

City's and the public's strong commitment to the Downtown, and due to these favorable conditions it is predicted that there will be a successful implementation effort for the City of Grass Valley and its important Downtown core. The Downtown Strategic Plan represents just one of the City's efforts towards its goal of a healthier, more economically stable, livable community now and into the future.

The Grass Valley Downtown Strategic Plan is designed to be a housing and redevelopment tool that can be implemented, for the most part, by the City and the Grass Valley Downtown Association. Key elements include:

- The Vision
- Methodology
- Market Assessment
- Downtown-Wide Issues
- Area Specific Issues
- Implementation Matrix

The plan is organized by the sections identified above. Each section is further broken down into specific topics that include a discussion of the existing conditions, a vision for the future, and recommended programs or projects.

The recommendations presented in the following sections are contained in an Implementation Matrix (see Section 7) that contains a 5-year list of priorities, responsible party, actions, funding sources, and budget.

Additional information such as a Workshop Summary, Promotional Materials, Downtown CIP Projects, Workshop Summary and Potential Funding Sources can be found in the appendices A, B, C, D and E respectively.

The elements contained in the Plan are aimed at enhancing the livability of the Downtown and have been developed and combined into a comprehensive program. The Plan emphasizes and recommends an implementation program that can be carried out through a public and private sector partnership, a partnership that establishes specific responsibilities for action and financial commitments.

2 THE VISION

The Citizens of Grass Valley are proactively seeking to maintain and enhance the diversity of the Downtown's economic base in order to provide needed goods and services to local residents and visitors alike, as well as to expand employment opportunities for all its residents. During this process, the community will strive to maintain and enhance its wonderful quality of life: its small town charm, a balance between jobs and housing opportunities, community members and organizations working together, friendly atmosphere, quaint neighborhoods, quality design, and historic physical environment. Grass Valley embraces and, wherever possible, will build upon its generational, cultural and economic diversity through inclusiveness and social interaction.

3 METHODOLOGY

3.1 DOWNTOWN COMMITTEE

Prior to the initiation of the planning process the City established the Grass Valley Downtown Strategic Plan Advisory Committee. The Committee included Delores Jones, Business Owner; Howard Levine, Grass

Valley Downtown Association; Linda Stevens, City Council; Lisa Swarthout, City Planning Commission; Joe Heckel, Community Development Director; Leslie Harris, Assistant Planner. The planning team of Mogavero Notestine Associates and the Hausrath Economics Group met with the Advisory Committee approximately ten times to seek their advice and counsel.

3.2 WORKSHOPS

On September 16th 2002 the City, the Grass Valley Downtown Strategic Plan Advisory Committee, and the Grass Valley Downtown Association hosted an all day workshop focused on the Downtown core. The workshop was led by Mogavero Notestine Associates. Over 62 members of the public, City staff, merchants, property owners, and members of the Grass Valley Downtown Association were present.

During the morning session participants were randomly assigned to 7 different working groups that focused on specific subareas within the Planning Area Boundary identified by the Downtown Strategic Plan Advisory Committee (see Exhibit 1). The groups were facilitated by local Architects, Landscape Architects, and Planners. The groups took a walking tour that had been previously developed by their designated facilitator. While on the tour, participants jotted down any impressions they had in response to a 6 question questionnaire. Upon completion of the tour the groups returned to the meeting area and summarized their thoughts for each question. The groups then discussed, prioritized and recorded the group’s ideas and thoughts.

In the afternoon each group responded to a series of 7 different questions about Downtown as a whole and summarized their thoughts for each question. The groups then discussed, prioritized and recorded everyone’s

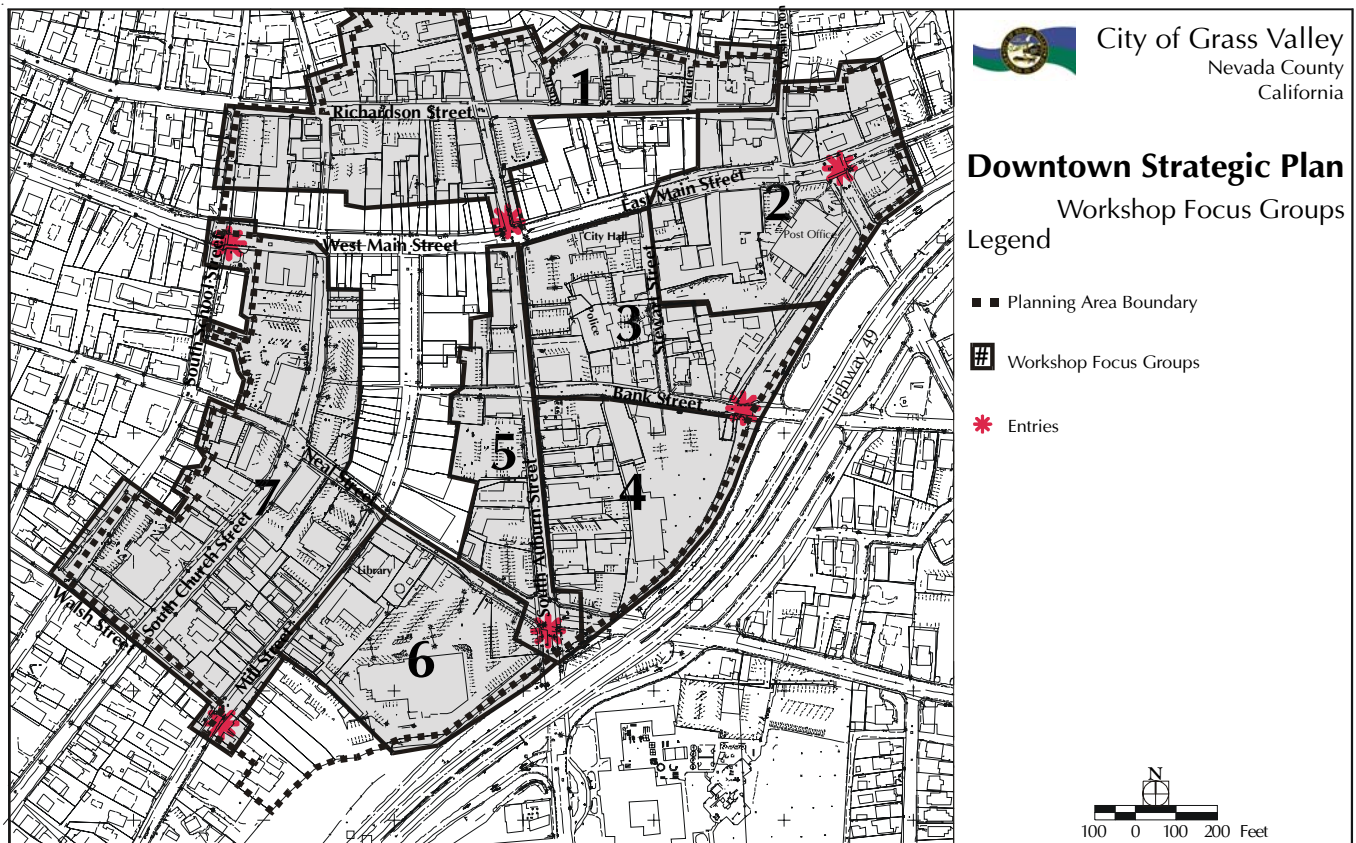


Exhibit 1

ideas and thoughts on a sheet of paper.

Following these working sessions each group presented their findings in a group setting. A summary of the workshop outcomes can be found in Appendix A.

A second workshop is planned to review this working draft of the Downtown Strategic Plan.

3.3 PERSONAL INTERVIEWS

In order to obtain background information, the Team (City Planning and Housing Staff, Mogavero Notestine Associates and The Hausrath Economics Group) had individual and group meetings with City Staff (administration, planning, traffic and public works), business and property owners, and community members.

3.4 FIELD RESEARCH

The Team also conducted field research to identify existing land uses, opportunity sites, building and neighborhood conditions, streetscape conditions, traffic and circulation, and other constraints and opportunities. In addition, the Team conducted a market assessment (See Section 4.1).

4 ECONOMIC ANALYSIS

4.1 MARKET ASSESSMENT

INTRODUCTION

The following text and tables present the details of the market assessment conducted by the Hausrath Economics Group (HEG) for the Grass Valley Downtown Strategic Plan. The first section describes analysis of retail sales data for Grass Valley and other parts of Nevada County, concluding with a focus on Downtown Grass Valley contributions to total City sales. The second section describes characteristics of the Downtown building inventory. The third section analyzes market area retail spending and develops spending patterns scenarios for Downtown Grass Valley. The last two sections present a baseline estimate of support for increased Downtown retail activity and identify strategies for enhancing the Downtown retail sector, in light of the existing strengths and growth potentials.

RETAIL SALES ANALYSIS

Sources and definitions

The retail sales analysis conducted for the downtown Grass Valley market assessment is based on data from the State Board of Equalization, reporting taxable retail sales for Nevada County unincorporated areas and cities and City of Grass Valley data summarizing sales tax revenue for the City and separately for the Downtown Assessment District. For the purposes of this report, HEG converted **taxable** retail sales to **total** retail sales using accepted conversion factors provided by the State Board of Equalization for the grocery store and drug store categories.

The market assessment uses retailing categories to describe the different types of retail business activity. Similar categories and definitions are used routinely in retail market analysis.

- **Comparison** retail includes goods for which shoppers are willing to spend time comparing selec-