an estimated 1,195 parking spots in monitored lots. However, only about 566 of those parking spaces are open to the public and only 438 of these are in accessible parking lots. Two of the parking lots near the Enrichmond Foundation are deteriorating and appear unsafe because of poor maintenance. Two parking lots that are run by Amtrak can hold a total of 143 cars, which are also available to the general public to use. The parking lot across the street from the Main Street Station is free for the first hour and only \$1 more per hour after the first hour. VCU dominates parking in Shockoe Bottom with their lot holding 498 cars. The large parking deck located on 14th Street and Main Street is operated by the State of Virginia and can also be used for public events in Shockoe Bottom. The deck holds approximately 1,000 parking



Typical Parking Lot Condition

Source: Urban Commercial Revitalization Class, 2012

spaces. Most of the surface parking lots in the area appear to be deteriorating and unkempt.

Transportation

The 17th Street Market area provides multimodal transportation services. The Main Street Train Station services Amtrak’s Northeast Regional route that runs four trains daily – two northbound and two southbound, from Virginia Beach to Boston. Megabus, a double decker charter bus, has a stop located across the street from Main Street Station that services more than 3,000 customers weekly. Also there are over 20 bus stops in the area as illustrated by the map below. The location of the 17th Street Market commercial district in relation to the multiple transportation sources provides a strength that can be utilized to build consumer traffic and eventually create a transient orient development as recommended in previous city plans.



Figure 6: 17th Street Market Study Area
Source: Urban Commercial Revitalization Class, 2012

Land Use

17th Street Market area is comprised of a mixture of land uses. The extent of these uses is shown on the Existing Land Use Map below.

The City of Richmond in the Shockoe Bottom Land Use Plan (January 2000) laid out strategies for future land use. The strategies are intended to protect the architectural character of the area, provide for appropriate in-fill of currently undeveloped land, assure adequate accessible parking and vehicular and pedestrian circulation, and promote the adaptive reuse of vacant and underutilized buildings in the area.

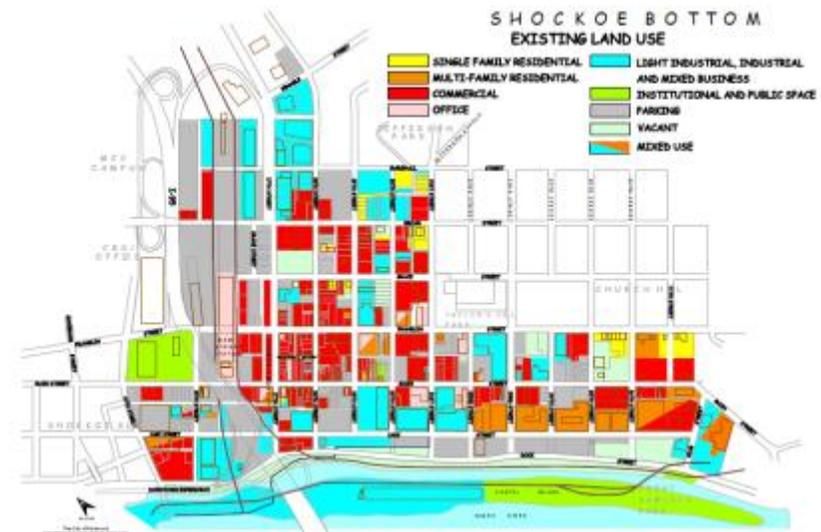


Figure 7: Existing Land Use Map (Prepared November 1999)
Source: City Department of Economic and Community Development

Urban Design Analysis

Shockoe Bottom is referred to as the birthplace of the City of Richmond⁶. It is a historic and urban neighborhood reflective of the “Old Richmond” character⁷. It is a transitional district on the east of the Central Business District and the west of the residential neighborhood of Church Hill⁸. In the heart of Shockoe Bottom is the 17th Street Market area.

Public Spaces

The study area is rich with structures of historic nature and distinct architectural character. The area’s traditional grid street layout and walkable block sizes make it generate the most pedestrian traffic in Shockoe Bottom. Located along a major thoroughfare and its close proximity to the Main Street Station, the centrality and visibility of the 17th Street Market area complements its image and identity of being a unique destination.



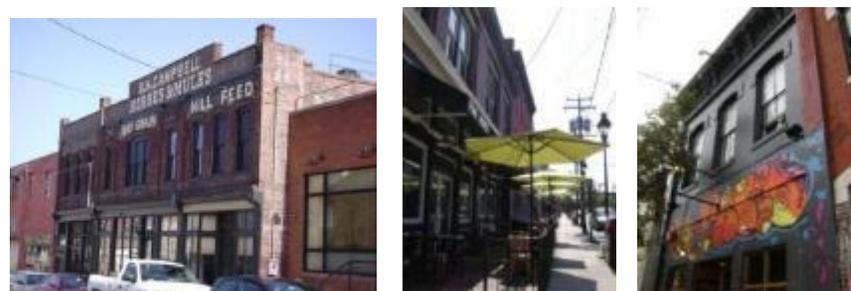
Above Left: Main Street Train Station, **Above Right:** 17th Street Market,
Below Right: Slave Trail information.

Source: *Urban Commercial Revitalization Class, 2012*

On the other hand, the potential of the area is not fully attained and maximized. There is inconsistency in streetscape. Instead of being a distinguishable location, insufficient way-finding indicators and markers divert people’s attention. Real and perceived concerns on parking availability and on safety remain to be a recurring problem. The area also lacks the connectivity to other attractions. Thus, there remains untapped potential in the built environment to further enhance the consistency, cohesion and identity of this place.

Private Spaces

The study area is the most predominantly mixed use area in Shockoe Bottom⁹. The diversity of uses includes housing, entertainment and commercial activities¹⁰. Most of the two or three story brick structures typical in the area were designed that the ground floor be used for commercial purposes while the upper levels were used as residences¹¹. The diversity and eclectic mix of uses can be seen in the way restaurants and shops personalize and incorporate their unique theme on their signage and storefronts.



Left: Old horse stables now converted apartments, **Middle:** Outside restaurant dining,
Right: Tio Pablo's, Source: *Urban Commercial Revitalization Class, 2012*

District Building Stock

Building Use

There are approximately 135 buildings in the Shockoe Bottom study area with a total square footage of 1,072,162. The largest percentages of building/parcel use per square foot is government/public facilities (30%), parking lots (18%), followed by residential (16%), retail (12%), and office (9%). Building uses in Shockoe Bottom help determine how land-use components within the area conflict with or complement each other.

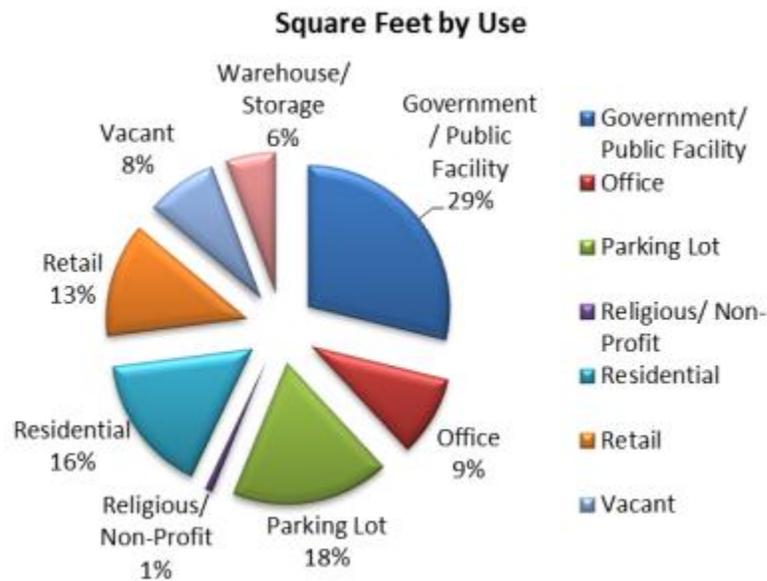


Figure 8: Land Use Percentage Per Square Foot
 Source: *Urban Commercial Revitalization Class, 2012*

Most buildings in the district were originally constructed as mills,

warehouses, and wholesale outlets, with some serving light industry. Currently the buildings house new adaptive uses including restaurants, cafes, shops, offices, and residences.

The largest buildings lie to the west and north of the 17th Street Market and are owned predominately by the City of Richmond and Loving’s Produce. These properties include the Seaport Building, Main Street Station, the vacant train shed, and the Loving’s Produce headquarters.

The study area contains an 8% commercial vacancy rate. The vacancies are in areas of high traffic and visibility. The largest concentration exists along East Main Street between 18th and 19th Streets as seen in the picture below. Other major vacancies occur along Franklin Street at the corner buildings of 17th and Franklin Streets, 18th and Franklin Streets, and 19th and Franklin Streets. High visibility corner buildings get the most amount of traffic in commercial areas and are important signals of revitalization success.

Building Condition



Left: Vacant storefronts along E. Main Street between 17th and 18th

Right: Vacant and dilapidated corner building located corner of Franklin and 18th

Source: *Urban Commercial Revitalization Class, 2012*

Building conditions can improve or damage revitalization efforts and pedestrian circulation patterns of the neighborhood and influence public perceptions about the area's safety, vibrancy, and function. Each building was analyzed using the Dunbar criteria to give it a rating of sound, deteriorating, or dilapidated. The buildings northwest of the 17th Street Market are poorly maintained and in much need of repair and reuse, as evident by their deteriorating or dilapidated rating. Other buildings fronting the 17th Street Market on all other sides are in sound or deteriorating condition. The majority of the dilapidated buildings are vacant corner buildings located in prime commercial space. Overall building conditions are sound, with most deficiencies, such as minor cracks or peeling paint, easily fixed. However, there are multiple instances of deferred maintenance throughout the district and in general, public spaces are not as well kept as private areas, giving a perception of poor up-keep.

Residential, Office, & Retail Markets

The *residential market* in the Shockoe Bottom Area is growing. There are numerous residential locations for various income ranges. The majority of the residences in the area are old converted warehouse apartments (lower rates), new converted warehouse apartments (higher rates), or 2nd and 3rd floor



Vacant offices along East Main Street; leased @ \$17/sf
Source: Urban Commercial Revitalization Class, 2012

apartments over retail (low rates). Overall the residential rental rates are slightly lower than Short Pump, Carytown, and The Fan.

The *office lease market* in the Shockoe Bottom area is the strongest of all the rental markets in Shockoe Bottom. The prices for office space for 1705 and 1707 E Main Street (picture on the left), which is in the heart of our study area is \$15/sf/yr. The average for Shockoe Bottom area is \$16/sf/yr. When you compare that to other areas with strong office markets like Innsbrook (\$18/sf/yr) and Far West End (\$16/sf/yr), the Shockoe market is similar. It also has higher rates than the Near West End (\$15/sf/yr), Stony Point/Huguenot (\$14/sf/yr), and numerous other commercial areas around the city. This indicates there is a demand for office space in Shockoe Bottom area. People want uniquely adapted offices in a historic part of town.



First Floor Retail – 1,200 s.f. @ \$1,200 per month, Second Floor: 2 Bdrm Apt @ \$850 per month



First Floor and basement vacant Restaurant – 3000 s.f. @ \$19/sf/yr
Source: Urban Commercial Revitalization Class, 2012

The *retail lease market* in Shockoe Bottom is lower than most commercial areas. The average for retail space in Shockoe Bottom is

\$12/sf/yr. When compared to the price at Short Pump (\$25.42/sf/yr) the market in Shockoe is much lower. This shows that the retail market in Shockoe Bottom is not in high demand, but with the low retail prices it has attracted many restaurants and weekend/late night clubs, which make up the majority of the retail market in Shockoe Bottom. Additionally, spaces set up for restaurants, as with 1704 E Main (pictured above), command higher rental rates at about \$19/ sf/yr. The lack of traffic through Shockoe Bottom causes retailers to look elsewhere for space but the restaurant cluster still attracts customers.

Restaurant Clustering

Restaurants comprise an overwhelming majority of the retail market in the study area. The long-standing identification of the neighborhood with food and dining can continue to be a defining feature and a key component of what brings people to the study area. A restaurant cluster is where a group of restaurants are near each other. While it may seem that this close direct competition would be bad for business, it is in fact usually better for all the

businesses. People get used to going to this cluster or district for food. Some clusters even share outdoor seating or allow a group to have food from another restaurant at the table. This is much in the manner of a food court but where it is not under the same roof. The individual restaurants may not have any other connection than close location.

The 17th Street Market district has a diverse offering of dining experiences. The area has a greater variety and larger number of restaurants in comparison to other commercial districts in the area. However the area is missing categories present in competing districts, including a bakery, a burger joint, a juice/smoothie bar, and others indicated on the table below.



Picture of restaurants clustered around 17th Street Market
 Source: VCU, Urban Commercial Revitalization Class, 2012

Table 2: Restaurant categories not in Shockoe Bottom

Source: Urban Commercial Revitalization Class, 2012

Category	Short Pump	Willow Lawn	CaryTown	The Fan	Shockoe Bottom
Burger Joint	■	■	■	■	
Dessert Shop	■	■	■		
Ice Cream Shop	■	■	■		
Indian Restaurant	■		■	■	
Italian Restaurant	■	■	■	■	
Juice Bar /Smoothies	■	■	■		
Mediterranean Restaurant	■	■		■	

Competing Commercial Districts

Based on the Shopper Intercept Survey, several commercial districts were identified as notable competitor shopping destinations for the 17th Street Market district. These are Short Pump, Carytown, Laburnum and Willow Lawn. The proximity of these competing shopping areas to the 17th Street Market commercial corridor draws potential customers and businesses away from the area.

Unlike the 17th Street Market commercial district the aforementioned districts all have anchor stores, more diverse service and product offerings, as well as adequate parking. 17th Street Market area is most competitive in the office leasing market and has the most unmet opportunity in retail. With low retail rates and a gross leasable area (GLA) comparable to Short Pump the 17th Street Market commercial district has room to expand and support other services or products.

The total amount of parking spaces is significantly less than the

other shopping districts with only 1,650 spaces. Willow Lawn commercial district has half the GLA and 2,409 spaces. In addition Short Pump, whose GLA is only slightly higher than the study area, has 5,500 spaces. The two high residential density shopping districts, Short Pump and Carytown, both have parking decks that alleviate their parking needs.

Carytown

Carytown is an urban retail district lining Cary Street at the southern end of the Museum District in Richmond. The district includes over 300 shops, restaurants, and offices. The area has become a center for high-end, independent retail shops and boutiques, and is also home to the Byrd Theatre. Carytown provides a variety of unique goods and services in addition to three large grocery stores. Carytown is also home to the annual Carytown Watermelon Festival, which is the biggest in the United States. The Carytown Merchants Association is very active including management of the website carytown.org. Carytown consists of over 650,000 square feet of commercial space with average retail rental rates ranging \$14 to \$20 per square foot. Carytown has approximately 3,000 parking spaces available that include two well hidden parking decks.

Table 3: Competing Commercial Districts

Source: Urban Commercial Revitalization Class, 2012

Shopping Districts	No. Of Stores	GLA	Retail Rate	Office Rate	1 Bdr Apt	Total Parking Spaces	Street Parking	Parking Deck	Anchor Stores	Neighborhood Stores
17th Street Market	135 +	970,000	\$13	\$16.71	\$800	1,650	■			■
Short Pump	200 +	1,100,000	\$25.52	\$16.09	\$950	5,500		■	■	■
Carytown	300 +	650,000	\$20	\$15	\$900	3,000	■	■	■	■
Laburnum	150 +	800,000	\$17	\$17	-	5,500			■	■
Willow Lawn	60 +	438,000	\$17	\$12	\$850	2,409			■	■

Short Pump

Short Pump Town Center is open-air mall that has over 200 stores, including anchor names like Hecht's, JC Penny, Dillard's, Macy's and Nordstrom. The Town Center has 27 restaurants, specialty food eateries, or quick-services at the food court. Short Pump is home to the Regal Short Pump 14 theaters and also offers a Summer Concert Series which has drawn thousands of people each year to hear rock, country, 80s, blues and jazz. The GLA is 1,100,000 square feet and average rental rates are \$25/sf/yr, and can go as high as \$34/sf/yr or more. There are approximately 5,500 public parking spaces.

Willow Lawn

Willow Lawn, built in 1956, underwent a \$9 million renovation in 2011, creating an open air lifestyle center with new amenities including a community gathering place with a central stage, a children's play area, new retail storefronts, sidewalks with improved property circulation, central parking and enhanced landscaping. Located at the intersection of Broad Street and Staples Mill Road, Federal Realty, based out of Rockville, Md., owns and manages the property.

The Shops at Willow Lawn has more than 60 shops and restaurants across 438,000 square feet of retail and office space. The average rental rate is \$17 per square foot. The parking consists of surface parking with 2,409 spaces.

White Oak Village

White Oak Village is approximately five miles from 17th Street Market, located at the intersection of Interstate 64 and Laburnum Avenue. White Oak Village features national, regional and local retailers that include anchors JCPenney's, Lowe's, Sam's Club, Ukrop's, Target, OfficeMax and PetSmart. Situated on 136 acres, White Oak Village is a destination with 800,000 square feet of shopping, dining, and leisure space. The retail rate is approximately \$17 per square foot. The parking is all surface with 5,000 spaces.

Table 4: Competing Commercial Districts Table

Source: Urban Commercial Revitalization Class, 2012

Shopping Destination	Food at/ Away from Home	Alcohol/ Tobacco	Household Operations	Housekeeping Supplies	Housekeeping Furnishings/ Equipment	Apparel
Short Pump	■	■	■	■	■	■
Carytown	■	■		■	■	■
17th Street Market	■	■				
Willow Lawn	■			■	■	■

Surrounding Influences

There are external factors that could influence the study area either by strengthening its draw to potential consumers or by being a competition to its market. The study area's central location in the district and the city makes it a convenient destination.

Growing Population

The study area's population for the span of two decades, from 1990 to 2010, increased significantly more than the City of Richmond's population numbers. On top of that, the residential neighborhood of Church Hill is located east of the Study Area. Several adaptive reuse and revitalization projects target the Tobacco Row buildings (pictured above) for residential conversion. These population numbers provide the base for the market demand that the Study Area can cater to.



Image of Tobacco Row from Libby Hill Park

Source: Diane Faye Gapas

Tourism

According to the 2007 ZHA Evaluation data, about 3.6 Million people visited Downtown Richmond in the said year. Being situated in the heart of the historic Shockoe Bottom district, several destinations catering to residents and tourists alike are located in the study area. Examples of these familiar attractions are the James River and Canal Walk. There is also a significant restaurant and culinary-based culture cultivating in the area. The study area's centrality and proximity to these venues and the activities they offer

can be a spatial draw for visitors to become additional market potential.

Downtown and MCV

The 17th Street Market area's proximity to Downtown Richmond offices and businesses can draw on the employees as a possible market for the services, amenities and products offered in the study area. More specifically, the MCV Campus of VCU is an influence of interest given that it is one of the largest employers in Downtown and its medical practice's sizable reputation, impact and draw.



Image of Shockoe Bottom and Downtown Richmond from Taylor's Hill Park

Source: Diane Faye Gapas

Stakeholder Attitudes

The class identified five groups of stakeholders who are influential in the study area. These are the existing shoppers, area merchants, Richmond self-identified foodies, existing 17th Street Market Vendors and Property Owners. Surveys (intercept, telephone and online) and review of the previous 17th Street Market Revitalization Plan from 2006 are the methods used to acquire the necessary information.

There has been no significant change in ownership of the properties around the 17th Street Market in the six-year period from the time of the previous VCU revitalization plan which included a property owners' Survey. Fifteen out of nineteen properties are held by four major owners, namely the City of Richmond, Weiman's Bakery Inc., Mrs. Betty Loving and Land 1701 LLC. Shockoprops LLC, John Brayley, and Phil Cronein own the remaining four properties. There is also no indication that any of these owners will be selling their properties thus, the class did not perform an additional property Owner Survey for the same said group.

Shopper Intercept Survey

On different times and days for a period one-week, the class conducted a Shopper Intercept survey in the area surrounding the 17th Street Market. Most of the intercepts were at the corner of Main and Farmers' Market (17th Street).

Of the shoppers intercepted, approximately 37% of the respondents are between the ages of 25 to 34 years old. About 70% neither live nor work in Shockoe Bottom. Approximately 47% come to the area daily mostly by car (63%) or by walking (44%). The businesses or

places in the neighborhood the shopper most often go are the restaurants and the Farmers' Market. When asked which other shopping districts they choose to frequent, Carytown and the Fan area topped the tally. About 63% deem that having more vendors would invigorate the market and about 62% wanted to see music events in the venue.

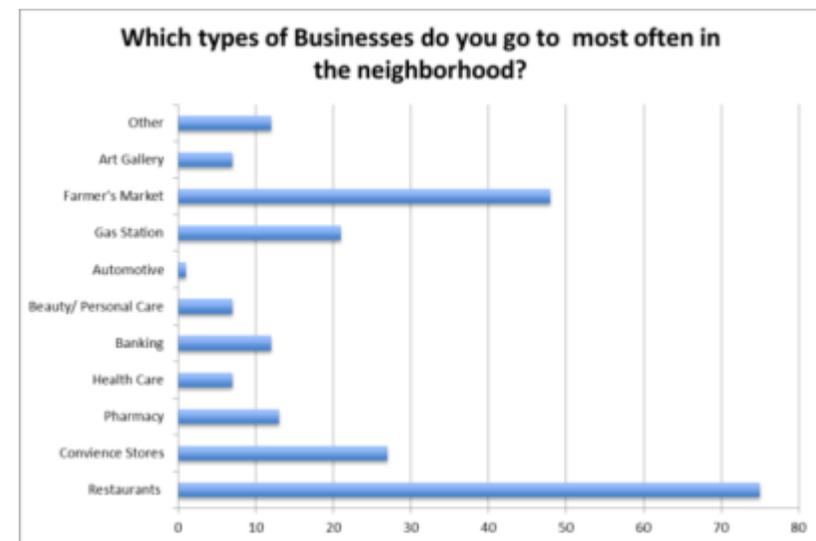


Figure 9: Shopper Habits

Source: VCU, Urban Commercial Revitalization Class, 2012

Vendor Surveys

Over 30 vendors were contacted for this survey and approximately 30% responded. Most of the vendors surveyed are there on a weekly basis. Saturdays between 10:00 a.m. and 2:00 p.m. are the primary times vendors sell at the market. There are currently only seven regular vendors and, of those, three sell produce. All produce vendors are based out of Hanover County. Vendors see lack of advertising, city involvement and overall promotion are cited as the largest failures of the Market as a venue. Vendors also want the opportunity to sign longer contracts.

Merchant Survey

Approximately 50% of the 63 merchants in the study area responded to the surveys conducted. The businesses indicate growth, both financially and spatially. Fifty-three percent of the businesses' incomes have either gone up, or stayed the same over the past year. Only two businesses indicated a decline in sales over the last year. In addition, of all businesses surveyed, 40% plan to expand, and 60% plan to stay the same in the next five years.

The merchant surveys indicate disconnect from one another and the 17th Street market. 52% of businesses believe that the 17th Street Market has little impact on their business and 37% believe it does have an impact. The latter believe its impact is seen by increased sales and foot traffic throughout the area. 36% of the merchants believe that the strengths of the area are its' location to transit, downtown, and neighborhood, as well as the historical buildings. The major weaknesses the merchants identified are parking conditions (27%) and crime (36%). Another issue the

survey made apparent was the lack of involvement in the Merchants Association. Only 10% of the merchants surveyed participate in the Shockoe Bottom Merchants Association and 80% of the merchant's do not know the benefits of the Merchants Association.

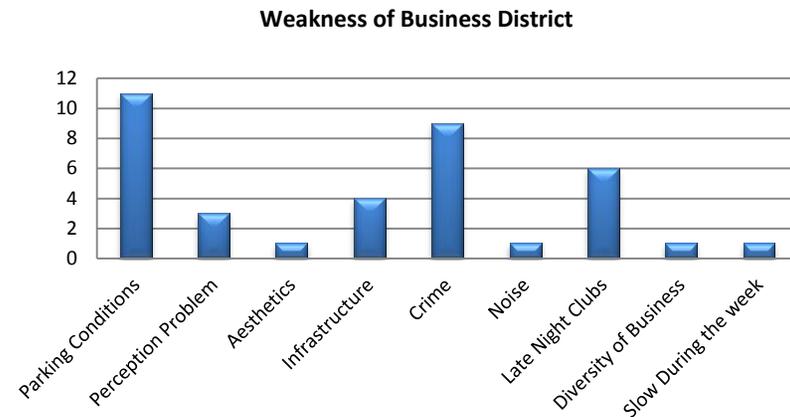


Figure 10: Biggest Weakness of the Business District based on Merchants Survey
Source: VCU, Urban Commercial Revitalization Class, 2012

Richmond Area Foodies

Two hundred six self-identified food lovers or “Foodies” from the Richmond area participated in an online survey through SurveyMonkey. Foodies not only enjoy food, they create it as chefs or artisans and write about it in print or social media. The Foodies from this survey cited more than xx restaurant districts from around the world as exemplary restaurant districts with New Orleans’ French Quarter, South Carolina’s Historic Charleston and Richmond’s own Carytown being mentioned the most frequently. The most cited characteristics of exemplary restaurant districts were diversity of restaurants (39%) and good atmosphere (22%). About 61% of Richmond area Foodies eat in the 17th Street Market district either monthly or quarterly, making the district a locus for food culture and food culture leaders in the Richmond region. The most important factors for a great restaurant experience for the Foodies are food quality (69%) and service (11%). The Foodies also gave their opinions about the qualities of great farmers’ markets that they have experienced around the world. Far and away, the most important quality of a successful market day experience was the availability of fresh homegrown food being sold by the grower (59%). Another key factor Foodies gave for making the market a regional draw for the food scene is the presence of live music (64%). Among the farmers’ markets in and around Richmond, South of the James is the most frequently visited by Foodies. When asked to suggest which food, beverage, and cultural events and programs could make the 17th Street Market a regional draw, about 76% wanted more special food events. A couple examples of this are the Tomato Festival and the Brunswick Stew Festival. Interestingly, market

days ranked 3rd (55%) in importance for making the 17th Street Market a regional draw for Richmond area food culture.

Generally, how often do you eat at restaurants in Shockoe Bottom?

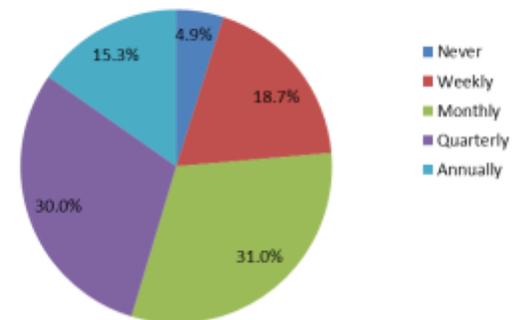


Figure 11: Frequency of Visit to Shockoe Bottom Restaurants
Source: VCU, Urban Commercial Revitalization Class, 2012

Market Analysis

Neighborhood shopping districts are within the normal or regular travel path of people, usually only five minutes’ drive from a shopper’s home. This may refer to shopping centers where one gets their everyday goods and services like dry cleaning, daily food, or banking. On the other hand, destination shopping places are where people go out of their way to shop. These shopping centers usually have a remarkable location, extraordinary products and services, or both.

Neighborhood Market

There are eight census tracts that comprise the Neighborhood Market for the 17th Street Market district¹². These tracts are within a 5-minute drive time around the study area. The study area’s demographics can provide an insight on the characteristics and capacity of potential shoppers living in and nearby the district.



Figure 12: Map of Study Area Census Tracts
Source: Urban Commercial Revitalization Class, 2012

Neighborhood Market Characteristics

Using the Decennial Census numbers, the change in population for the neighborhood market area was found to be relatively similar to that of the city from 1990 to 2000. There was a slight decline in population. However, for the following decade (2000 to 2010), the growth of the neighborhood market area was greater than the city’. In general, for the period between 1990 and 2010, the percent of population change in the neighborhood market area saw greater rate of increase than the whole of Richmond City.

Table 5: Population change for study area census tracts from 1990 to 2010

Census Tract Number	1990 Population ⁽¹⁾	2000 Population	2010 Population	Percent Change 1990 to 2000	Percent Change 2000 to 2010	Percent Change 1990 to 2010
Census Tract 203, Richmond city, Virginia	2,013	1,889	1,630	-6.16%	-13.71%	-19.03%
Census Tract 204, Richmond city, Virginia	5,311	5,520	5,115	3.94%	-7.34%	-3.69%
Census Tract 205, Richmond city, Virginia	1,764	2,262	3,851	28.23%	70.25%	118.31%
Census Tract 206, Richmond city, Virginia	1,519	1,540	1,544	1.38%	0.26%	1.65%
Census Tract 207, Richmond city, Virginia	1,471	1,276	1,155	-13.26%	-9.48%	-21.48%
Census Tract 208, Richmond city, Virginia	1,823	1,714	1,410	-5.98%	-17.74%	-22.65%
Census Tract 302, Richmond city, Virginia	1,946	1,609	2,055	-17.32%	27.72%	5.60%
Census Tract 305, Richmond city, Virginia	2,849	2,317	4,029	-18.67%	73.89%	41.42%
Total for Farmers' Market Area (Area A)	18,696	18,127	20,789	-3.04%	14.69%	11.19%
City of Richmond	203,056	197,790	204,214	-2.59%	3.25%	0.57%

Note (1) Due to the differences in Census Tract designation, the 1990 population was computed using merged census tracts: Census Tract 302 is composed of 1990 Census Tracts 51760030200 and 51760030300; and Census Tract 305 is composed of 1990 Census Tracts 51760030400, 51760030500 and 51760030600.
Source: Decennial Census www.census.gov

The neighborhood market area’s population distribution by age deviates from the City’s, particularly in the age group of 20- to 34-year olds. This age group makes up 43.6% of the neighborhood market area’s entire population. The majority of the neighborhood market area’s population is college students, recent graduates and young professionals. There is also evidence of a pocket where a high percentage of children reside, suggesting that there are also young families living within the neighborhood market area.

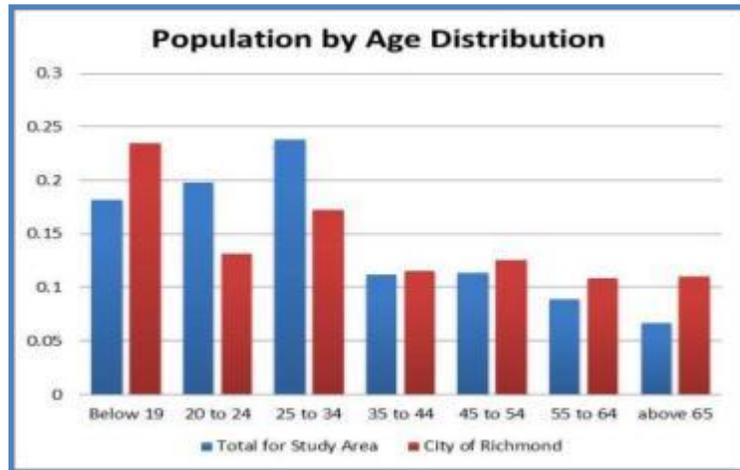


Figure 13: Comparing population by age distribution between city and study area
 Source: VCU, Urban Commercial Revitalization Class, 2012

In terms of household income, the average for the neighborhood market area is **\$33,434**, slightly lower than the average household income for the city at \$38,266. It is observable that across the neighborhood market area, there is significant disparity in household income. Census Tracts at the south central and southeastern portions of the study area have the highest median

income. Tract 208 represents 143% of the Richmond median household income. Tract 204 in the north and Tract 207 in the east have the lowest median income at approximately 38% of the city average.

Table 6: Percentage of median household income as percent of city’s median income for study area census tracts

Median Household Income as a Percent of City's Median Income	
Census Tract 203	71.69%
Census Tract 204	37.42%
Census Tract 205	131.34%
Census Tract 206	130.97%
Census Tract 207	38.91%
Census Tract 208	142.96%
Census Tract 302	103.80%
Census Tract 305	55.23%

Source: Decennial Census www.census.gov

The total population of the study area is 20,789 or about 10% of the city’s population. The neighborhood market area is composed of approximately 53% male and 47% female. It is primarily comprised of African American (54.1%) and White (35.8%). The neighborhood market area’s percentage of African American residents is higher, while its White population is lower compared to the City’s. It also cites a higher percentage of Asian residents. Persons of Hispanic origin represent approximately 3% of the population in the neighborhood market area, half of the city’s 6%.

Table 7: Comparing educational attainment and number of households between city and study area

	Percent Bachelor's Degree or Higher	Total Number of Households
City of Richmond	34.1%	83,498
Study Area	31.8%	11,538
Census Tract 203	8.5%	654
Census Tract 204	2.5%	1,445
Census Tract 205	48.9%	1,962
Census Tract 206	38.5%	773
Census Tract 207	19.9%	510
Census Tract 208	62.4%	592
Census Tract 302	45.0%	724
Census Tract 305	51.6%	1,792

Source: Decennial Census www.census.gov

Most of the households in the neighborhood market area are renter-occupied (76.7%). This is significantly higher than the city’s 56.9%. However, there are two census tracts (Tracts 203 at 59.8% and Tract 208 at 53.3%) reflecting a higher percentage of owner-occupied housing compared to the city’s 43.1%.

There are five census tracts at the west and south of the neighborhood market area with higher percentages of residents 25 years and older possessing Bachelor’s Degree or higher than the city’s 34.1%. These percentages range from 38.5% to 62.4%. However, the 31.8% overall educational attainment in the neighborhood market area with Bachelor’s degree or higher is slightly lower than the city’s overall.

Market Supply and Demand

A market analysis was performed to identify unmet demand in the market for retail goods and services. These goods and services are the ones demanded by customers and will be the basis of recommended business types in the neighborhood market or trade area. These recommendations of potential new businesses could complement the existing business in the 17th Street Market district.

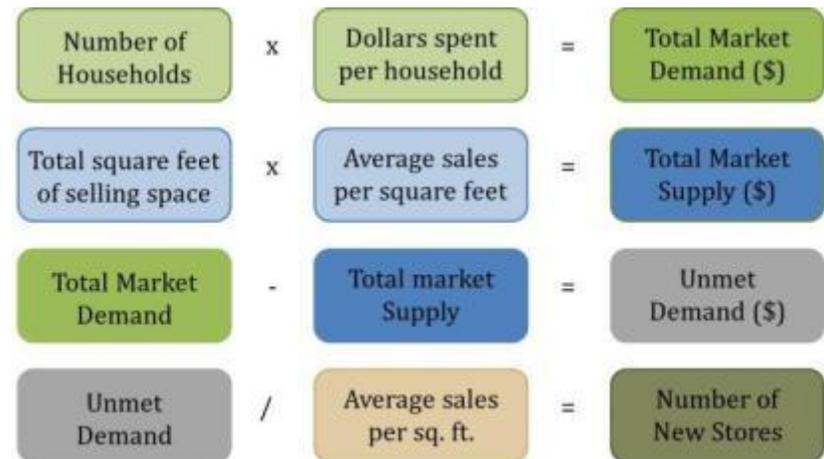


Figure 14: Market analysis calculation method
Source: Urban Commercial Revitalization Class, 2012

In order to determine the unmet demand, the first step is to calculate the total spending power of the neighborhood market area using the 2010 Consumer Expenditure Survey¹³. Percentages of expenditure on different categories of goods and services were cross-referenced with the household numbers in the neighborhood market area from the 2010 U.S. Census Data. The potential

expenditure or the total dollar amount of demand in the 17th Street Market district’s neighborhood market area totals to **\$332,441,661**.

The second step is to inventory the existing businesses in the neighborhood market area. This represents the current and available supply of goods and services. The total dollar amount of supply, or existing purchases, is derived from that. Supply in terms of dollars is computed by multiplying the total square footage of selling space by the median sales per square feet for each type of good or service¹⁴. The total supply, or existing spending by people who live in the neighborhood market area, is **\$171,696,201.82**. The difference between the supply and demand is the unmet demand, or the missed opportunities for spending that goes outside the district, for **\$160,745,459.05**.

Unmet demand then was converted to potential businesses or potential new units by dividing it with the average sales per square foot for every commercial activity type. The result is not precise but gives a general sense of the potential business types with new development potential in the 17th Street Market district.

Unmet Demand

Based on the unmet demand calculated in the market analysis and the existing establishments in the 17th Street Market, some of the new supportable uses include Major Appliances, Music Products, Other Household Products, Laundry and Cleaning Supplies, Electronics, and Apparel. The table shows the number of potential new units the neighborhood market area can support. However, these numbers are likely overestimated and should be considered more a signal of relative development potential rather than taken literally.

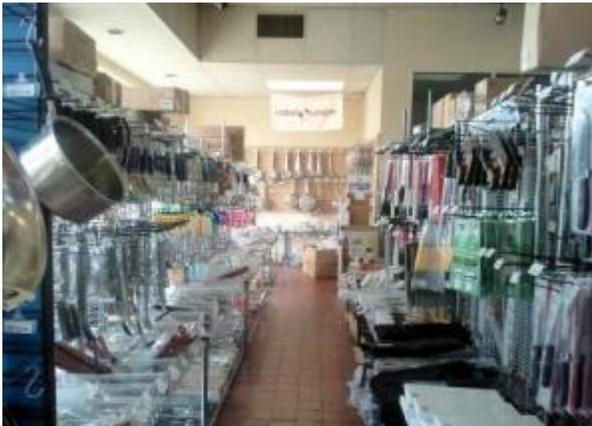
Table 8: High and moderate level of unmet demand

Source: Urban Commercial Revitalization Class, 2012

17 th Street Market UNMET DEMAND			
High Level of Unmet Demand		Moderate Level of Unmet Demand	
Category	Potential New Units	Category	Potential New Units
Major Appliances	17.9	Specialty (Deli, Bakery)	5.9
Music Products	13.9	Alterations/Shoe Repair	5.5
Other Household Products	11.4	Apparel - Children under 2	4.2
Laundry	8.8	Small appliances, miscellaneous house wares	4.1
Electronics	8.7	Apparel - Men and boys	3.5
Personal Services	8.1	Video Rental	3.0
Pets, Toys, and Playground Equip.	7.7	Apparel - Women and girls	2.9
Tobacco Products and Smoking Supplies	7.2	Furniture	2.3
Apparel - Footwear	6.6	Barber	1.8
Education	6.2	Other Entertainment, Equipment & Services	0.6
		General Hardware	0.5

Potential Business Opportunities

Major appliances have the largest quantitative unmet demand based on the market analysis. With the trend toward more residential development in the area more people are going to need appliances, large and small, in the immediate area. An appliance dealer can provide support to the many surrounding neighborhoods as well. If the business selling appliances could also sell small appliances and general hardware then that would fill other needs of unmet demand, especially in the immediate Shockoe Bottom area. A hardware store and restaurant equipment suppliers were interviewed about their attitudes toward expanding in the district. The hardware store indicated it would definitely consider expansion if Shockoe Bottom demonstrated a need for it. They mentioned Shockoe Bottom as a “neat area” with great architecture and a lot of history. However they also indicated crime and parking as a potential problem to expansion. The restaurant supplier supplies equipment to a many startup restaurants in Greater Richmond. The



Commercial restaurant supply store

Source: *Urban Commercial Revitalization Class, 2012*

company does have plans to expand in order accommodate online sales, and would consider Shockoe Bottom if it found the right location. The company indicated the proximity to the interstate, high density, and historic architecture all as reasons for locating in the 17th Street Market commercial district.

Music products have the second highest quantitative unmet demand based on the market analysis. Music and entertainment were also mentioned several times in the survey research. A music or instrument store meets these unmet demands in addition to the demand for additional personal services and education if the store offers music lessons. Other music related businesses that could benefit in the area include studio recording and production equipment, and a record store. Many potential businesses were interviewed including a music store, record shops, and music studios to gage their interest in the area for a potential move or expansion. None of the businesses interviewed currently viewed the Shockoe Bottom as a future place to do business. The main reasons given were crime, no retail, and parking. One of the business also mentioned “at night it becomes a circus.”



Guitar Store, Source: Urban Commercial Revitalization Class, Fall 2012

Other Household Products is the third highest quantitative unmet demand based on market analysis. With the historical context of the area in mind an antique store or a store that sells rustic chic

household items could greatly improve the nostalgia and diversity of the area. There are many existing vacancies that could accommodate the retail space required. A few gift shops that sell household items, nostalgia, and antiques were interviewed. One of the stores actually opened a location last year on 14th Street in the Shockoe Slip. They quickly vacated this location because there “was not enough foot traffic in the area.” The store is staffed predominantly by women and they “didn’t feel safe” leaving working at night; especially with large amounts of cash while en route to the deposit box. They indicated the area was not well lit. It was also hard for large trucks to pull up and drop off goods and had too many stop lights. The other shops interviewed expressed concern about many of the same problems that caused the aforementioned store to leave, including safety and low foot traffic. The only shop that entertained the idea said that they would move



Household items store

Source: <http://stylin305.wordpress.com/2010/12/05/shopping-with-a-conscience/>

only if “there was other retail present.”

Electronics have a large amount of quantitative unmet demand. In the immediate 17th Street Market area there is no place to buy a TV, MP3 player, Cell Phone, etc. There area could benefit from an electronics store that sold smaller handheld electronics as well as repair items. A wireless phone company and a computer repair shop were interviewed as potential merchants for the area. They are both currently expanding. The wireless phone company would consider the 17th Street Market area as location if the right combination of store size and rent is present. The computer repair store wasn’t interested in expanding further in the Richmond Market and preferred their current location to Shockoe Bottom. Both indicated the parking and congestion as potential problems with moving to the area.



Typical urban Verizon storefront

Source: <http://www.cooper-cityelectric.com> Interior of a

Pet care is identified as insufficient in the quantitative unmet demand. With so many residents in close proximity, and more moving in, the area could benefit from a dog facility that provided day care, boarding, grooming, and training. The training would also compliment the educational unmet demand. Two pet boarding facilities were interviewed about expanding with additional locations in the 17th Street Market area. Both have a customer base similar to the demographics of the area and would consider expanding to Shockoe Bottom if they found the right location.

Education has a high quantity of unmet demand based on the market analysis. Historic buildings and central location were pointed out as major strengths to the area. A historic tour of Shockoe Bottom would help fill the educational unmet demand while also providing for more family activities in the area. Tours could take place on Segways, Horse and Carriage, or Bus and run during events and/or weekends. The Valentine History Museum was interviewed concerning their potential in study area. They felt the area would be a great place to further expand if given extra funding for the



Segway tours in Washington D.C.

Source: <http://ohmywierd.com> Apparel storefront

opportunity. They recognize the 17th Street Market as an important part of history that needs to be shared more than it currently is.

Apparel, including men's, women's, children's, and footwear, has significant unmet demand based on the market analysis. A second hand consignment shop that sells apparel and footwear will fit well within the area. It works well with the unmet demand as well as the demographics of the young professionals that are filling in the residences. Other potential apparel stores could include uniform stores to accommodate the VCU medical services or a sports team apparel shop. A casual men's and women's apparel store was identified and interviewed as a business that could fit well in the study area. However the store is currently reluctant to move to the area do to the customer base being too young, homelessness, and crime.



Apparel storefront

Source: <http://cdn.styleblazer.com>

Destination Market Characteristics

Between its eclectic mix of historic landmarks, scenic river views, and overall culture, Richmond, Virginia remains one of the top most frequented cities in Virginia. A study conducted by the research department of the U.S. Travel Association for the **Virginia Tourism Corporation** presents the 2011 domestic travel and economic impact in Virginia. All estimates are the product of the U.S. Travel Association's Travel Economic Impact Model (TEIM).

The Total Travel Expenditures examined includes travelers' spending on goods and services during their trips. TEIM covers 18 categories of activities. In 2011, **\$588,700,000** was spent in Richmond or an overall growth of **9.3%** from 2010. This is **2.9%** of the overall travel expenditures spent throughout various destinations within the entire state. TEIM also estimated that in 2011, the City drew **\$131,800,000** for payroll or a **4.3%** growth from 2010. It is 2.9% of the overall payroll distribution for travel in Virginia. In the same year, Richmond grossed about **\$1,987,000** in local tax receipts which is a **4.2%** increase from 2010. Between expenditures, payroll, employment, state and local tax receipts, the City of Richmond experienced an overall increase across the board which indicates a rise in tourism throughout the area.

The 17th Street Market commercial district's destination shopping market can be grouped in two major categories: **Heritage Tourism** (centering on the overall history and culture of the place) and **Food Tourism** (focusing on the mix of restaurants, farmers' market days, special events and other activities with food and beverages in the spotlight).

Table 9: Local area travel estimates

Source: U.S. Travel Association for the Virginia Tourism Corporation

Expenditures (\$ Millions)	Payroll (\$Millions)	Employment (Thousands)	State Tax Receipts (\$ Millions)	Local Tax Receipts (\$Millions)
588.7	131.8	6.22	21.51	19.87

2011 Domestic Travel Impact on Richmond (Percent Distribution)				
Expenditures	Payroll	Employment	State Tax Receipts	Local Tax Receipts
2.9%	2.9%	3.0%	2.8%	3.6%

2011 Domestic Travel Impact on Richmond (Percent Change from 2010)				
Expenditures	Payroll	Employment	State Tax Receipts	Local Tax Receipts
9.3%	4.3%	2.9%	4.3%	4.2%

SWOT ANALYSIS

Strengths

- History
- Location (also covers proximity to transportation)
- Identity
- Commitment/Loyalty
- Restaurant Clustering
- Special events

Opportunities

- Increased diversity in retail (unmet demand)
- Utilization of Venue (different kinds of events, night market, music)
- Baseball stadium
- New management (Non-Profit operators)
- Connectivity and Circulation

Weaknesses

- Parking
- Perception of Crime
- Under-utilized Venue
- Constraints on contract and funding
- Lack of Comprehensive marketing (promotion)
- Vacancies

Threats

- Poor implementation
- Economy
- Competing districts
- Baseball Stadium
- Vendor disconnect
- Flooding

SWOT Analysis

In order to figure out exactly what is needed and desired at the 17th Street Market venue and surrounding commercial district, a SWOT analysis was conducted. SWOT stands for Strengths, Weaknesses, Opportunities and Threats. A separate SWOT analysis was conducted for each one of the areas of the Main Street Approach (Organization, Design, Economic Restructuring and Promotions) and can be viewed in the Appendices. When doing these analyses, existing conditions, feedback from both the surveys and market officials were taken into account. After all the analyses were conducted, they were then compared and consolidated into one overall SWOT for the area. The following is an overview of the consolidated SWOT analysis. The SWOTs for the individual areas can be found in the appendix of this plan.

Strengths

Some of the areas main strengths include its' historical relevance and historical architecture of buildings. These elements include the slave trail, the Historic 17th Street Market, and the first wood frame house built in Richmond. This area has a definite advantage over other places because of its historic relevance to the city, state and region. It also has a strategic advantage when looking at its location in relation to transportation. It is located near the interstate, a train station, and is very well service by bus transportation.

Even with a lack of promotion the market is still very well known. When you say "17th Street Market" to someone in Richmond or even someone familiar with Richmond they usually know what you're referring to. For this reason, in addition the support of other

organizations, special events have been very successful at 17th Street Market. Special events have been known to draw anywhere from 3,000 to 5,000 people to the area in a day. These kinds of events show that there is some type of appeal of the market to its customer base and gives way to the market area having an ongoing contribution to the city's identity. Besides special events the variety and number of restaurants provide the other attraction of the 17th Street Market Area.



Day of the Dead Festival

Source: http://farm4.static.flickr.com/3589/3623287412_756350b4f5.jpg

Weaknesses

In looking at the surveys and listening to the commits by officials, the number one weakness in the area is the lack of parking. Many of the shoppers said that parking in the area would detract them from

coming into the area. There are plenty of open parking lots that are underutilized on the weekend and could help resolve this problem but other factors, such as insurance, and liability, come into play. The next big issue that was brought up was safety and the perception of crime in the area. A crime study was conducted for the area and was compared to the city as a whole. It was found that the 17th Street Market area was no more violent than the rest of the city (See Existing Conditions). This perception of crime largely comes from the name association when something happens in the Shockoe area and the fact that news crews park at the 17th Street Market venue, using it as a landmark for the district when reporting on crime. Vacancies in areas of high visibility and foot traffic also pose a perception problem for the area. Although commercial vacancies are under 10%, the current vacancies are in areas that make the whole area look deteriorating, unappealing, and dangerous.



Locked up vacant storefront on Main St.

Source: VCU, Urban Commercial Revitalization class, Fall 2012

There is also a lack of promotional efforts in the 17th Street Market area. 17th Street Market is not utilizing its potential due to no website, and lack of advertising (outside of the major festivals).

Therefore the area is losing out on potential customer spending. It was also identified that the venue was underutilized during a large portion of the year. There are currently only 10 events a year leaving room for 42 weekends in which new events can operate. More seasonal events would help keep the area fresh in people's minds and keep the community engaged.

The amount of funding and organizational structure of the market is also a weakness. Since current management cannot sign long term contracts with vendors the vendors seek other markets that are more reliable, efficient, and accommodating. All of the current vendor's surveyed indicated they would like long term contracts. Some vendors also indicated that the current management is spread too thin due to funds and positions cut over the years.

Opportunities

There are some major opportunities for the 17th Street Market venue and commercial district to improve. One big opportunity is increasing the diversity of retail in the area. This would be very helpful in bolstering the area as a destination for shoppers. Another big opportunity is for a nonprofit organization taking over the management and operations of the 17th Street Market. This would help solve the administrative problems that stem from contracting and fundraising restriction placed on the City. New management can also set up partnerships with local event operators and supporters to ensure the 17th Street Market venue is being utilized throughout the year. The potential baseball stadium relocation presents another opportunity for the area. The stadium would provide a steady flow of visitors to the area throughout baseball

season, and a structure for larger events for the rest of the year. There is opportunity to connect 17th Street market to the many popular areas in close proximity. By connecting 17th Street Market with MCV, the canal walk, the slave trail, downtown, and the Capital, the area is going to benefit by greater circulation and more visitors.

Threats

There are issues that threaten the future of the 17th Street Market. Being the lowest point in the city, there is always a threat for flooding in the area. Natural disasters can greatly change the issues that affect an area and cannot be accounted for. There are also a few other unknowns that are lingering for the 17th Street Market, including the proposal for a new baseball stadium downtown. This is a factor in the success of the area, as well as what kinds of businesses would work around it. Another threat is the future of the U.S. and world economy. With the recent economic downturn entrepreneurs are reluctant to startup and businesses are still trying to recover. A continued poor economy could stall revitalization of the 17th Street Market. Proper and timely implementation by the stakeholders is also a threat. Over the years there has been several plans and lot of talk about revitalization of the area with little done. Without proper implementation nothing is going to happen. Lastly competing commercial districts present a threat to future 17th Street Market vitality. With so many options in Richmond for shopper's to shop and merchants to sell the 17th Street market needs to distinguish itself from the others to create an experience that you can get nowhere else.



Study area after major flooding

Source:

http://farm4.static.flickr.com/3589/3623287412_756350b4f5.jpg

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- ¹ City Department of Economic and Community Development History of the 17th Street Farmers Market
<http://www.richmondgov.com/FarmersMarket/History.aspx>
- ² The 17th Street Farmers' Market Revitalization Plan December 2006, p.4
- ³ Ibid.
- ⁴ Ibid.
- ⁵ Slave Trade Reconciliation Triangle
www.hmdb.org/Marker.asp?Marker=20766
- ⁶ The 17th Street Farmers' Market Revitalization Plan December 2006, p.4
- ⁶ Shockoe Bottom Land Use and Development Strategy p,I-1
- ⁷ Shockoe Bottom Land Use and Development Strategy p, II-3
- ⁸ Richmond Downtown Plan, 2009.p,1.17
- ⁹ Shockoe Bottom Land Use and Development Strategy p,III-7
- ¹⁰ Downtown Plan, 2009.p,1.17
- ¹¹ Shockoe Bottom Land Use and Development Strategy p,III-7
- ¹² The tract designations for the 1990 Census do not align with the 2000 and 2010 Census Tracts. Using the 2010 study area boundary, 5 of the 11 1990 Census Tracts falling within the defined study area were merged to generate corresponding population numbers.
- ¹³ Consumer Expenditure Survey Income Before Taxes www.bls.gov
- ¹⁴ 2004 Dollars and Cents of Shopping Centers manual



Part Two: Vision

Vision

The 17th Street Market, arguably the oldest continually used public space in the city, is in trouble. Perceptions of crime and a lack of market events have caused this historic location to dwindle right in front of our eyes. The neighborhood, many would argue, is in the midst of a cultural renaissance; newly painted murals and multi-story modern apartments are just some of the ways in which Richmond's developers, architects, and eclectic artists are working to revitalize the area. As planners however, we are tasked with the interesting role of building a future for the community, namely through economic development. The 17th Street Market is the potential catalyst for Shockoe Bottom's revitalization.

Now imagine a market venue that is connected with its residents and merchants. On weekends, one can imagine listening to jazz music while dining amongst others in an open styled plaza. Through partnerships between the restaurants, merchants and with the 17th Street Market management, the market as a venue strengthens its ties with the community. Now imagine on weekends, a market venue with 30 or more diverse vendors, coming to showcase their art, produce and drink. Or perhaps you were busy one day and couldn't make it before 5 p.m. Well, imagine the convenience of a farmers market after hours; one that runs from 5 p.m. to 9 p.m., in a well-lit, open space, with live music and people. Having diverse options, such as a night-time market, is not only convenient for folks working 9-5 but also gives the market a chance to rebrand itself as a venue.

Lastly, can you imagine being able to reach out to a knowledgeable individual about market day events, the locations of historic buildings and sights, a map of the Slave Trail, or even have the chance to watch a civil war reenactments? A historic kiosk, preferably self-contained, or within the train station, would heighten the public's perception of it as a historic place. All these ideas, and more, are about to be explored within these recommendations. The 17th Street Market stands poised, ready for change. Research shows there is significant stakeholder interest to see change come to the area. Revitalizing the market through dynamic change will help boost the revival of Shockoe Bottom overall.



Georgetown Market, Washington, D.C.

Source: Carson Lucarelli

Organization

The 17th Street Market has suffered in recent decades, due in part to the organizational structure of its managing entity. Within the Main Street Four Point Approach, it is the task of this section, to address the organizational framework of the 17th Street Market and the means by which the managing entity brings resources to the revitalization effort. A well-organized market venue is one that builds unique and diverse partnerships and is financially sustainable for the long-term.

“Organization establishes consensus and cooperation by building partnerships among the various groups that have a stake in the commercial district.” - From the Main Street Approach©

GOAL 1: MANAGEMENT BY NONPROFIT

Objective 1.1 Find a nonprofit market operator

Who: City Department of Economic and Community Development, City Department of Parks and Recreation, Enrichmond Foundation or another nonprofit group

Why: The 17th Street Market and surrounding commercial district need an entity focused on their day-to-day management and revitalization that can offer contracting flexibility, fundraising capacity. This will enable the 17th Street Market to break down various barriers and facilitate a smoother operating venue. Seeking out a nonprofit operator will help to give a boost to fundraising allowing for tax-deductible gifts in addition to earned revenue and grant funding. Finding a nonprofit with a proven track record in

financial, event, and volunteer management will be vital to the overall success of the venue.

What: A local nonprofit entity knowledgeable about financial management, organizing events, marketing and promotion and volunteer management can support the operation of the 17th Street Market and break down fiscal and bureaucratic barriers.

When: Year 1, Quarters 2 to 3

How: The City of Richmond can seek and connect appropriate nonprofit entities and individuals through a formal Request for Proposal (RFP) and then decide on the qualified nonprofit to run the farmers market.

ConnectRichmond is one way to reach out to potential nonprofits interested in being operators. The City Economic and Community Development Department (currently in charge of the 17th Street Market) and the City Parks and Recreation (currently the owner of the venue) will engage and partner with the selected local nonprofit entity, such as Enrichmond Foundation, who can take over management of 17th Street Market operations ranging from vendor coordination, special events planning, volunteer recruitment and fundraising.



Enrichmond Foundation office building
Source: Urban Commercial Revitalization Class, 2012



Image depicting Committees at Work

Source: <http://www.mgusac.org/organization.html>

Objective 1.2: Set up committee structure and annual work plan

Who: Nonprofit market operator and a fleet of volunteers.

Why: The aforementioned nonprofit's volunteer Board of Directors will establish, with support from their staff, four committees for Organization, Economic Restructuring, Promotion and Design Committee. These committees will execute an annual plan of work coordinated by the nonprofit's staff and overseen by the Board. The four committees keep the portfolio of work balanced among the Four Points.

What: Four Committees in charge of different tasks - Economic Restructuring, Organization, Promotion and Design.

When: Year 1, Quarter 2

How: The nonprofit managing entity will delegate employees to support each committee's volunteers. The nonprofit will make sure that the committees have the resources that they need to be

successful and will facilitate the development of an annual plan of work for each committee of volunteers. The Economic Restructuring committee will focus on tax incentives, grant and loan programs that will help keep the farmers market economically viable. The Organization committee will focus on building consensus and cooperation among the groups that play a role in the 17th Street Market commercial district and will provide the necessary resources when called upon. The Promotion committee will focus on the general image of the market, such as advertisements, events, media relations, and of course the promotion of the market. Lastly, the Design committee will focus on the cleanliness, appearance and overall layout of the market.



Mississippi Main Street

Rebranding Source: *Mississippi*

Main Street Association

<http://www.msmainstreet.com/> and

[http://downtownbranding.blogspot.com/2009/03/mississippi-main-](http://downtownbranding.blogspot.com/2009/03/mississippi-main-street-freshens-up.html)

[street-freshens-up.html](http://downtownbranding.blogspot.com/2009/03/mississippi-main-street-freshens-up.html)

[street-freshens-up.html](http://downtownbranding.blogspot.com/2009/03/mississippi-main-street-freshens-up.html)

GOAL 2: INCREASE FUNDRAISING

Objective 2.1: Create a fundraising plan

Who: Nonprofit market operator

Why: Fundraising will be key to the success of the market. By increasing fundraising opportunities, it will in turn help to improve

the image of the 17th Street Market by allowing them to have better organized events, thus attracting more people. More money can lead to design improvements as well, like creating a physically cleaner establishment. In theory this would also improve the marketability of the surrounding commercial district.

What: A brief written document that outlines a plan for developing and maintaining sources and uses of funding for the operation of the 17th Street Market venue and the 17th Street Market commercial district organization.



Italian Festival 2012

Source: *Urban Commercial Revitalization Class, 2012*

When: Year 1 - Ongoing

How: Creating a fundraising plan is the first step. It should be written by either the development director or the CEO of the nonprofit, with consultation from the board of directors. Secondly, the plan should be written as soon as possible in order to provide the framework for fundraising of the nonprofit. The fundraising

plan should cover at three years and outline the target operating budget for the market venue and the commercial district revitalization organization. The fund development plan should then include a list of potential funding sources including: City funding through either Parks and Recreation, Community and Economic Development or both; private donations from corporations and individuals; proceeds from fundraising events such as Friday Cheers in Lynchburg, Va., grant funding; and earned revenue for services delivered by the organization.

The fundraising plan should include a timeline that shows when fund development activities will occur. This will help keep the nonprofit on track and will help it reach its fundraising goals.

Objective 2.2: Earn revenue through parking management

Who: Nonprofit market operator, committee chairs



Current Parking inside 17th Street Market

Source: *Urban Commercial Revitalization Class, 2012*

Why: There are a number of parking lots and, potential decks, near the 17th Street Market. The nonprofit market operator could take on

their management as a way to earn money for the organization, ensuring upkeep of the market facility, and monitor development in the immediate area.

What: Management fees to the nonprofit market operator from the parking facility owner(s). This can be a portion of the parking fees collected or a flat management rate.

How: Hire a part-time employee or volunteer to manage parking. This could include an automated parking system where customers pay as they enter the parking lot. The automated system has a higher upfront cost and requires maintenance but using an hourly employee or volunteer requires having enough manpower to maintain presence at the entrance of the parking lot whenever an event is taking place. This caveat should be discussed thoroughly amongst all relevant stakeholders, and committees.

When: Year 1 - ongoing

GOAL 3: VOLUNTEER INVOLVEMENT

Objective 3.1: Recruit volunteers

Who: Nonprofit market operator; volunteers, such as local foodies, residents, members of the Merchants Association, property owners and other interested parties.



Sample of a Volunteer poster

Source: <http://waunakeeneighborhoodconnection.com/WNC/volunteers/>

Why: Most interested parties, such as local foodies and residents, are already familiar to the 17th Street Market. Utilizing their manpower and skills in market operations not only taps into human resources but also builds buy-in and commitment to the organization in the community.

What: Coordinated recruitment of volunteers through the nonprofit market operator's annual plan of work; regular communication between staff, committee chairs and volunteers via meetings and/or newsletters/emails about task delegation and scheduling.

When: Year 1 - ongoing

How: The nonprofit market operator staff will help coordinate volunteer development and identification by the committee chairs. They also need to be in charge of role delegation. By assigning specific roles for the volunteers, a well-oiled machine can be created that can effectively help run the day to day operations of the Farmers Market. The volunteers, for example, can help to staff tables, accept payments, offer customer support during market days and special events, or answer phones during off days.

GOAL 4: COOPERATIVE PARTNERSHIP WITH MERCHANTS ASSOCIATION

Objective 4.1: Create business partnership with Shockoe Bottom Merchants Association

Who: Nonprofit market operator, Promotion Committee, Merchants Association

Why: Many Main Street organizations integrate the local merchants association with the Promotion Committee's plan or work. This is because merchants usually want a larger marketing reach by drawing more people to events and creating a larger customer base.



Logo of Retail Merchants Association
 "Think.Shop.Buy. Local" campaign, Source:
<http://www.retailmerchants.com/>

What: Collaboration between the existing work of the Shockoe Bottom Merchants Association and its Board with the Promotion Committee of the nonprofit market operator.

When: Year 1, - ongoing

How: The executive director of the nonprofit market operator, the Promotion committee chair and the President of the Shockoe Bottom Merchants Association should identify areas of common interest for collaboration. These will likely center around the activities of the promotion committee's annual work plan.

Objective 4.2: Build consistent, fair vendor policies that support the overall revitalization effort

Who: Nonprofit market operator, Vendors

Why: A strong vendor base will help guarantee the success of the 17th Street Market and will expand its present customer base. In order for the Market to remain viable and vibrant, the market

operator must develop reliable, loyal vendors who offer what shoppers in the district want.

What: Vendor recruitment and management policies consistent with other market venues and/or operators.

When: Year 1 - ongoing

How: The nonprofit market operator, or the event management company that it hires, should have a complete set of vendor management policies that are applied to all vendors impartially. Ideally these policies will take into consideration the experiences and attitudes of vendors, old and new. Through meetings, vendors can have their concerns heard and exchange their input on operations and events planning.



Sisters, Rose and Evelyn, have been selling in the market for decades
 Source: Urban Commercial Revitalization Class, 2012 Revitalization Class

Economic Restructuring

The commercial area surrounding the 17th Street Market is home to many successful small businesses. These businesses are served by a steady flow of traffic from tourists, commuters, and residents from surrounding neighborhoods and within. Economic restructuring means building on the strengths of the area including history, location, and identity. By developing targeted retention and recruitment processes based on the analysis of the market, the 17th Street Commercial District will be well-positioned for years to come. The following goals and objectives seek to promote a thriving business community in the 17th Street Market area.

“By helping existing businesses expand and recruiting new ones to respond to today’s market [Economic Restructuring] help[s] to convert unused space into productive property and sharpen the competitiveness of business enterprises.” - *From the Main Street Approach*[®]



Eastern Market in Washington, D.C.
Source: Carson Lucarelli

GOAL 1: SUPPORT EXISTING BUSINESSES

Objective 1.1: Hold business improvement seminars and workshops

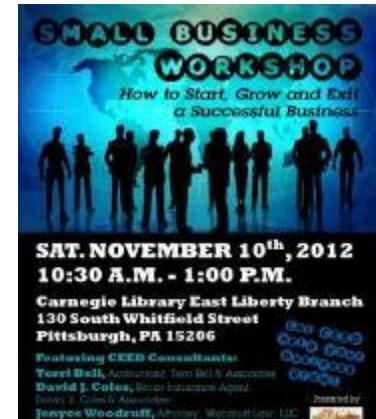
Who: Merchants Association, Economic Restructuring Committee, Greater Richmond Chamber of Commerce’s Small Business Development Center, and Business First Richmond

Why: Small businesses face unique challenges and may not be up to date on the best management practices. Because their time and resources can be limited, group consulting, workshops and seminars can connect small merchants with resources that might otherwise be cost prohibitive.

What: Business improvement workshops/seminars such as: customer service, social media marketing, setting up an online store front, money management for entrepreneurial businesses and any additional topics that are of interest to merchants within the district.

When: Year 1, Quarter 3 - Ongoing

How: The Merchants Association and/or nonprofit market operator should coordinate with the Richmond Chamber of Commerce to schedule training sessions within the 17th Street Market Commercial District that are specifically designed for Shockoe Bottom merchants and vendors. Once planned, these events should



Example of Small Business Workshop Poster

Source: <http://www.usaceed.org>

be added to the 17th Street Market Calendar and promoted throughout the district via facebook, email, and twitter.

Objective 1.2: Establish business to vendor trade relations between 17th Street Market and local businesses



Left:: Photo of Havana 59, a restaurant surrounding the market; **Right:** Photo of open market;
Source: Urban Commercial Revitalization Class, 2012

Who: Merchants Association, Economic Restructuring Committee

Why: Relationships between the Market and local businesses will create a new dynamic in the way these currently independent groups operate. Local businesses could feature fresh Market vendor products in their establishments and Market vendors could be given new, reliable sources of income.

When: Year 3, Quarter 1 - Ongoing

How: Encourage local restaurants to purchase homegrown produce sold at the Market for use in their menus. Encourage local retail establishments to sell products, such as handmade crafts and artwork, produced by Market craft vendors. This will increase the exposure of the vendors' products and allow local businesses to receive a share of the profits. One way to go about this is to set up an informal or formal arrangement between vendors and local businesses which allows both to purchase each other's products or

services at a discounted rate, such as 10%, for participating establishments.

Objective 1.3 Enhance clean and safe program

Who: A partnership between City Department of Public Works, Merchants Association, and the nonprofit market operator

Why: Throughout the surveys conducted, perceived crime and cleanliness in the area were indicated as major weaknesses to the area. The 17th Street market is a well-suited candidate for enhancements to a Safe and Clean program, that has had a revitalizing impact in other communities in the city.

What: A program set up in through various partners that would help to establish an area free of crime and debris. The program will help with the real and perceived issue of crime by addressing the physical environment. Eventually, the program would become self-sufficient enough to tackle late night club, and festival clean ups.

When: Year 3, Quarter 1

How: There are a host of programs that have successfully implemented a transition towards safe and clean, including the Service District program operated by Richmond Venture. Other examples include clean-up days utilizing AmeriCorps or volunteers, expanded code enforcement, increased community policing, more cameras, and hired special security or ambassadors. These improvements are vital for the revitalization of commercial district.

Objective 1.4 Implement façade improvement program

Who: Design Committee, property owners, business merchants, residents

Why: Many of business in the 17th Street Market area are in commercial buildings that would benefit from simple façade improvements. It benefits the area to improve signage, overall appearance, and enhance glass storefronts critical to effective merchandising. These types of programs have been very successful in numerous cities across the country.

What: Structures should be repainted, signage should be replaced and broken windows or balusters should also be repaired. Another popular and effective way to make use of vacant storefronts is to occupy them with art and/or images of historic structures/events. See Design Objective 1.3

How: Many start with seed money from the city, creating a matching low-interest loan program (along with private investment). These programs include architectural support to design the façades and signage consistent with design guidelines; making sure to promote the existing character of the neighborhood.

When: Year 1, Quarter 4, - Ongoing



*Example of a modern storefront in Georgetown, Washington, D.C.
Source: Carson Lucaralli*

GOAL 2: ATTRACT NEW BUSINESSES- DIVERSIFY RETAIL

The 17th Street Market area has an opportunity to diversify retail through attracting business that complements the existing restaurant cluster. To attract new businesses, the nonprofit market operator, Shockoe Bottom Merchants Association, and the City of Department of Economic Development should consider the following objectives as part of a holistic targeted business recruitment process. Each of the following objectives outlines specific strategies and techniques beneficial to attracting entrepreneurs and expanding businesses.

Objective 2.1 Develop a business recruitment packet

Who: City Department of Economic and Community Development and/or Economic Restructuring Committee

Why: Vacancies and retail diversity are weaknesses of the study area. A recruitment packet can be used to actively engage entrepreneurs and new businesses to locate in the district by providing relevant information on the benefits and assets of the 17th Street Market commercial district.

TOP 5 REASONS TO
LOCATE YOUR BUSINESS IN
SHOCKOE BOTTOM

What: A packet of information resources that explain to potential businesses and entrepreneurs the competitive advantages of locating in the 17th Street Market area. The packet should include data about the potential customer base of the neighborhood and tourism markets.

When: Year 1, Quarter 3

How: A packet can be made using either using in-house resources, or by hiring a professional design firm. Richmond Department of Economic Development or the nonprofit market operator should develop the packet of materials, which can be obtained from this plan, that contains: general information about the district (location, major commuter routes, current business types/clusters, area demographics), market potential of the district (market analysis information from Part One of this plan), unmet demand, consumer/shopper traits, maps, relevant articles and general support services.

Objective 2.2: Conduct targeted business recruitment

Who: City Department of Economic and Community Development and/or Economic Restructuring Committee

Why: The 17th Street Market area is a commercial district well-suited to attract the types of businesses listed in Part One. Seeking out expanding businesses or businesses relocating from outside the

Categories to Recruit
Major Appliances
Music Products
Laundry
Electronics
Education
Pet Grooming, Boarding, & Supplies
Cupcake Shop/ Frozen Yogurt
Bakery

Source: URSP 666 Revitalization Class, Fall 2012

region would help the 17th Street Market Commercial District to position itself as a place for entrepreneurs and small business owners to thrive.

What: Proactive outreach and networking with entrepreneurs and successful business owners looking to expand in the Richmond region who fall into the targeted businesses outlined in Part One.

When: Year 2

How: Attend networking events and workshops hosted by the Greater Richmond Chamber of Commerce, The Richmond Retail Merchants Association, Virginia Economic Development Partnership, Greater Richmond Partnership and other professional organizations (see Implementation Handbook). Bring copies of Business Recruitment packet, once created, and sell 17th Street Market Commercial area as a place for all relevant attendees to do business. Compile a list of potential new businesses and follow-up with them to build professional relationships and share the benefits of the district by inviting them to relevant events.

Objective 2.3: Host business open house event for potential new businesses

Who: City Department of Economic and Community Development, Economic Restructuring Committee, and/or Merchants Association

Why: Business owners and entrepreneurs will be more likely to consider locating in 17th Street Market area when they can see and hear about the benefits current merchants are experiencing. Establishing a supportive, proactive, business-friendly environment will help with recruitment and networking for years to come.

What: A semi-structured networking event that brings together potential businesses, entrepreneurs and existing merchants to discuss the benefits of being located in the 17th Street Market area.

When: Year 2, 4 Quarter, - Ongoing

How: Find a vacant space that will accommodate the open house for interested parties. Another possibility is to recruit local merchants to host the open house event, preferably a merchant next to a currently vacant space. It would be important to partner with merchants to provide food and drinks for the event. Invitations must be sent out to business owners and entrepreneurs met through previous networking events; ideally, invite the businesses in unmet demand categories. Other recipients should include the Greater Richmond Chamber of Commerce and the Richmond Retail Merchants Association. The information must be publicized online, at place like the 17th Street Market's website, and all other media



Example meeting of potential businesses

Source: www.carrolgardenassociation.com

outlets as well. It would be important for the event to last around two hours, and have light food provided by the local restaurants. An intern or volunteer would need to collect valuable information, like a business card, at the door. This individual would later be tasked with follow-ups the following week.

GOAL 3: ATTRACT EVENT ORGANIZERS

Underutilization is a weakness of the 17th Street Market. Surveys indicated that there should be more festivals, concerts, and events. The market venue currently only holds 10 events a year leaving significant opportunities for additional events, and earned income to support revitalization, on the table. To establish a successful venue, the nonprofit chosen to run the market and the Department of Economic Development should partner with event organizers to program the venue more fully. Each of the following objectives outlines specific strategies and techniques beneficial to attracting event organizers that can build the portfolio of events held at the 17th Street Market.

Objective 3.1: Develop an event organizer recruitment packet

Who: City Department of Economic and Community Development and/or Economic Restructuring Committee

Why: Event organizers can be useful partners for specialized programming, such as farmers' market days or heritage festivals. In order to attract event organizers, the nonprofit market operator should make available information about the nuts and bolts of holding events at the market venue as well as the overarching

benefits and assets of holding events in the 17th Street Market area.

What: A packet of information resources that lets potential venue operators know that 17th Street Market area is a valuable venue with the potential for a diverse mix of entertainment options to thrive. This packet should include information about the number of people the venue can accommodate and under what conditions, parking, facility amenities, the primary point of contact when booking the venue and a current schedule of events already on the calendar.

When: Year 1, Quarter 3

How: Either using in-house resources, or by hiring a professional design firm, the nonprofit market operator and/ or City of Richmond Department of Economic Development should develop a packet of materials that contains: information on current events, venue operations, attendance, general information about the district (location, major commuter routes, current business types/clusters, area demographics), market potential of the district (market analysis information from Part One of this plan), unmet demand, consumer/ shopper traits, maps, relevant articles and general support services.

Objective 3.2: Conduct targeted event organizer recruitment

Who: City Department of Economic and Community Development, Economic Restructuring Committee

Why: The 17th Street Market area is a commercial district well-suited to attract many types of events, especially those that incorporate high-quality food and music. Seeking out event

organizers to keep the space occupied and active would help the 17th Street Market Commercial District to position itself as a place for entrepreneurs and small business owners to thrive. Market days could benefit from being organized by an event organizer that specializes in farmers' market days and managing vendors in a farmer's market venue.

What: Proactive outreach and networking with event organizers looking to expand their portfolio of work in the Richmond region who have a history of successful events.

When: Year 2, Quarter 1

How: Establish a list of event organizers in the Richmond Area. Research past events put on by the event organizers and identify those that are best suited for the 17th Street Market venue. Once a few venue operators have been identified, contact the operators; send them the vendor recruiter packet, and schedule a meeting.



Italian Festival 2012

Source: Urban Commercial Revitalization Class, 2012

Promotion

The 17th Street Market and surrounding area have a rich history that is very important to the overall image of the region. In addition to the myriad of dining options, the 17th Street Market and surrounding area also share a close proximity to the James River and Canal Walk; another integral part of the neighborhood's history. The purpose of these recommendations is to help promote these various elements and to help restore the vitality to 17th Street Market. The ultimate goal of this committee is create a shopping district with regional appeal as a food-focused entertainment district.

"By marketing the district's unique characteristics to shoppers, investors, new businesses, and visitors, an effective promotion strategy forges a positive image through advertising, retail promotional activity, special events and marketing campaigns carried out by local volunteers."-From the *Main Street Approach*©

GOAL 1: RE-BRAND THE 17TH STREET MARKET

Objective 1.1: Create a marketing plan for the 17th Street Market

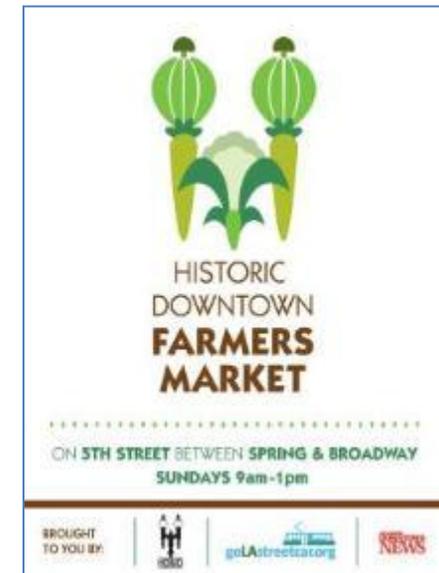
Who: Promotions Committee, City Department of Economic and Community Development, pro bono marketing agency

What: Meetings; Calendar of year-round marketing activities and objectives

Why: A marketing plan will ensure that all marketing activities are coordinated and evaluated for effectiveness. This will also guarantee that resources devoted to marketing are applied and utilized efficiently and consistently.

When: Year 1 Quarter 3

How: Through the help of a pro bono marketing agency, the Economic and Community Development Office, as well as the nonprofit market operator, will need to discuss the various aspects of marketing that are necessary for revitalizing the district. Time management is critical; one of the first tasks should be to create a calendar of events, to help keep all the parties on track. Having a comprehensive calendar of events enables the committees to have a structured program that is organized and easy to follow. Lastly, it is vital that this committee keep neighboring districts aware on current and future projects. This can be implemented through regular emailing; preferably executed by a volunteer, bi-weekly.



Example of Farmers' Market promotional poster
Source: <http://www.historicfarmersmarket.com/>

Objective 1.2: Start a re-branding campaign that embodies the different aspects of the 17th Street Market

Who: Promotions Committee, Department of Economic and Community Development; pro bono marketing (branding) agency

Why: A re-branding campaign would help improve the overall image of the area. It will attract more people, residents and visitors alike. This new branding would help to shed away some of the pejorative perceptions that many still hold towards the market.

What: New logo and signage design

When: Year 2 Quarter 1

How: There are two approaches. The first would be to coordinate with a pro bono branding agency. They can provide recommendations on how to create and design the logo and signage that would reflect a change in the area's identity.



Example of Farmers' Market logo; Source: http://www.umd.edu/2011_05_refresh/images/front_page/main_cycle/farmersmarket.jpg

The other option would be to get the public involved in creating a new logo. This can be achieved through a "Logo Design Contest." These activities help unite communities within a community. Members of the nonprofit market operator and guest judges from the City and Richmond marketing/advertising agencies can choose

the winning logo. The criteria should incorporate surrounding elements such as the history, the restaurants or the river. The design theme should have emphasis on tourism, restaurants, businesses and the farmers' market as collectively working together.

Objective 1.3: Find a way to make the market area into a destination for all shoppers/tourist

Who: Promotions Committee; City Department of Economic and Community Development; Virginia Economic Development Partnership; Greater Richmond Partnership

Why: Making people aware of the different and diversified activities and places available in the area would increase the number of shoppers and tourists interested in frequenting the place. Showcasing these various areas will further distinguish the district from others in the region.

Any increase in foot traffic and number of visitors could benefit the existing businesses in the area and also could entice other businesses to want to locate there.

What: Advertisements; concierge; events during market days

When: Year 2 Quarter 2



A view of Lumpkin's Jailhouse. This is one of the many historic elements in the area. Source: *Urban Commercial Revitalization Class, Fall 2012*

How: After completing the marketing plan, an idea of how to advertise or market various areas in the district (such as Restaurants, Historic elements like the Slave Trail, Canal Walk and the 17th Street Market) will emerge. Setting up a concierge service, preferably in the train station, would be a great way to tie all elements of the plan together. It would serve as a central point, from which information about upcoming events could be disseminated. This committee should also push for having live music during Market Days. The survey research of this class revealed that an overwhelming number of individuals would like to see more music in the district, including at the 17th Street Market venue. Events like the Shockoe Bottom Jazz Festival this past year were highly successful and it is recommended that more of such events be organized.

Objective 1.4: Improve the visibility of the 17th Street Market Area

Who: Promotions Committee, Design Committee, City Department of Economic and Community Development

Why: An improved way-finding signage system will greatly improve how patrons navigate and connect to their physical environment. Having familiarity with a new location, through signage, provides a sense of safety and security. The design of way-finding systems can reinforce the 17th Street Market brand throughout the district.

What: Way-finding signage and destination markers

When: Year 2 Quarter 3

How: Upon completion of logo and signage branding design, street signs and destination markers should be displayed heavily trafficked areas with maximum visibility. This also includes adding wayfinding signs helping people find support structures in the area such as parking lots or decks. This should be done in coordination with the Design Committee who would recommend the optimum location for such signage.



Example of street signs

Source: http://www.styleweekly.com/imager/the-citys-new-way-finding-signs-are-designed-to-help-visitors-figure-out-why/original/1724221/10e7/tstreet25_signs.jpg

GOAL 2: IMPROVE THE MARKETING/ADVERTISING OF THE AREA

Objective 2.1: Tap into various forms of social media as a source of advertising

Who: Promotions Committee

Why: Social media is widely used at present in disseminating information. This would help reach a portion of the population that may be missed by newspapers or magazines advertisements.



Available social media site; Source: <http://scm-13.technorati.com/12/01/15/60155/Social-Media-Collage.jpg?t=20120115135657>

to keep people up to date on the comings and goings of the market. These pages could serve two primary roles. The most obvious of roles is that of an informer. In order to stay competitive, the page must be maintained and updated frequently with new information as it becomes available. A member of the Promotions Committee shall be assigned to monitor activity/updates and to respond to all inquiries made through these online accounts. By establishing social networking pages, the market can position itself to interact directly

What: Social media pages open and free for the public to see

When: Year 1 Quarter 3 - Ongoing

How: Create a free e-mail account, sign up for Twitter/Instagram or even embark on a Facebook page,

with the community, via social media. Online communication is becoming increasingly accessible and in order to remain competitive, the market must adapt to these new measures.

Objective 2.2: The Market Day organizer should promote vendors

Who: Market day organizer, Promotions Committee

Why: The market day organizer (see page 12) should promote the specific products featured at the Farmers' Market as a way to alert potential customers about what they can hope to experience. This tactic can build a loyal customer base while at the same time fostering the relationship between the nonprofit market operator, the market day organizer and the market day vendors.

What: Advertisements

How: Start using the social media outlets to inform customers on what the vendors will be selling. This form of promotion eventually becomes boosted by word of mouth.

When: Year 2



Example of a Farmers' Market poster with schedule; Source: http://t0.gstatic.com/images?q=tbn:ANd9GcQ1DNMb7GqV09HPFS31LQDdKaMkikOr7npJnRdlC9T6b_t4r9R6

GOAL 3: PROMOTE TOURISM IN THE AREA

Objective 3.1: Improve the visibility of the historic resources in the area

Who: Promotions Committee, Department of Parks and Recreation, Virginia Tourism Corporation

Why: Promoting tourism would help transform the area into a destination for shoppers and tourists. Tourism, in particular Heritage Tourism, which focuses on a key cultural aspects of the region's history (e.g. Slavery, Civil War, Historic Market, Historic Canal, Historic Warehouses, etc.) is the overarching focus of this objective. The Shockoe Bottom's history gives it a competitive advantage over other regional shopping destinations; none can compare. Incorporating these viewpoints into the revitalization strategy is imperative.

What: Historical Markers/Signage; Re-Enactment Events, and; Increase in Historical Tours

How: The Promotion Committee should work to provide additional historical markers, as well as improve existing ones, in places of interest; markers should depict historic events. One of the areas of focus should be on the 17th Street Market's relationship with the Richmond Slave Trail. Tying in additional markers for the existing map creates a more cohesive design. In the survey research discussed in Part One of this report, many of the shoppers and merchants physically located in the district had never frequented

the Slave Trail. These markers are to be of the same design and style as the other signage and logo in the area to ensure cohesive design. It is also advisable to erect an additional kiosk in the market to promote historical elements inherent to the area. Here, tours can be



Example of Tourist Information kiosk or stand; Source: http://www.westporttourism.com/images/pages_list/lraqe/274700060_1.jpg

offered and historical questions can be answered. Include special historic events to calendar of activities where re-enactments depicting the "old days" will be shown to the public. One example of possible re-enactment is a "Horse and Blacksmith Show". Activities can be diversified to cater towards different tastes. Having family-friendly events can widen the customer base in the area.

When: Year 3 - ongoing

Objective 3.2: Bring together the area restaurants to promote the area and a center for food culture

Who: Promotions Committee, Merchants Association, restaurants near 17th Street Market

Why: Each of the area restaurants exclusively markets and promotes itself. But cross-promotion and among these businesses and having a unified voice about key issues related to food culture

could greatly build up the image and brand of the area, thus attracting more consumers.

What: Collaborative promotion and food tours

When: Year 3 - ongoing

How: The main goal is to establish the area as a Food District. One way to do this could be to establish a relationship with Real Richmond and customize food tours exclusive for restaurants in the area; perhaps getting restaurants to collaborate on a progressive dinner with historic ingredients/dishes with a modern flair. Another recommendation would be to organize a food tasting tour. This is becoming a popular business deal in Richmond, and around other historic cities. Engaging more restaurants to take part in this will deliver a collective voice for the area and reinforce its image as a Food District.



Row of restaurants along 17th Street
 Source: *Urban Commercial Revitalization Class 2012*

GOAL 4: INCREASE AND MAXIMIZE THE MARKET VENUE'S USE

Objective 4.1: Host more seasonal events at the underutilized 17th Street Market venue

Who: Promotions Committee; venue event operators identified in Goal 3 of economic restructuring

Why: Opening up the market as a venue for other possible activities would utilize the space during periods when it is usually dormant. It is also a way to raise funds for other activities and cover costs that the venue may incur.

What: Christmas Festival and Easter events

When: Year 2 Quarter 3

How: Events could include Christmas/Winter Tree lighting, Christmas carolers or choral group presentations and Easter egg hunt. These events engage the surrounding community in the area and create a sense of unity. This would also be an ideal opportunity for restaurants to get involved. They could serve holiday or seasonal themed cuisine to coincide with the events.



Example of Christmas Market event poster
 Source: <http://www.miren.eu/resources/Leaflet+-+Farmers+Market+03.JPG>

Objective 4.2: Institute Virginia's first "Night Market"

Who: Promotions Committee, Organization Committee, Design Committee, Market vendors, Local artists/performers, City Police Department

Why: Having a night market would distinguish 17th Street Market throughout Virginia. The night market would cater to a whole different sector of the population; namely those working 9-5 jobs but seeking to have authentic, fun and safe experiences in the district at night. Having a night market in the summer would allow customers and vendors to have a farmers' market experience out of the heat and at a time when no other farmers' market are operating.

What: Night market starting from 5 p.m. or even later; possibly during late summer early fall.

When: Year 4

How: The nonprofit market operator would set up a contract with a farmers' market operator or provider who would be interested in running a night market operation in close cooperation with the City police department. Start promoting a preliminary Night Market "test run" event months prior to scheduled date. Invite and schedule performers such as local bands or artists and high school marching bands to provide entertainment and added attraction. Drawing again from the survey research, proper lighting of the area establishes a sense of security. Lighting design will be an important role for the Design Committee to play when moving forward with a night market. Also, measures should also be taken to coordinate

with the Police to provide extra security; like having bicycle cops, which do not create as much attention as the police cruisers. This would help in getting the public to regain their trust in the area.



Example of Night Market Poster

Source: <http://t1.qstatic.com/images?q=tbn:ANd9GcRjvP951MDSJUonzR7y2WO GWP>



Image of a Night Market

Source: http://www.details.com/images/style-advice/food-and-drink/201205/night-market/night_market_harticle.jpg

Design

The 17th Street Market is at the heart of a historically-rich district in the City of Richmond. Its central location, in addition to its proximity to Downtown and the James River, make it a crossroads of people and activities. Its current building stock is abundant and diverse and its streets suitably accommodate pedestrian activity. The Design Committee focuses on the built environment and furthermore, ensuring, promoting and supporting the well-being of its stakeholders and the activities therein. The study area is a frequent subject of revitalization plans, attesting that there is still much potential that can be tapped and maximized. Because past plans for this area focus on design topics so much more than any of the other Four Points, the Design Committee's scope includes consolidating and boiling down past recommendations in order to set design priorities and allow for greater balance with the other three points.

“Design means getting Main Street into top physical shape. Capitalizing on its best assets – such as historic buildings and traditional downtown layout – is just part of the story. An inviting atmosphere created through window displays, parking areas, signs, sidewalks, street lights and landscaping conveys a visual message about what Main Street is and what it has to offer. Design shapes the physical image of Main Street as a place attractive to shoppers, business owners and visitors.” -From the Main Street Approach®

GOAL 1: ENSURE THE PRESERVATION OF THE HISTORIC CHARACTER AND IDENTITY OF THE AREA

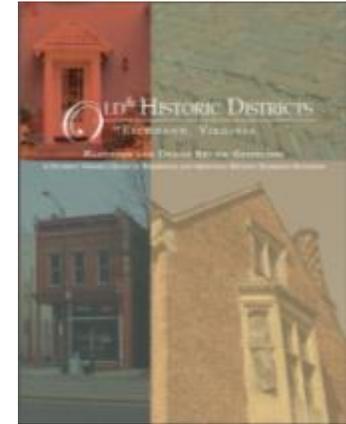
Objective 1.1 Create Shockoe Bottom Design Overlay District as part of the City Old and Historic District recognition

Who: Property owners, Merchants Association or residents in the neighborhood, City Commission of Architectural Review

Why: Half of the study area labeled as Shockoe Valley (from 18th to 21st Street) is already identified as a City Old and Historic District. City Old and Historic Districts are subject to Design Review Guidelines supplementing general standards. These provide specific recommendations on acceptable changes and alterations in order to preserve its unique character.

What: Designation of Overlay District, creation of a local Design Committee, inventory of land uses

When: Request for Review Year 1, Quarter 1; Creation of Local Design Committee (during the Review



Top: Cover page of Old and Historic Districts Handbook and Review Guidelines;

Bottom: The Application Process in page 8 of Old and Historic Districts Handbook and Review Guideline

process) Year 1, Quarter 2; Shockoe Bottom Design Overlay District (with neighborhood support takes six months) Year 1, Quarter 3

How: Ultimately, one should seek the guidance of the Code of the City of Richmond (Article IX Overlay Districts Division 4 Old and Historic District)¹⁵; which states that any individual or organization may request the Commission of Architectural Review to initiate the review of a potential old and historic district. It is upon the discretion of the Commission if the review request will proceed. In order for the process to begin, the Commission must pass a resolution. Once the said resolution is passed, notification of the upcoming public hearing must be distributed among all property owners in and around the proposed site, to make the process as democratic as possible. Bear in mind that the Commission may perform additional review procedures.

Objective 1.2: Continue with renovations of the Main Street Station and the 17th Street Market



Left: Rendering of Main Street Train Shed from Shockoe Bottom Economic Revitalization Strategy; **Right:** Rendering of Franklin Streetscape
 Source: Biennial Fiscal Plan for 2013

Who: City Department of Economic and Community Development

Why: The Main Street Station and the 17th Street Market are key landmarks in the area and can serve as catalysts and anchors of

revitalization. The City allotted budget resources for the renovation of these buildings in relation to the Shockoe Economic Revitalization Strategy and as part of the 2015 UCI World Cycling Championship¹⁶.

What: The full restoration of the Main Station as a multi-modal transport center; Incorporation of a Visitor Center in the Concourse; Opening up and improving the streetscape of the Franklin St. portion of the train shed; Conversion of the Market space to a more, flexible open space accommodating varied uses

When: Estimated completion dates: Main Street Station and Concourse Year 2, Quarter 4; Farmers’ Market and Plaza Year 1, Quarter 2; Franklin Streetscape (14th to 18th Streets) Year 3, Quarter 3

How: All projects are to be funded by General Obligation Funds cited in the City-adopted Capital Improvement Program in the 2013 Adopted Amended Biennial Fiscal Plan.

Objective 1.3 Encourage maintenance of private spaces

Who: Design Committee, property owners, business merchants, residents

Why: Well-maintained buildings and high-quality appearance supports the vibrancy of an area. The upkeep, especially of highly-visible buildings, enhances the perception of safety, vitality and activity of its surroundings.



Window Display in the Library of Virginia
 Source: Diane Faye Gaps

What: Structures should be repainted, signage should be replaced and broken windows or balusters should also be repaired. Another popular and effective way to make use of vacant storefronts is to occupy them with art and/or images of historic structures/events.



Historical signage in Georgetown, Washington D.C.,
Source: Carson Lucarelli

When: Year 1, Quarter 4

How: The objective is to identify properties in need of rehabilitation. Property owners, merchants or residents in charge of rehabilitation should obtain a Certificate of Appropriateness from the Commission of Architectural Review for rehabilitation works. They can also apply for a matching low-interest loan program from the city. The Design Committee must collaborate with the Promotions Committee on which art works and/or images should be used for temporary window display.

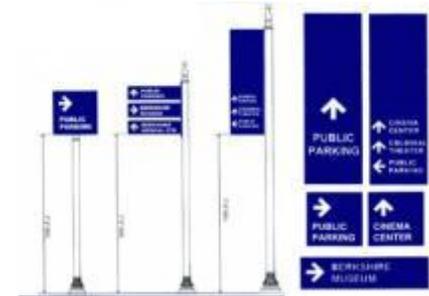
GOAL 2: ESTABLISH AN APPEALING AND HIGHLY CONNECTED SYSTEM OF PUBLIC SPACES AND ATTRACTIONS

Objective 2.1 Improve streetscape features and way-finding signage system

Who: Design Committee with approval from the City Commission of Architectural Review, City Procurement Services, Urban Forestry

Division in the Department of Public Works, volunteers, property owners, merchants, residents

Why: A standard design of streetscape elements is a noticeable component in creating the image and brand of an area. Having adequate signage improves the feeling of familiarity within a given place. Findings from the survey research in Part One show that the present signage is not adequate.



Top: Examples of different street signs; Source: <http://fallriverrevival.wordpress.com/posts/>;

Bottom: street sign for Main Street with National Historic district designation; Source: shutterstock Image ID 871767 ©Robert Fullerton

What: Street furniture (benches, trash cans), paving materials, pedestrian scaled lighting and signage (including historic markers), trees and other urban-landscaping projects.

When: Year 2

How: The Promotion and Design Committees should determine the look of the streetscape elements in connection to the overall branding of the area. The Design Committee will then identify the elements' optimum locations (adequate spacing, maximum use and benefit to users) after conducting the survey of site. The committees must consult with and seek the approval from the Commission of Architectural Review. It will also be necessary to obtain the appropriate documents and approval prior to the tree planting campaign. This committee should elicit help from

volunteers, with the support from the Organization Committee, and others in the community to participate in campaign.

Objective 2.2 Create a public art plan indicating pedestrian connections and venues that encourage and showcase public art

Who: Design Committee, Organization Committee, and Promotion Committee, local artists

Why: Information gathered in the survey research shows that key stakeholders would like to see more artistic activities in the area; in particular, live music.

What: There should be a wide variety of art, including, but not limited to, outdoor sculptural pieces; portable paintings; wall murals; musical performers; and other forms of visual art.



Richmond Slavery Statue

Source:<http://rotj.wordpress.com/2010/01/16/richmond-slavery-reconciliation-statue/>



Street musicians in New Orleans, Louisiana

Source:<http://www.marketplace.org/topics/business/bp-oil-spill-one-year-later/bp-spill-consequences-differ-two-louisiana-cities>

©Angela Kim

When: Creation of Public Art Plan Year 2, Quarter 2; First Art Event Year 2, Quarter 4 - ongoing

How: One of the key goals here would be to identify locations where public art can be showcased. The Design Committee would need to work with Promotions to invite local artists willing to lend their works for display or share their talents by performing live for events. For art works that require altering the exterior of a building, this committee should consult with the Commission for Architectural review. This alteration refers to, but is not limited to, works needing structural attachment or permanent coating on the building that might interfere with the building’s integrity.

Objective 2.3 Coordinate and expand extensive cleanup efforts

Who: Design Committee, City Department of Public Works, volunteers

Why: Part of maintenance is making sure of the general cleanliness in the area. A clean environment will improve the visual appeal.

What: Removal of litter and graffiti; overall clean up especially after large events/festivals; Collection of garbage

When: Year 1, Quarter 4 – ongoing

How: The City Department of Public Works should take charge and coordinate massive cleanup tasks in the vicinity especially after festivals or events. This idea is modeled after the daily clean-up work done in the French Quarters of New Orleans, Louisiana¹⁷. The



Front loaders cleaning up Bourbon Street in the French Quarters of New Orleans, Louisiana after Mardi Gras 2011

Source:<http://today.msnbc.msn.com/id/35293443>)

Design Committee can also elicit the help of volunteers to conduct regular community cleanup activities.

Objective 2.4 Support facilities and services providing access to points of interests in the area

Who: Merchants Association, City Department of Transportation

Why: It is imperative to have a network of attractions and public spaces that can be connected not only by footpaths and trails but also by means of public transportation.



To the Bottom and Back "2BNB" bus
Source: <http://www.2bnb.org/>

What: 2BNB¹⁸; GRTC; additional modes of transport when made available (trolley system) can also be included.

When: Year 1, Quarter 2- ongoing

How: Efforts should be made towards

supporting and donating to the 2BNB bus service that offers free rides and has stops in and around target area. It is also advisable to have the City Department of Transportation coordinate with 2BNB and GRTC in expanding their routes and providing additional stops in places of interest. Another contingent goal is to encourage the return of the trolley/streetcar system and to have a trolley station connected to the Main Station multi-modal hub.

GOAL 3: ADDRESS RECURRING PARKING PROBLEMS

Objective 3.1 Encourage constructions of shared parking garages with compatible facade design that integrates retail and restaurant use on street frontage

Who: Nonprofit market operator, property owners, City Department of Public Works

Why: The limited vacant and available lots in the area should be maximized, while catering to the needs of all stakeholders and attaining value. Infill development can create vibrancy and increase the areas appeal, integrating active and busy uses upfront and functional and static uses secluded.

What: Parking decks; partnerships with existing or proposed parking near the vicinity.

When: Year 2

How: The nonprofit market operator should work to organize lease deals with lot owners. If an agreement cannot be reached by the two parties then the community should come together in a forum style meeting, to discuss alternatives. Part of this



Top: Staunton, Virginia Parking Garage designed by Frazier and Associates and winner of the Palladio Award

Bottom: Staunton, Virginia Parking Garage incorporating seven smaller façades similar to historic commercial building design in the area;
Source: Kathleen Frazier of Frazier Associates

recommendation is to design and construct structures that look compatible with existing fabric. This means materials used and details employed. The committee should consult with and seek approval from the Commission of Architectural Review for design guidelines.

Objective 3.2 Maximize on-street, alley and interior block parking

Who: Residents, property owners, Merchants Association, City Department of Public Works

Why: All available space should be utilized. On-street parking suggests activity and encourages slower driving speeds which make pedestrians safer. It provides a buffer from the road for pedestrians. On the contrary, alley-way and interior block parking catering to services and deliveries is more hidden and away from the storefronts.

What: 2-hour on street parking for visitors; establish parking permits for residents, merchants and property owners, similar to the Fan Parking Permit.

When: Year 1, Quarter 3 - ongoing

How: Residents, property owners and businesses should be allowed to apply for parking permits, which would give them priority access and use of parking spaces near their homes and businesses. The City should be rigorous and consistent in monitoring and enforcing the two-hour parking limit through roving parking monitors.



On-street parking meter; Source: <http://www.thayeravenue.com/categ/ory/parking/>

GOAL 4: ADDRESS FLOODPLAIN AREA MANAGEMENT

Objective 4.1 Ensure strict implementation and compliance with City ordinances and building requirements for new construction and renovations

Who: Water Resources Division of the City Department of Public Utilities (DPU), Commission of Architectural Review for design related concerns

Why: Shockoe Bottom is situated in a geographic floodplain. Several storms in the past have devastated the area and damaged properties that are still in a state of disrepair today. Following Hurricane Gaston in 2004, more controls and restrictions were put in place in order to adequately prepare and mitigate flood management.

What: Controls and restrictions include, but are not limited to, having the lowest floor of any building to be at least one foot above base flood elevation; egress, safety, design and construction restrictions; flood insurance requirements.

When: Year 2, Quarter 2 - ongoing

How: Retain copy of the DPU's Water Resources Division's Floodplain Checklist¹⁹; The DPU should regularly review regulations to include up-to-date maintenance and mitigation measures or improvements. Lastly, for issues relating to building

Floodplain Checklist Form; Source: <http://www.richmondgov.com/dpu/documents/SWMChecklist-FloodPlain.pdf>

design, the committee should apply for a Certificate of Appropriateness with the Commission of Architectural Review.

Objective 4.2: Abandon certain land uses in low-lying areas

Who: City Department of Public Utilities, City Planning and Development Review, City Zoning Review Board, Design Committee and volunteers, property owners and business merchants

Why: Identified flood prone areas that are more suitable in accommodating non-habitable uses, like a community garden, to ensure safety and minimize property potential damage.

What: Open spaces or playgrounds, including community gardens. Merchant interviews revealed that the area is viewed by some as unfriendly towards families with young children. A park would help ameliorate that viewpoint and can be an attraction for families with children.

When: Year 2, Quarter 2 - ongoing

How: Identify land uses and ensure that they correlate to floodplain map. City departments and divisions must coordinate amendments and modifications to the zoning code and land uses. By doing so, they will put in place restrictions on future uses in the flood plain, and incorporate impervious pavers for open space/playground/garden trails. Make these spaces open for public use and provide routine maintenance.



Community Garden Project

Source: *Urban Commercial Revitalization class, 2012*



Image of the Richmond floodwall and flood gate

Source: <http://www.jamesrivernews.com/2009/12/december-flood-to-challenge-river-city.html> accessed 11/28/2012

What	Who	When															
		Year 1				Year 2				Year 3				Year 4			
		Q1	Q2	Q3	Q4												
Organization																	
Find a non-profit operator	City Department of Economic and Community Development, City Department of Parks and Recreation, EnRichmond Foundation or another nonprofit group		■	■													
Set up committee structure and annual work plan	Nonprofit market operator and a fleet of volunteers		■	■													
Create a fundraising plan	Nonprofit market operator			■	■	■	■	■	■	■	■	■	■	■	■	■	■
Earn revenue through parking management	Nonprofit market operator, committee chairs			■													
Recruit volunteers	Nonprofit market operator; volunteers, such as local foodies, residents, members of the Merchants Association, property owners and other interested parties			■	■	■	■	■	■	■	■	■	■	■	■	■	■
Create business partnership with Shockoe Bottom Merchants Association	Nonprofit market operator, Promotion Committee, Merchants Association		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Build consistent, fair vendor policies that support the overall revitalization effort	Nonprofit market operator, Vendors			■	■	■	■	■	■	■	■	■	■	■	■	■	■
Economic Restructuring																	
Hold business improvement seminars and workshops	Merchants Association, Economic Restructuring Committee, Greater Richmond Chamber of Commerce's Small Business Development Center, and Business First Richmond					■	■	■	■	■	■	■	■	■	■	■	■
Establish business to vendor trade relations between 17th Street Market and local businesses	Merchants Association, Economic Restructuring Committee									■	■	■	■	■	■	■	■
Enhance safe and clean program	A partnership between City Department of Public Works, Merchants Association, and the nonprofit market operator									■	■	■	■	■	■	■	■
Implement façade improvement program	Design Committee, property owners, business merchants, residents				■	■	■	■	■	■	■	■	■	■	■	■	■
Develop a business recruitment packet	City Department of Economic and Community Development and/or Economic Restructuring Committee			■													
Conduct targeted business recruitment	City Department of Economic and Community Development and/or Economic Restructuring Committee					■											
Host business open house event for potential new businesses	City Department of Economic and Community Development, Economic Restructuring Committee, and/or Merchants Association								■								
Develop an event organizer recruitment packet	City Department of Economic and Community Development and/or Economic Restructuring Committee			■													
Conduct targeted event organizer recruitment	City Department of Economic and Community Development, Economic Restructuring Committee					■											

What	Who	When															
		Year 1				Year 2				Year 3				Year 4			
		Q1	Q2	Q3	Q4												
Promotion																	
Create a marketing plan for the 17th Street Market	Promotions Committee, City Department of Economic and Community Development, pro bono marketing agency			■													
Start a re-branding campaign that embodies the different aspects of the 17th Street Market	Promotions Committee, Department of Economic and Community Development; pro bono marketing (branding) agency					■											
Find a way to make the market area into a destination for all shoppers/tourist	Promotions Committee; City Department of Economic and Community Development; Virginia Economic Development Partnership; Greater Richmond Partnership						■										
Improve the visibility of the 17th Street Market Area	Promotions Committee, Design Committee, City Department of Economic and Community Development						■	■		■	■	■	■	■	■	■	■
Tap into various forms of social media as a source of advertising	Promotions Committee			■	■	■	■	■	■	■	■	■	■	■	■	■	■
The Market Day organizer should promote vendors	Market day organizer, Promotions Committee					■	■	■	■	■	■	■	■	■	■	■	■
Improve the visibility of the historic resources in the area	Promotions Committee, Department of Parks and Recreation, Virginia Tourism Corporation									■	■	■	■	■	■	■	■
Bring together the area restaurants to promote the area and a center for food culture	Promotions Committee, Merchants Association, restaurants near 17th Street Market									■	■	■	■	■	■	■	■
Host more seasonal events at the underutilized 17th Street Market venue	Promotions Committee; venue event operators identified in Goal 3 of economic restructuring						■	■	■	■	■	■	■	■	■	■	■
Institute Virginia's first "Night Market"	Promotions Committee, Organization Committee, Design Committee, Market vendors, Local artists/performers, City Police Department													■	■	■	■
Design																	
Create Shockoe Bottom Design Overlay District as part of the City Old and Historic District recognition	Property owners, Merchants Association or residents in the neighborhood			■													
Continue with renovations of the Main Street Station and Concourse and the 17th Street Market	City Department of Economic and Community Development		■														
Encourage maintenance of private spaces	Design Committee, property owners, business merchants, residents																■

What	Who	When															
		Year 1				Year 2				Year 3				Year 4			
		Q1	Q2	Q3	Q4												
Design (continued)																	
Improve streetscape features and way-finding signage system	Design Committee with approval from the City Commission of Architectural Review, City Procurement Services, Urban Forestry Division in the Department of Public Works, volunteers, property owners, merchants, residents						■										
Create a public art plan indicating pedestrian connections and venues that encourage and showcase public art	Design Committee, Organization Committee, and Promotion Committee, local artists								■	■	■	■	■	■	■	■	■
Coordinate and expand extensive cleanup efforts	Design Committee, City Department of Public Works, volunteers				■	■	■	■	■	■	■	■	■	■	■	■	■
Support facilities and services providing access to points of interests in the area	Merchants Association, City Department of Transportation		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Encourage constructions of shared parking garages with compatible facade design that integrates retail and restaurant use on street frontage	Nonprofit market operator, property owners, City Department of Public Works						■										
Maximize on-street, alley and interior block parking	Residents, property owners, Merchants Association, City Department of Public Works			■	■	■	■	■	■	■	■	■	■	■	■	■	■
Ensure strict implementation and compliance with City ordinances and building requirements for new construction and renovations	Water Resources Division of the City Department of Public Utilities (DPU), Commission of Architectural Review for design related concerns						■	■	■	■	■	■	■	■	■	■	■
Abandon certain land uses in low-lying areas	City Department of Public Utilities, City Planning and Development Review, City Zoning Review Board, Design Committee and volunteers, property owners and business merchants						■	■	■	■	■	■	■	■	■	■	■

¹⁵ The Code of the City of Richmond: Article IX Overlay Districts Division 4 Old and Historic District can be accessed through the **Richmond Old and Historic District Hand book and Design Review Guidelines**. A copy of the Handbook and the **Certificate of Appropriateness Application** can be downloaded from the City Planning and Development Review. Copies can also be obtained from the Planning and Preservation Division (Room 510 of City Hall).

¹⁶ The Biennial Fiscal Plan reports for the City of Richmond can be accessed through the City Office of Budget and Strategic Planning at <http://www.richmondgov.com/Budget/reports.aspx>

¹⁷ The City of New Orleans Department of Sanitation provides a daily trash pickup schedule for Downtown neighborhoods, including the French Quarters. This means once a day for residential sites and twice a day for commercial properties <http://www.nola.gov/RESIDENTS/Department-Of-Sanitation/Collection-Schedule-Map/>

¹⁸ 2BNB or To the Bottom and Back is a 501(c)(3) organization exclusively for charitable and educational purposes. It operated busses on continuous loops and bridges the gap between the Fan district, the East End/Downtown, Boulevard and Broad Streets. (website: <http://www.2bnb.org/home>)

¹⁹ The Floodplain plan – requirements and submission checklist - can be obtained from the City Department of Public Utilities Water Resources Division <http://www.richmondgov.com/dpu/WaterResources.aspx>