

Chapter 4

Economic Opportunities

Introduction

One of the primary goals of the Community Redevelopment Plan is to build long-term economic vitality for the area within the CRA. Economic vitality is mandatory to sustainability and the means to vanquishing slum and blight. The Community Redevelopment Plan addresses specific steps to construct a comprehensive redevelopment approach through simplified strategic planning, high-wage job creation and identification of areas for redevelopment initiatives.

Attracting and retaining jobs that pay an above average wage in targeted industries is a necessary component of economic development. Economic development and economic growth will result in new facilities, which raise land values, the tax increment and the quality of life. Over a twenty-year period the goal is to grow, attract and retain 100 new high-wage jobs.

The supply of real estate suitable to primary employers is limited. This issue is discussed in Chapter 5. The current chapter assumes that an adequate supply of land is concentrated at the old airport property and concentrates on techniques to attract and retain target employers to this site.

Employment Targets: Primary and Secondary Jobs

Primary (or contributory) industries are those that bring in money from outside of the city. Primary businesses typically sell goods or services to customers who live outside the city. The money paid by these customers is transferred to the businesses, which distribute the money to their employees in the form of wages. Many of those wages are then spent locally at establishments such as grocery stores and restaurants. The businesses that provide goods and services to the local population are called secondary (or dependent) businesses. They depend upon money imported by the primary industries.

The overall size of the local economy will grow or decline in direct proportion to the money being imported to the city by its primary industries. The total earnings in the city measure it. As the total amount of money being imported increases, the size of the economy grows. If the volume of money being imported declines or does not keep pace with inflation, the size of the economy will decrease.

The quality of the economy is also called the standard of living and is determined by the wages paid by primary industries. The average earnings per worker in the city measure the standard of living. If the primary industries only support low wage jobs, the overall

quality of the economy will be low. However, if the primary industries pay high wages, this will increase the local demand for enhanced goods and services, which will encourage the creation of higher-wage secondary jobs.

The traditional response of communities has been to build industrial parks to lure manufacturers to their municipalities. Often, industrial parks without “pull” remain vacant and are poignant reminders that rural communities should look at additional possibilities for economic growth. Fortunately, Clewiston’s central location between the coasts of Florida gives Clewiston considerable pull as a transshipment point for the distribution of goods and services, however additional possibilities should not be ignored. For example, computer services, insurance, health care, tourism and service-related businesses are growing faster than manufacturing. Clewiston should continue to recruit manufacturing firms such as the mattress factory to the area.

There are other non-traditional “industries” that can import money to an area. For example, tourism attracts visitors who pay for accommodations and services with money earned in their home states and countries. Tourism is, therefore, technically a primary industry.

Another example is the retirement industry which has been a primary contributor in Florida for many years. The combined total of Social Security, Medicare and private pension plans originating from outside the city exceed that of some other local industries. According to the 2000 census, the percentage of the population over the age of sixty-five (10.2 percent) in Hendry County is less than the average of the State of Florida (18 percent). In some counties such as Broward and Pinellas, more money enters the county via government transfers of Social Security and Medicare than what is being extracted by way of taxation. Because retirement transfer payments tend to be fairly low compared to wages paid by other industries, it is a characteristic of this industry to support mainly low wage services and retail jobs.

General Strategies

The CRA should follow five general strategies:

1. Attracting new basic or export employers;
2. Capturing existing markets;
3. Encouraging the start up of new firms;
4. Helping new firms to be more efficient;
5. Using aids and programs from broader levels of government.

Attracting employers to create quality growth for the formation of high wage primary jobs is vital to sustainable growth. The CRA target is to create 100 new primary jobs from now through 2025 in order to create and maintain the CRA’s sustainable economy. These employers should come from sectors that generate the highest possible wages and

have the potential to attract or create ancillary high wage businesses, such as suppliers to primary business. Value-added resellers, manufacturing or high tech research and development are potential businesses that can that can use available real estate in the CRA efficiently. By definition, primary businesses are wealth generators and are therefore sought out by communities throughout the state. To maximize the use of economic development resources, the range of desirable high wage industries to be pursued should be narrowed to those most likely to benefit from relocating to Clewiston. In order to compete in this marketplace, the CRA will have to partner with other entities to offer various types of financial and non-financial inducements, such as expedited permitting, regulatory relief, employee training and property tax incentives to qualified companies. This is discussed further below.

To capture existing markets, it is useful to analyze the gap in services that currently exist in Clewiston. Location Quotients (LQ) are used to help identify export industries in a community; that is, those industries producing more than is needed to meet local demand and import industries. A Location Quotient greater than 1.0 indicates that a community has proportionately more people than the national average employed in a specific industry sector. This implies that a community is producing more of a product or service than is consumed by local residents. The excess is available for export outside the community. A Location Quotient less than 1.0 suggests that a community is not producing enough of a product or service to meet local demand, and is importing to meet local demand. A Location Quotient approximately equal to 1.0 indicates that a community is producing enough to meet local demand.

A location quotient of at least 1.25 is required to consider classifying a local industry as an exporter. Similarly, it is suggested that a location quotient of .75 or less is needed to categorize an industry as an importing sector.

Identifying local export industries ($LQ > 1.25$) is useful as it provides a measure of the degree of industry specialization within a community. A community with a high Location Quotient in a specific industry may mean that the local economy has a competitive advantage in that industry. There may be economic development opportunities because of existing economies or synergies that make a community more attractive to businesses in related industries. A Location Quotient significantly less than 1.0 may indicate the potential to develop local businesses to fill the gap and meet local demand.

Location Quotients and Industry Clusters

Figure 4.1
Location Quotients Comparing Clewiston to National and State Employment

| Industry Code | Industry Code Description | Location Quotient Florida | Location Quotient National |
|---------------|--|---------------------------|----------------------------|
| 11 | Forestry, Fishing, Hunting, Agriculture | 16.9 | 2.3 |
| 21 | Mining | 7.2 | 1.8 |
| 23 | Construction | .6 | 0.6 |
| 31 | Manufacturing | 3.2 | 1.3 |
| 42 | Wholesale Trade | 0.8 | 1.01 |
| 44 | Retail Trade | 1.8 | 2.2 |
| 48 | Transportation & Warehousing | 0.9 | 0.6 |
| 51 | Information | | |
| 52 | Finance & Insurance | 0.7 | 0.8 |
| 53 | Real Estate & Rental & Leasing | 0.8 | 0.9 |
| 54 | Professional, Scientific & Technical Services | 0.4 | 0.4 |
| 56 | Administrative support, waste management, remediation services | .08 | 12.0 |
| 62 | Health care and Social Assistance | 0.8 | 0.8 |
| 71 | Arts Recreation and entertainment | 1.3 | 1.6 |
| 72 | Accommodation and food Services | 0.9 | 1.5 |
| 81 | Other services except public administration | 0.8 | 0.7 |

Import/export Status

Import Industry

Self-Sufficient

Export Industry

An industry cluster is a geographic concentration of firms in the same or related industries. Typically, firms in an industry cluster serve similar markets, share a common labor pool, and use common production inputs and/or related technologies. The use of industry clusters is becoming the priority economic development strategy for many states. Many communities in Florida use Location Quotients as a way to identify potential industry clusters. Location Quotients provide an easy method to identify existing industry clusters or industries with the potential to develop into a cluster.

Potential Target Industries for Clewiston CRA

These industries are primary in nature, pay average wages that will be able to utilize the assets and cope with the liabilities of Clewiston. The Location Quotients would suggest that the following could be complementary industries for Clewiston:

- Wholesale Trade
- Transportation And Warehousing
- Real Estate Rental And Leasing
- Administrative Support
- Waste Management, Remediation Services
- Health Care And Social Assistance
- Accommodation And Food Services
- Other Services Except Public Administration

An insufficient amount of reliable data was found for three sectors [educational services (61), utilities (22) and unclassified establishments (99)]. These sectors may also offer opportunities for Clewiston. The CRA may wish to fund a more detailed economic analysis of potential primary employers.

Employer Incentive Program

The target industries identified above are among the most sought-after businesses in the U.S. for relocation. Since there are a number of businesses that meet this profile and since they contribute a significant amount of wealth to local economy, many communities are offering financial incentives to attract and retain them. In order to compete in this marketplace, the CRA will have to partner with other entities to offer various types of financial and non-financial inducements, such as expedited permitting, regulatory relief, employee training and property tax incentives, to qualified companies.

Used wisely, competitive business incentives for companies creating high wages jobs can act as a catalyst for economic development efforts, facilitate a pro-business climate and ensure a trained and diversified workforce. It must be recognized, however, that without a dependable funding source, a workable implementation methodology and research into the industry, any incentive program will be ineffective. Many communities have learned the hard way that as soon as the incentive is used up, some businesses will move on to the next community suitor; this has been especially true in the telephony industry with call centers. To ensure its effectiveness, the CRA must consistently fund and implement the incentive program over time, which will require political leadership, a reliable source of funding and an ongoing monitoring system.

The CRA may wish to attract a mixed-use project that the real estate market alone would not support or new resort hotel facilities to support the tourism industry and some businesses that pay lower wages may contribute to the revival to the CRA. Although these projects do not create high wage primary jobs, they can serve as a catalyst for further redevelopment.

Encouraging the start up of new firms

Tomorrow's jobs will come from fast-growing entrepreneurial firms, and not from the small number of business relocations. This requires good public education, an R&D infrastructure, availability of job-specific skills training, quality of life, quality government, and innovative economic development efforts. Low costs with a poor quality of life are not the tickets to success.

A progressive, policy framework should rest on four pillars:

1. Co-investment in the skills of the workforce by encouraging the creation of scholarships for students attending public or private technical schools.
2. Co-investment in an infrastructure for innovation through efforts to link industry, universities, and government laboratories.
3. Foster the growth of the digital economy by encouraging faster deployment of broadband telecommunications technologies. The lack of high bandwidth telecommunications capacity, especially to the home, is a barrier to progress.
4. Foster civic collaboration by bringing together key leaders in business, government, labor, civic groups, and higher education to provide in-depth analysis of the economy, develop creative economic strategies, and build widespread consensus for action.

Helping New Firms To Be More Efficient

Maintaining a data base of current grant programs, training programs and business publications to help with planning can help efficiency.

Using Aids And Programs From Broader Levels Of Government

For individuals, the CRA can sponsor a business incubator; for groups, the CRA may partner with the Local Incentives Support Corporation (LISC) to act as a mentor for the development of Community Development Corporations (CDC).

A CDC is actually a way for ordinary people to change, create and make use of market forces to alter the fundamental economics of their neighborhood. Community Development Corporations succeed for four reasons. First they are public-private hybrids responsible both for the productive husbanding of resources and for pursuing the social mission that keeps them going, The second reason is that CDCs can combine multiple programs and sources of revenues is that they become recognized anchors in their neighborhoods. The third reason for CDCs ability to diversify and adapt over time is that they have to live amid the consequences of their work so they take a long term investors approach to development. Finally, CDCs succeed in many places with so many diverse sources of support and investment because they embrace American values that transcend political ideology: self-help, entrepreneurship, community building, local control, and public private partnerships. They tend to focus on micro-level results, producing one small success after another.

Banks can assist through the Community Reinvestment Act which requires every bank to “meet the credit needs of its entire community, including low-and moderate-income neighborhoods, consistent with the safe and sound operation of such institutions”.

Many CDC’s are in the business of creating housing opportunities, however houses don’t create jobs (apart from the short term construction work associated with building or renovation). Advantage can be taken of other programs such as the low-income Housing Tax credit, a small investor-driven program in which the sole federal role is to grant tax credits to private companies that invest in low-cost housing. Intermediaries like LISC and the Enterprise Foundation routinely point interested lenders to redevelopment projects that meet their commitments under the Community Redevelopment Act. The CRA can focus partnership efforts with other government entities on high wage primary employers, which are critical to the health of the CRA’s economy.

Clewiston is not alone in being a rural community whose retail is under attack. In every part of Florida, a drawn-out death of downtown is being blamed on out-of-town retail centers where the car-driving public can find easy access, plentiful parking and a wide variety of retail and services in a convenient air-conditioned environment. Unable to compete in terms of access, variety and prices, traditional downtowns are experiencing a

lack of investment from retailers and developers who are unwilling to bear the costs of greyfield redevelopment. Department stores that were the centerpiece of downtown have moved to a regional mall or disappeared completely, only to be replaced by dollar stores and charity shops. The result is a cycle of decline, leading to stagnation, empty shops and derelict buildings, and slum and blight conditions.

The consultants performed a walking tour of the CRA and made the following observations:

For a city of approximately 6,000 people, Clewiston has a shortage of retail and services. Most of the commercial properties are small with narrow frontages and poor delivery access. The building stock is old, reflecting the city's industrial history. Much of it is also in poor condition, which also deters new businesses from considering Clewiston as a base. Although laid out in a classic urban design, the central business district is not memorable and lacks a uniqueness, which could be used in promoting it as a destination. The poor appearance of the central business district has been offset somewhat by recent efforts to brighten up the area with streetscape.

Set against any negative factors, Clewiston does have some positive and attractive features. The location is generally good, positioned between the coasts of Florida with reasonably good road links. It is an established center, with an expanding population and strong community spirit. The people are friendly and welcoming to visitors.

The consultants asked questions of shoppers, store employees and made personal observations. The consultants examined the critical aspects affecting the retail experience and performance of retail businesses in the CBD. These traits are:

- Desired Character And Store Type;
- Product And Merchandise Category Opportunities;
- Streetscape Enhancement Opportunities;
- Programming Opportunities.

Retail Experience Key Findings

Comparing field observations and discussion data, the following findings were arrived at:

- Shopping and dining should be considered key elements to the overall experience.
- Retail space has become too dispersed throughout the CBD for specific retail node resulting in areas of high energy becoming less concentrated.
- There is a lack of non-retail anchoring amenities/functions/activities to induce pedestrian circulation in the CBD.

- Customer service is not exceptional.
- Lighting must be addressed to ensure evening experiences in the CBD is well lit, safe and animated to allow for positive experiences.
- No elements of place making are evident except on Bond Street.

Character/Store Types Mix Findings

- Small town character is highly valued in Clewiston therefore large format value discount is not a preferred format.
- High preference for unique character and local independent stores is preferred.
- Outdoor patios and strategically located restaurant are critically important to experience and vitality to form a critical component to the anchoring the node.

Product/Store/Merchandise Findings

- Redundant merchandise mix, replicating retail categories.
- Insufficient number of restaurants, greater ethnic and family diversity in restaurant offerings is sought by locals.
- Lack of retail anchors to stimulate foot traffic in all seasons.

Streetscape Finding

- Directional signage and way-finding is limited in quantity and quality.

Programming Finding

- Festivals and events can stimulate considerable foot traffic and complement the retail experience.

In reviewing the literature concerning the redevelopment of Central Business Districts, a number of problems can negatively affect the creation of a vibrant CBD:

- Groups that fail to define a sharp focus. The CBD team must seek out retail outlets which possess the drawing power individually to pull customers from the CBD's targeted market or to create a critical mass of complementary stores in place with the collective pull to draw their customers from their shared markets of shoppers. Thematic draws that have created a sharp focus

for other Communities include Christmas ornaments, antique shops, arts and crafts, hunting and dishing. The group should develop an early alignment of vision, store mix and targeted markets.

- Not preparing and funding a budget sufficient to attract selected retail stores and adapt to changes along the path to economic vitality.
- Pursuing mixed objectives that compromise the economic mission. Not staying on theme.
- Assume that non-retail activities such as streetscaping and beautification will automatically produce economic results.
- Failure to get the message out to targeted markets. Some redevelopment organizations get caught up in programmed activities such as seasonal sidewalk sales, street improvements or festivals that they forget to solicit and recruit businesses and attract shoppers for whom the whole program is undertaken.
- Activities not synchronized to be result-driven.
- Failure to produce paced visible accomplishments.
- Lose sight of the main economic mission.
- Assume one person can implement the program. Failure is inevitable if an executive director, newly hired to “run” the program (read do it all), is expected to answer to a board of directors who then expect to sit in regular meetings to judge that person’s work. What is required is that the Board of Directors build specialized committees to handle specific implementation tasks (e.g. marketing, business development, finance physical improvements) and the executive director as a problem solving resource person and not a “go-for”.
- Failure to have sufficient funds in place when needed.
- Assume that “Free Money” from public agencies/foundations is the critical ingredient.

The re-creation of a “Downtown” in the Central Business District of Clewiston may depend upon a repositioning strategy that examines existing retail and retail vacancies should be considered to help reestablish stronger concentrations of retail in clearly articulated and positioned retail nodes.

Critical aspects affecting the creation of the retail experience and performance of retail businesses in the CRA:

- Desired Character and Store Type
- Product and merchandise category opportunities
- Streetscape enhancement opportunities
- Programming opportunities
- Zoning Directions and Business regulations

The intent of the positioning strategy is to create dynamic and memorable experiences.

Recommendations

Overall

- Monitor customer satisfaction and undertake customers bi-annually.
- Create distinct nodal positioning identity.
- Create and delineate “Downtown Clewiston”.
- Work with landlords to devise a retail strategy to offer variable rental rates by season to allow retailers to have greater stability and long-term sustainability.
- Establish a CRA Board Liaison (Retail Coordinator) for the CRA or adopt the Main Street Program.

Character/Store Types Mix

- “Downtown Clewiston” character and concept should be created to appeal to visitors and residential expectations as a destination.
- Establish a sequence of spaces and aesthetics each with a unique offering and character within the “Downtown”.
- Target market predominantly Visitors aged 35 to 65 and couples.

Product/Store/Merchandise

- Identify and pursue retail stores types and retail categories that complement theming.

- Create recruitment and leasing strategy for targeting tenants deemed compatible with the optimal merchandise mix of the Downtown node.
- Restaurants offering casual fare, ethnic formats and healthy fare with breakfast menus.
- Family entertainment/recreation.
- Books and Media (strong co-tenancy with a coffee shop possible).
- Beauty & wellness – Spa and Fitness.

Streetscaping Enhancement, Including Storefronts

- New and improved directional way finding and signage.
- Non-retail anchors that would increase foot traffic cross shopping and enhance the shopping experience (such as Culinary Institute for Confectionary Studies, Children’s Museum or Art School).
- Support opportunities for unique storefront and street front animation.
- Increase amount and style of outdoor seating throughout the CBD; maintain seating opportunities in the shade.
- Public art and public space (cascading fountain or fire pit possible).
- Improve weather protection (sun) by allowing high quality awnings to extend from buildings, which could serve a dual purpose for increasing the branding and signage of retail shops.
- Integrate new lighting amenities with the current lighting on Central Ave that evoke a 1920’s streetscape.
- Improve and enhance the color palette to reflect more earth tones and brighter colors to make the streetscape look more alive and vibrant.
- Streetscape design should be consistent throughout the “Downtown (storefronts, signage, light fixtures, street and sidewalk paving).

Programming

- Build upon the strengths of existing festivals and events to create future activity generators (Sugar festival).

- Create support programs to enhance customer service.
- Support and promote a “buy local” campaign.
- Food and wine seminars and exhibits.
- Location for public announcements, Mayor’s addresses and central location for culmination for July 4th.
- Artisan festivals (glass blowing, pottery, basketry, painting).

Zoning And Business Regulation

- No new space additions, except for existing zoned and underdeveloped space only allowing for reconfiguration of space or relocation of existing stores.
- Consider maximum retail and restaurant guidelines for storefronts that respect merchandise mix and positioning and compatibility of use with the envisioned vision character of the downtown.
- Consider using existing undeveloped retail as a “demonstration project” whereby the CRA becomes landlord and can act as an incubator for local independent businesses.
- Permit the introduction of fast food, real estate and professional offices fronting on Hwy 27 only or on second floors where available.

Strategies for the Community Redevelopment Agency

It is necessary to identify a target market; select and recruit target stores, then promote the target marketing order to establish a vibrant retail district. The idea is to have the CBD to develop its own “engine” and seek to attain its own vision based upon the districts assets, location and character

1. The best strategy is to look at the retail sector separately from other sectors in the CRA (i.e. housing, industry, office, etc.). The retail business community is best equipped to deal with questions dealing with retail. A Best Practice for the CRA to deal to deal with the Central Business District is to work with local merchants to enact a Main Street Program. The Main Street Program is eligible for several grant programs.
2. Identify actions that must be done to enhance the retail sector. Do not hide behind process and physical improvements in the hope that they will lead to economic vitality.

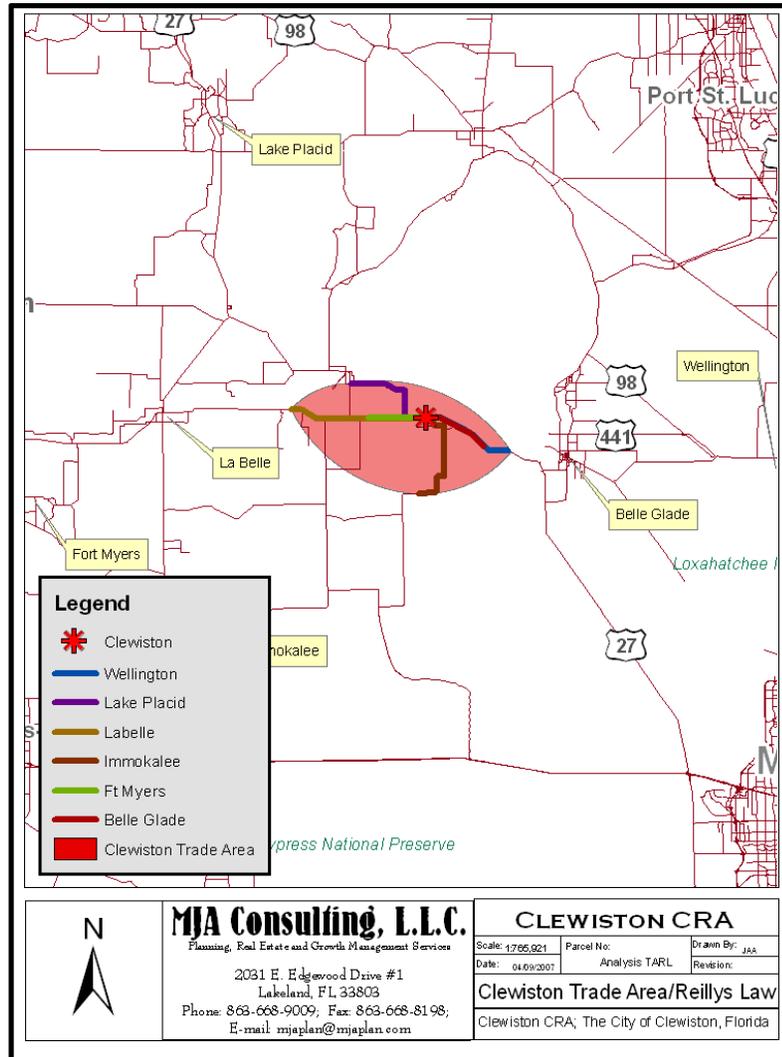
3. Identify and understand the major pitfalls that can kill the whole effort.
4. Outline a plan that describes where the Central Business District wants to go and the step-by-step process for getting there. In short, who will do what, when and with what resources?
5. Prepare the tools to be used in the implementation process.
6. Have the implementation process work smoothly so that only pause is the time needed for targeted business and targeted shoppers to respond to the actions of the development team. Coordinate and facilitate a tenant recruitment strategy.
7. Implement streetscape enhancements in spaces and commons areas that lie within the public realm.
8. Support tenant creativity in storefront design and signage.
9. Maintain high quality standards for lighting, landscaping and storefronts.
10. Facilitate an education and marketing campaign among retailers that allows for cross promotion.
11. Allow for the temporary closing of streets in the “Downtown” for public events and events such as culinary and cultural exhibits, live performances and educational events.
12. Constantly reviewing of existing cost structures and potential incentives to use as tools for guiding the nodal strategies and merchandising positioning.

Discussion

People who live in the Community Redevelopment Area currently use the CBD for in-fill purchases between major trips elsewhere. People who live outside the CRA have no serious reason to travel into the CBD other than to shop at one or more of the destination stores of their choice for specific types of merchandise.

The businesses within the CRA need to “break out of the box” by producing new reasons to draw shoppers from beyond the present limited local market (Trade Area). See Figure 4-2.

Figure 4.2
Trade Area Analysis



Things that Must Happen:

Actions to produce economic health in the Central Business District may be described as a stimulus, that is, merchants take action while shoppers respond to that action or stimulus. The desired response is for shoppers to travel to the CBD and purchase merchandise and services at the stores that make up the CBD. The priority action is to put into place a node of stores that has the collective power to cause targeted shoppers to come to the CBD and make purchases.

The group of persons who ignite the stimulus – response process many elect to produce a node of stores (merchandise) geared to service those individuals for whom the CBD is the most convenient place to shop therefore the burden of attracting shoppers is minimal; or produce a node of stores (merchandise) and marketing program geared to give targeted shoppers clear reason to come to the district and shop.

In simpler terms, shoppers must be given clear reason to travel to the CBD. Shoppers will respond to the type, quality and assortment of stores actually in place and those shoppers will respond in their own way, in their own time and based upon information of which they are aware.

Some merchants may locate in the CBD according to their perception of current market opportunities. These merchants may or may not contribute to a new beginning for the CBD. However, desired stores will locate in the CBD according to whether or not they are aware of and buy into the vision of the district's future (i.e. have faith that district will, in fact, take on a new life in a reasonable period of time).

Because the success of revitalization rests on the ability of the stores that are in place to attract shoppers, actions to put an effective array of stores in place must be given top priority. Any digression or delay from implementing this central mission will add to the cost, drain the energy and interest of those (volunteers) working with the program and delay (or thwart) the intended results: a vibrant retail district.

To accomplish this, it will be necessary to identify select and cultivate merchants that buy in and are willing to tie-in to the themes of the district to give the district character. Merchants that will carry unique assortment of merchandise in their respective category and will be of particular interest to shoppers on a particular shopping mission (e.g. shop for home furnishing, children's apparel, preparing for a wedding. These merchants must possess a complete and consistent array of services likely to appeal to targeted shoppers.

The critical mass of merchants required to effect redevelopment a CBD appears to be a node of about 7 to 10 stores collectively and interactively themed (depending on the strength of a few individual stores) and can range up to approximately 49 Nodes of stores must be in place to draw the type, number and character of shoppers the CRA Board or perhaps Main Street Committee decides is most appropriate for Clewiston's CBD.

Goal

Clewiston is too small to support stores dedicated exclusively to local neighborhood clientele. It is also too small to become a destination-shopping district dedicated to shoppers drawn from high-income communities on the coast. It is appropriate to develop an assortment of stores that draw an assortment of stores that can serve shoppers drawn from both communities thus the desired mix should serve a broad spectrum of customers by income.

Objectives

- Targeted stores should possess a rather clear set of attributes they should complement and deepen Clewiston's offering in its category.
- Merchants should offer a broad inventory in its particular market niche.
- Merchant should train a personable and knowledgeable sales staff.
- Have experienced and financially sound owners/managers to establish their market over a long build up process.

Elements of an Agenda for Action

- The Vision: graphic and verbal snapshot of what the district could look like in five to ten years.
- Goals: What should be changed and what should be preserved.
- Objectives: a statement of the priority objective target stores and target markets.
- Support Actions: a statement of support actions to ensure reaching the priority objectives (i.e. a new logo for a new program).
- Actions to attract that are to be taken to attract targeted stores and cultivate targeted shoppers.
- Actions to attract that are to be taken to attract targeted stores and cultivate targeted shoppers.
- Implementation: identify who will do what and when to effect change.
- Budgets outline first cut budgets for early year operations and initial projects.
- Funds identify potential sources of funds to carry the program to critical mass.

For the purposes of creating a sustainable retail strategy, performance is defined as comprising, quantitative attributes affecting retail health and viability, such as retail sales performance, lease rates, occupancy costs and visitor/resident spending.

For the purposes of this Sustainable Retail Strategy experience is defined as comprising qualitative attributes affecting retail health and viability such as storefront design,

streetscape atmosphere, retail price point, quality merchandise, depth/selection of merchandise and uniqueness of offering.

Recommended Action Plan

- A committee would implement the program with an experienced retailer from each category of retail stores to be solicited.
- The retail committee would prepare a list of candidate businesses.
- The search will focus on existing stores that may be interested in
 1. Moving their present operations.
 2. Establishing a second location.
 3. Organizing a new retail enterprise.
- Prepare an inventory in the form of a map that shows the location of all existing businesses and the spaces available for rent or purchase. The inventory will include a specification sheet of each available space showing the asking rents, terms and amenities.
- Prepare a packet of sales materials including brochures, a map of the area, and a map of the district showing the available spaces and specification sheets.
- A member of the committee will visit the owner of each targeted businesses to confirm the businesses candidacy for a Clewiston location.
- Sell him or her on the merits of a Clewiston location.
- Identify incentive that may be needed to “make the sale”. There are both “Carrot” and “Stick” approaches to having buildings upgraded in a downtown environment. Each has benefits but a goodwill campaign of incentives always creates less friction if implemented well. The following techniques have had good results in other communities:
 1. Façade grant program: mini-grant programs of \$5000 or less can help property owners improve their facades, often these are matching grant programs that help generate investment in downtown properties. The granter can place restrictions on the design and even the types of businesses that the grantee may pursue.
 2. Code assistance: Dealing with code issues is often the most difficult thing for small property owners. A thoughtful “code inspection preview” service has been many communities answer to this problem. The codes department conducts a walk-through with the property

owner to identify issues and make recommendations. The walk-through is recorded in a brief report to the property owner. This effort has helped save time and money when renovations begin.

3. Loan programs: Low interest loan pools have been a long used technique to encourage uses and renovations in downtown districts. Having a pool of money set aside for downtown development minimizes the risk that potential businesses owners might incur.
4. Design guidelines: a final technique for improving downtowns is a set of mandatory design guidelines. Mandatory design review has an incremental effort on downtown properties by requiring certain standards for renovations.
 - Drop pursuit if there is not a good match.
 - Prepare and execute a coordinated promotion program aimed at attracted targeted shoppers for each of the respective retail categories being developed.
 - Develop incentives that may be needed to attract specific desired businesses.
 - Maintain a record of all actions and results to serve as the basis for a report, which will be available to other communities.

Membership Drive

The CBD development team must be aware that the program must be well organized and well executed or it will end up as just another failed attempt to bring the CBD back to life.

Parking

Shoppers will not walk more than about 200 feet from their parked car to their destination. Parking lots beyond 200 feet can be empty while shoppers complain that there is no parking. Shoppers will tolerate inconvenient parking if there is sufficient attraction to offset the inconvenience. (This is most evident at Wal-Mart during the Christmas season).

Individual businesses/institutions will respond to their specific space and parking needs by selecting a specific site away from the downtown, without first considering the context of their business or service as an integral part of the larger community. Redesigning of parking can make the CBD as pleasant and convenient places to shop as the malls were only a few years ago.

Marketing and communication plan to develop a regular and frequent stream of communications to keep the public information of activities in Clewiston and develop a

communications program to inform targeted shoppers of the shopping opportunities in Clewiston.

To Accomplish This:

- Prepare a list of upscale mail order merchants thought to have potential in locating a retail store in the CRA (i.e. Cabelas) to create a larger upscale retail complex (larger volume of customers).
- Prepare a list of target businesses selected to cause tourists to want to shop in Clewiston as part of their coast-to-coast trek across Florida.
- Prepare a list of target businesses that would complement the retail businesses now located in the CBD and serving the local market that would also benefit from increased traffic the first two target markets.

Conclusions

One of the long-term goals of the CRA is to bring long-term economic vitality to the Clewiston CRA through the creation or attraction and retention of jobs that pay above average wages in primary industries. These businesses and employees bring significant wealth into the larger community, creating a demand for secondary businesses and high-quality public services and amenities

Other Strategies

Economic Development Strategies

Increase the visitation of tourists:

- Encourage location of more charter boat and eco-tourism operations.
- Improve general image and visibility.
- Build upon historic fishing village character of the community to create an alluring shopping, walking, and entertainment district.

Assist current businesses

- Encourage active Main Street Program.
- Link local businesses with technical resources concerning marketing, business plans, and low-interest loans.
- Encourage joint advertising and promotions.

- Establish CRA office for revitalization effort and to supply information to potential developers and new businesses.

Attract new businesses and development in keeping with the CRA vision.

New Business Possibilities that Compliment the CRA Vision

Retail

Proposed Retail Strategy: Attract businesses that emphasize personal service, high-quality items, unique items, or those with historical theme. Appeal to tourist and local market with a cluster of interesting shops.

- Nostalgia shop. Movie posters & memorabilia (Clark Gable, etc.)
- Recreation-oriented shops (fishing, outdoor gear and canoes)
- Antiques on consignment
- Books
- Imports
- Crafts: Ceramics, woodworking, Native American artifacts
- Art galleries
- Custom fashion

Service/Professional/Industrial

Medical/dental, publishing, electronics, car and engine repair and finishing, marine manufacture and services, engine repair and auto servicing.

Proposed Service/Professional/Industrial Strategy: Emphasize marine services, possibly in a “campus” setting, encourage service and professional offices in the CBD; attract other services in keeping with vision.

Entertainment

Proposed Strategy: Support Ecotourism and fishing, offer appealing atmosphere for shopping, dining, and strolling both day and night.

Future:

- Bed and Breakfasts

- Artists Colony (could convert existing motel or apartments)
- Increased “eco-tourism” emphasis (e.g. nature cruises, sea kayaking, small-scale aquaria of local marine life at marina or in local businesses to interpret marine life).

Basic Neighborhood Goods & Services

Existing:

- Proposed Strategy: Create a community, which contains the basic goods and services for residential neighborhoods within walking distance.

Future:

- Close-in banking, at least an ATM
- Drugstore
- Dry cleaners
- Produce market—could be farmer’s market or health food store
- Deli/butcher shop
- Hardware store
- Barber shop
- Grocery store
- Bakeries.

Design and Planning Strategies

Employ traditional town planning approach compatible with vision.

Plan For and Encourage Pedestrian and Bicycle Use

- Calm traffic along Hwy 27.
- Place striped pedestrian crossings and post “Yield to Pedestrian” signs.
- Provide marked bike lanes along main corridors.
- Develop side walk system along main streets.

In Downtown Core:

- Encourage siting of new businesses that provide for necessities of life within walking distance of residences.
- Create mixed-use zoning that allows for dwellings above shops.

Develop Design That Enhances Civic Live

- Set appropriate height and density restrictions.
- Set standards for new commercial construction that is compatible.
- Define set back line for new construction and remodeling to create aesthetic alignment of building facades on “street wall”.
- Involve citizen panel in developing code.

Protect environmental quality and provide for public access and enjoyment of natural resources. Promote a clean, green appearance.

- Retain existing public access to lake and support the development addition access points where possible.
- Improve water quality at public marina.
- Ensure safe access to bay for non-motorized boating.
- Continue to protect heritage trees.
- Encourage shoreline and wetland stabilization and restoration.
- Add greenery along streets, in parking areas, and at manna.

Promotion Strategies

Develop a regular calendar of festivals and events to attract people.

- February/March: Mardi-Gras parade and celebration
- April: Good Earth Festival
- May: Fish Fry Seafood Festival
- October: Night in Old Clewiston

- December: Boat Parade of Lights & Christmas Caroling
- Add more events as capability to carry them out develops; including festivals, merchants' open houses, and seasonal merchants' promotions.

Carry out joint advertising campaigns through various media

- Geared to local population
- Geared to tourist population

Organization Strategy

- Form a Partnership consisting of key stakeholders who will see revitalization through.
- Form a citizens' group to aid in grassroots effort to strengthen the central district and neighborhoods, and help with fund-raising for revitalization.
- Encourage formation of active merchants' association.