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2012

Palmetto CRA Business Survey



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March 2012

Table of Contents

List of Tables	2
List of Figures	3
Executive Summary	4
Methodology	8
Study Area	11
Costs	13
Survey Results	14
Hiring	15
Concerns about doing business.....	16
Respondent Comments	19
Real Estate	20
Conclusions & Recommendations.....	21
Appendix One: Survey Instrument	30
Appendix Two: Modified Likert Scale Results	31
Appendix Three: Information Questions	33
Appendix Four: Respondent Comments.....	35

List of Figures

Figure 1 – Palmetto Household Income; Source: U.S. Census Bureau 2006-2010 American Community Survey 5- Year Estimates for the City of Palmetto.	6
Figure 2– Palmetto Private Sector Employment; Source: U.S. Census Bureau 2006-2010 American Community Survey 5-Year Estimates for the City of Palmetto.	7
Figure 3 – Study Area.....	11
Figure 4 – Incentive Awareness	14
Figure 5 – Anticipated Hiring	15
Figure 6 - Anticipated hiring among firms whose principals are aware of CRA incentives.	16

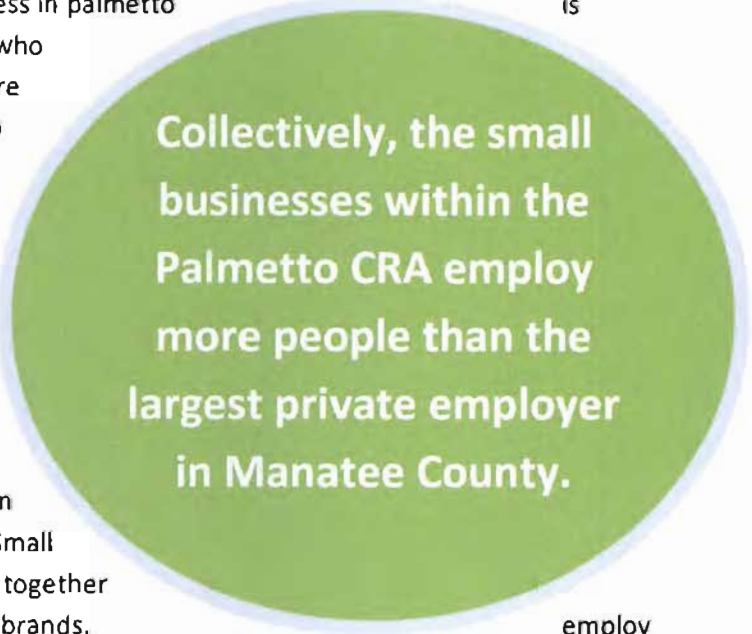
List of Tables

Table 1 - Largest Employers in Manatee County, Source: Manatee County Economic Development Corporation.....	5
Table 2 – Palmetto Top Five Industries by Employment	8
Table 3 - Firm Size	8
Table 4 – Typical jobs in 10th Avenue Corridor Study Area	12
Table 5 - Typical jobs in 10th Street Corridor Study Area	12
Table 6 - Typical jobs in 8th Avenue Corridor Study Area.....	13
Table 7 – Typical jobs in Palmetto Industrial Park.....	13
Table 8 – Business owner concerns	17
Table 9 - Greatest Concerns by study area	19
Table 10 – Community Redevelopment Area Available Real Estate	22
Table 11 – Additional Underutilized Real Estate	27
Table 12 – Underutilized Properties Held By Tax Exempt Entities.....	28

I. Executive Summary

Small business is the key to community redevelopment. Although that statement may sound cliché, this tentative research into the impacts and concerns of small businesses within the Palmetto Community Redevelopment Area demonstrates the truth of that statement. Indeed, the National League of Cities Center for Research and Innovation recently released a 'tool kit' for supporting entrepreneurs and small businesses. Through the investments of the Palmetto Community Redevelopment Agency (CRA), Palmetto is at the vanguard of providing of nurturing the powerful and resilient economic engine of small to mid-sized businesses.

The aggregate impact of small business in palmetto is enormous. The sampled businesses who responded to the survey employ more than 3,432 people. That is more than SYSCO West Coast Florida, Inc., the eighth largest private employer in Manatee County. The average number of employees among the respondents is 6.77. Assuming that figure is representative of the larger business community within the CRA, the 507 small businesses that hold occupational licenses within the CRA employ over 3,432 people. Small businesses within the Palmetto CRA, together with the local operations of national brands, employ far more people than Bealls Inc. (second largest employer in Manatee County) and Manatee County Government (third largest employer in Manatee County) combined. Indeed, if the entire city of Palmetto is considered, small to mid-sized firms and the local operations of larger firms rival the largest single employer in Manatee County (The Manatee County School District.). Cumulatively, the businesses within the Palmetto CRA constitute one of the largest and most diverse concentrations of employment opportunities in Manatee County.



Collectively, the small businesses within the Palmetto CRA employ more people than the largest private employer in Manatee County.

Table 1 - Largest Employers in Manatee County, Source: Manatee County Economic Development Corporation

Firm	Employees
Manatee County School District	5,300
Beall's Inc.	1,671
Manatee County Government	1,644
Manatee Memorial Hospital	1,400
Tropicana Products, Inc.	1,300
Blake Medical Center	1,156
Manatee County Sheriff's Department	1,034
Publix	839
State College of Florida Manatee Sarasota	485
Hoveround Corp.	484
City of Bradenton	471
Pierce Manufacturing	441
IMG Academies	395
SYSCO West Coast Florida, Inc.	370
Manatee Glens	339
Business within the Palmetto CRA	3,650

Small businesses in the Palmetto CRA provide good jobs. The businesses surveyed not only employ a large number of individuals; they also utilize a broad range of human capital. This research indicates that the variety of skills and range of pay in the Palmetto CRA is greater than a casual observer might expect.

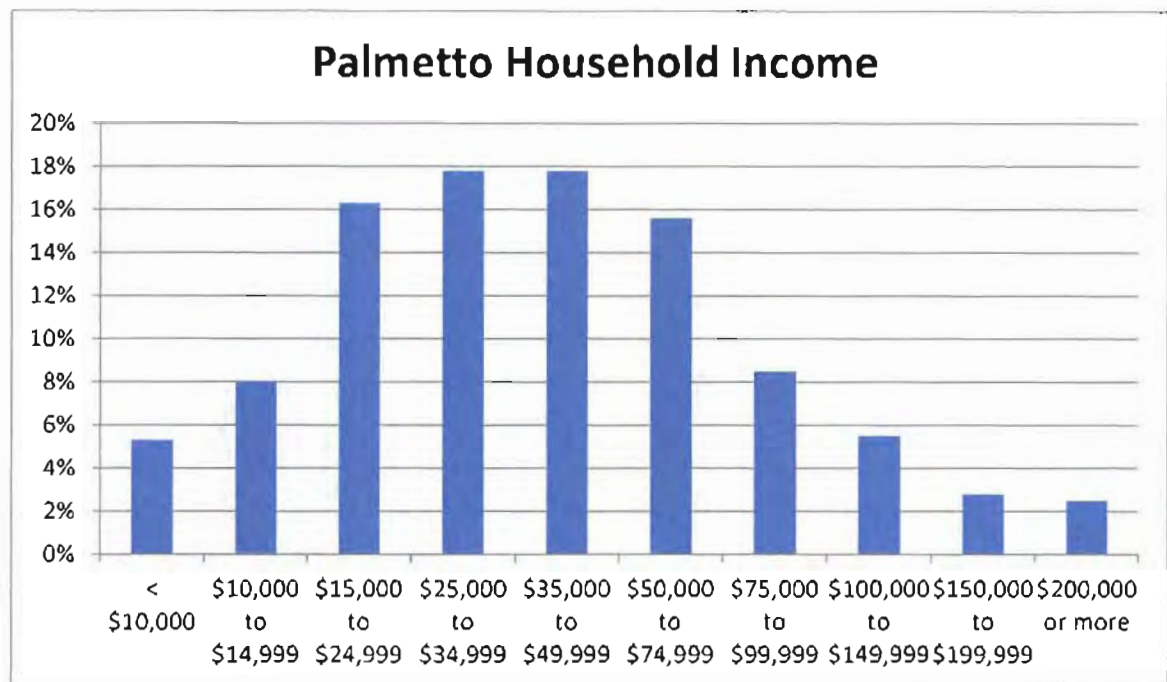
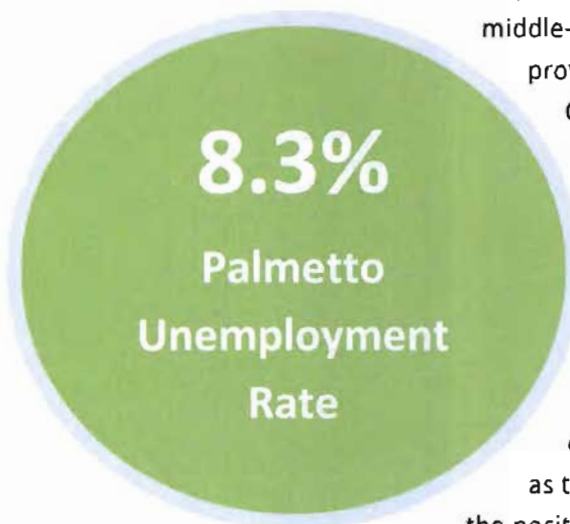


Figure 1 – Palmetto Household Income; Source: U.S. Census Bureau 2006-2010 American Community Survey 5- Year Estimates for the City of Palmetto.

Census Bureau data indicates that a majority of households in the City of Palmetto (65%) have annual incomes between \$15,000 and \$75,000. The chief source of income in this wide middle-swath is earnings from wages. The private sector provides the cast majority of jobs in Palmetto.



Overwhelmingly, it is businesses like the ones surveyed for this research that provide the employment opportunities that sustain Palmetto's households. This research indicates that the presence of a Community redevelopment Agency creates an atmosphere that makes firms more likely to hire. Targeted investment in the small businesses that provide opportunities at the top of the income range, as well as those who provide greater value added variations of the positions now at the bottom, may shift the income range.

Over the long term fewer Palmetto households would experience poverty, and more would enjoy prosperity.

Palmetto Private Sector Employment

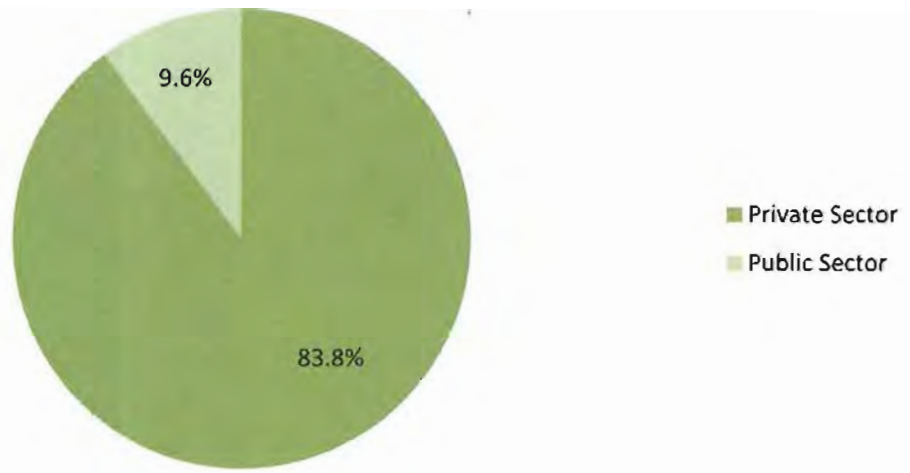


Figure 2 – Palmetto Private Sector Employment; Source: U.S. Census Bureau 2006-2010 American Community Survey 5-Year Estimates for the City of Palmetto.

At least two strategies are employed in the business cultivation aspect of economic development. One approach is to attract large employers through tax incentives and subsidies. The other is to slowly and carefully cultivate a variety of small operations. While there is a clear benchmark of accomplishment and public recognition that comes with landing the new research facility, factory, or distribution center, this research clearly indicates that the second strategy, the cultivation of small enterprise, yields greater employment, greater physical investment, and a broader range of incomes. Moreover, the failure of a single small business, although unfortunate, does not cause a community tragedy in the same way a major plant closing does. Although limited in scope and clearly not exhaustive, this research begins to shed light on the needs of small business in the local context. It provides a starting point for discerning how the CRA can address the concerns and meet the needs of local entrepreneurs.

Table 2 – Palmetto Top Five Industries by Employment

Palmetto Top Five Industries by Employment	
Industry	Percentage of Citywide Employees
Educational and health care	18.3%
Construction	14.0%
Retail trade	13.4%
Manufacturing	9.1%
Entertainment, recreation, accommodation and food services	8.5%

Table 3 - Firm Size

Measure of Firm Size	# of employees
Average	6.77
Largest employer sampled	57
Median	4
Mode	1

II. Methodology

The unit of analysis for this research is businesses within the Palmetto Community Redevelopment Area (CRA). The sampling frame consists of all commercial property and business owners within the Palmetto CRA who have “brick and mortar” operations. That is, businesses associated with identifiable real property within the CRA. Additionally, the local management of multi-unit operations that maintain storefronts similar to small businesses were also included. The definition of business used for this research is as expansive as possible and includes owners of multifamily real estate, and commercial real estate investors.

Currently, no readily available census of businesses within the CRA exists, so the exact population parameters (N) remain unknown. However, it is likely that using the definition above, approximately one thousand businesses operate within the CRA. One of the best metrics of the number of businesses – the firm population – is the roll of current occupational licenses. In 2011, there were 507 current occupational licenses. The occupational license figure does not capture businesses that provide housing services and lease commercial real estate within the CRA. It also contains several exclusions including agricultural enterprises, religious and non-profit institutions, and certain classes of entrepreneurs (e.g. some veterans, widows with children etc). Of course the business tax roll does not capture any informal economic activity. Nonetheless, it serves as a useful, albeit conservative estimate of the unknown population parameter.

The sample (n) was chosen through selection sampling. The businesses surveyed were chosen deliberately and singularly by the researcher. The sample is not random, and may not be representative of the businesses within the CRA as measured by owner demographics, employee demographics, firm size, firm revenues, or industry. Instead, the businesses were selected based on their proximity to key arterial roads and to one another. There are three reasons for the selection of these units 1) ease of surveying; 2) identification of businesses centers; and 3) emphasis on the elimination of visible blight.

The first reason is straightforward: the researcher faced time and resource constraints. Clusters of businesses were identified that would provide easy access to multiple units within a single day. Most weeks the researcher worked two five hour days. Consequently, the survey sites needed to be close enough to one another to visit at least twice and then process the results within the available time. The second and third rationales work together. The identification of research sites is an important aspect of this research. The City's commercial enterprises have clustered in a few centers where strategic investment in one site has compounding benefits to the surrounding area. Leveraging the conglomeration effect (the tendency of complementary businesses to locate close to each other) amplifies the effects of tax increment financed incentives. Given the limited resources available to conduct this study, the researcher determined that the best data for the analysis of incentives would come from the areas where synergistic concentrations of firms exist. Presumably, the success of one retail business is connected to the appearance of neighboring retail businesses. Similarly, clients may judge a professional service provider by the sorts of businesses operating nearby.

The survey was conducted using a six question survey instrument and profile form. The profile portion of the instrument asked for firm demographics (i.e. name, contact person, number of employees). The six questions consisted of three Yes-No questions, a modified Likert scale, and two open ended questions. The Yes-No questions asked whether the firm's management was aware of the incentives available through the CRA; whether the firm anticipated hiring within the next six months; and whether the firm anticipated relocating. The modified Likert scale asked the respondent to rank five concerns about doing business in Palmetto. The open ended questions sought respondent feedback. The first question allowed the respondent to elaborate upon their greatest concerns about doing business within the community redevelopment area. The second question asked the business owners what they thought the CRA should do to help businesses in the area.

After collecting the surveys, the researcher aggregated and recorded the responses. The data fit into four categories: business information, business concerns, business projections, and additional comments. Each firm was assigned a code (e.g. PV-8) and the firm demographics including contact information were recorded in a spreadsheet for later reference. The Yes-No responses were counted and averaged to determine the percentage of businesses answering each question in the affirmative. The modified Likert questions – the business concerns category – were assigned numeric values. The answer “not a concern

for my business" was assigned a value of five; "least concern" four; "somewhat concerned" three; "very concerned" two; and "greatest concern" one. The responses were then summed, averaged, and ranked with the lowest number indicating the item of greatest concern.

The creation of employment opportunities is one of the major reasons for public support of entrepreneurs and small businesses. In order to demonstrate the employment effects of the businesses operating within the CRA, the researcher identified representative range of jobs and compensation for each study area. Using the Bureau of Labor Statistics information for various job and wage profiles within the Metropolitan Statistical Area, the research identified jobs representative of the businesses surveyed. They are listed by study area in the tables below.

Finally, this research also includes a profile of the underutilized commercial real estate within the CRA. The researcher visited properties that are currently offered for sale or for lease. In addition, information maintained by the Manatee County property Appraiser was used to identify the owners and uses of vacant parcels along major commercial corridors. The available properties are listed below. Additionally, there is an analysis of development alternatives for key parcels in the historic downtown area which are currently excluded from the tax rolls. These properties contribute substantially to visible blight, but do not contribute tax revenue for redevelopment or any other public function.

III. Study Area

The study area consisted of three zones within the CRA. Each is an identifiable cluster of commercial activity along a major thoroughfare. The three zones are the 10th Avenue corridor, the 10th Street corridor, and the 8th Avenue corridor. The zones represent cross-sections of Palmetto's business community that confront different issues in their operations.

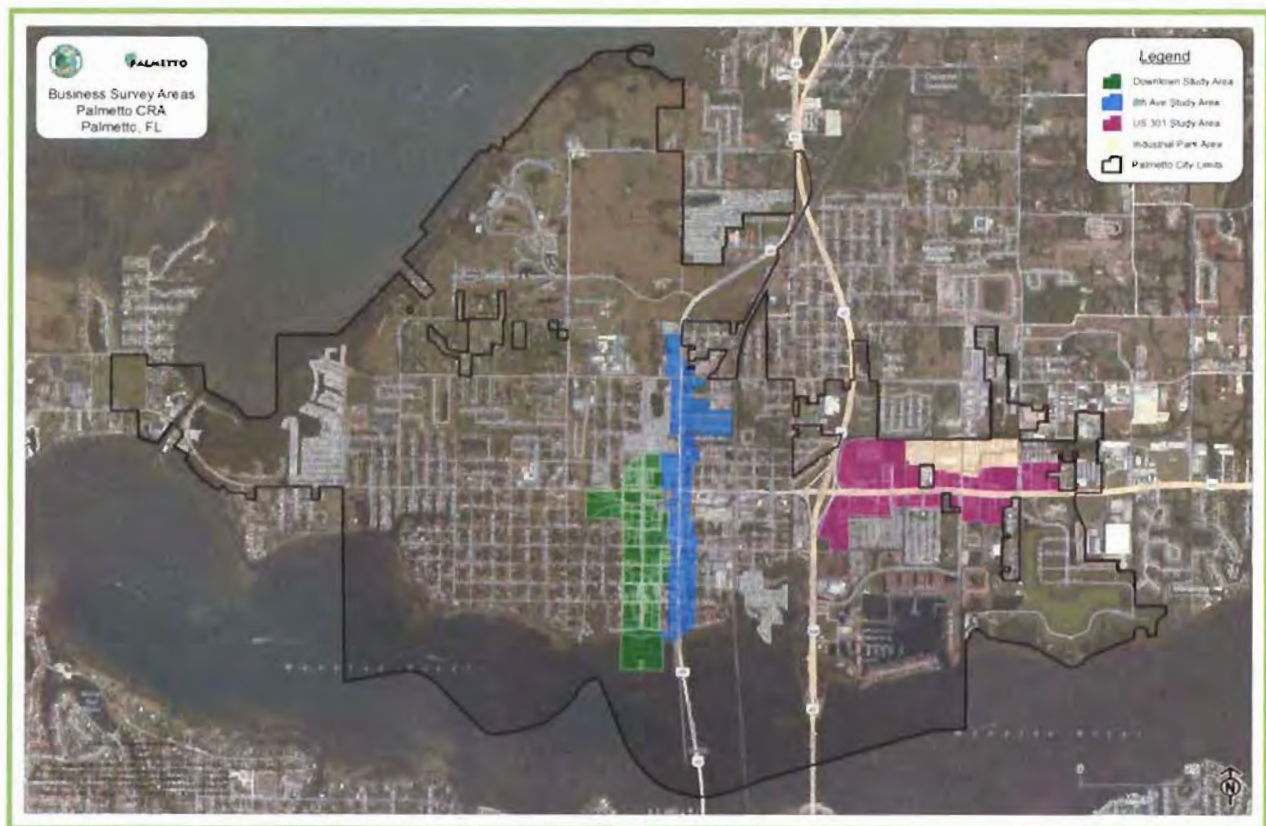


Figure 3 – Study Area

The 10th Avenue corridor is comprised primarily of the businesses along Palmetto's historic main street, 10th Avenue. However, it also includes the businesses on Riverside Drive, 4th Street, 5th Street, and 9th Avenue. The study area extends from the Manatee River northward to 11th Street. The area is coded 'DT' to reflect its function as Palmetto's downtown. Of the three survey areas, the 10th Avenue corridor has the greatest pedestrian scale and the least vehicular traffic. The businesses in this area are primarily providers of professional services and customer-facing retailers, as well as personal services providers. In addition, there is a concentration of light industry and skilled trades. Consequently, this area presents a remarkable diversity of economic activity in a dense area. Perhaps more importantly, the downtown area provides a full spectrum of employment opportunities. Twenty-five businesses in this zone were surveyed; twenty-one completed the survey yielding a response rate of 84%.

Table 4 – Typical jobs in 10th Avenue Corridor Study Area

Downtown - 10 th Avenue					
Job	Waitresses and Waiters	Marine Mechanics	Physical Therapist Assistants	Chiropractors	Architects
Mean Annual Income	\$24,520	\$32,630	\$51,670	\$59,360	\$89,970

Source: Bureau of Labor Statistics employment and wage estimates for North Port-Bradenton- Sarasota Metropolitan Statistical Area.

The 10th Street corridor is the section of 10th street, designated US Highway 301 which lies east of the US-41/US-301 interchange and west of the city limit. Most of the commercial parcels along this corridor are within the CRA. Palmetto Village Plaza, a large shopping center managed by ISRAM Realty, is one of the major commercial properties in the area, consequently, the code 'PV' was used for responses from the zone. There is a high volume of vehicular traffic within the corridor – in fact the highest anywhere in the City – and a near complete lack of pedestrian infrastructure. The businesses in this area consist primarily of customer-facing retail establishments, providers of personal services, and fast food restaurants. This zone lies largely within the Enterprise Zone. Consequently, businesses operating in the area potentially benefit from compounding public sector support by combining incentive programs, direct subsidies and tax benefits. The employment opportunities within the zone are ample; however, most are relatively low-paying. Twenty-five businesses in this zone were surveyed, and twenty-one returned the survey instrument, yielding a response rate of 84%.

Table 5 - Typical jobs in 10th Street Corridor Study Area

US 301 - 10 th Street					
Job	Cooks Fast Food	Cashiers	Manicurist	Tax Preparers	Retail Supervisors
Mean Annual Income	\$18,220	\$20,100	\$23,080	\$25,210	\$44,070

Source: Bureau of Labor Statistics employment and wage estimates for North Port-Bradenton- Sarasota Metropolitan Statistical Area.

The 8th Avenue corridor consists of the businesses with frontage along 8th Avenue north of the Manatee River and south of 19th Street. The section of road is designated Business US 41 and has heavy vehicular traffic, though it retains far more pedestrian accessibility than the 10th Street corridor. The mix of businesses consists primarily of personal and professional services. There are many employment opportunities in the area. Twenty-two

businesses within the corridor received the survey and fifteen responded, yielding a response rate of 68%.

Table 6 - Typical jobs in 8th Avenue Corridor Study Area

8 th Avenue					
Job	Cooks, Restaurant	Funeral Attendant	Parts Salesperson	Legal Secretaries	Insurance Sales Agents
Mean Annual Income	\$24,120	\$28,520	\$30,320	\$38,790	\$59,930

Source: Bureau of Labor Statistics employment and wage estimates for North Port-Bradenton- Sarasota Metropolitan Statistical Area.

A fourth area – the industrial park immediately north of the 10th Street Corridor – was considered for its contribution to the CRA's tax base and available real estate. Unfortunately, time did not allow a survey of the firms within the industrial park. However, the area has a high firm density, at least one sight that could attract a major employer and substantially contribute to the tax increment financing, and a concentration of middle-income jobs. Additionally, it is within the Enterprise Zone and benefits from substantial public sector support. Over the next several months there may be a targeted survey of all the businesses and property owners within the industrial park.

Table 7 – Typical jobs in Palmetto Industrial Park

Industrial Park					
Job	Helpers-- Production Workers	Fiberglass Laminators/ Fabricators	Cabinetmakers and Bench Carpenters	Machinists	Electronic Equipment Assemblers
Mean Annual Income	\$23,250	\$31,080	\$38,500	\$38,750	\$30,450

Source: Bureau of Labor Statistics employment and wage estimates for North Port-Bradenton- Sarasota Metropolitan Statistical Area.

IV. Costs

The total cost of this research is less than \$600. The principal cost is the researcher's time. The researcher is a graduate student intern Paid \$10 per hour for 10 hours per week. The project consumed approximately 75% of his time for a period of six weeks. Therefore the direct costs amount to $[(60 \times \$10) \times .75]$ + overhead and miscellaneous costs.

- V. Survey Results
- a. Awareness of the CRA incentive program

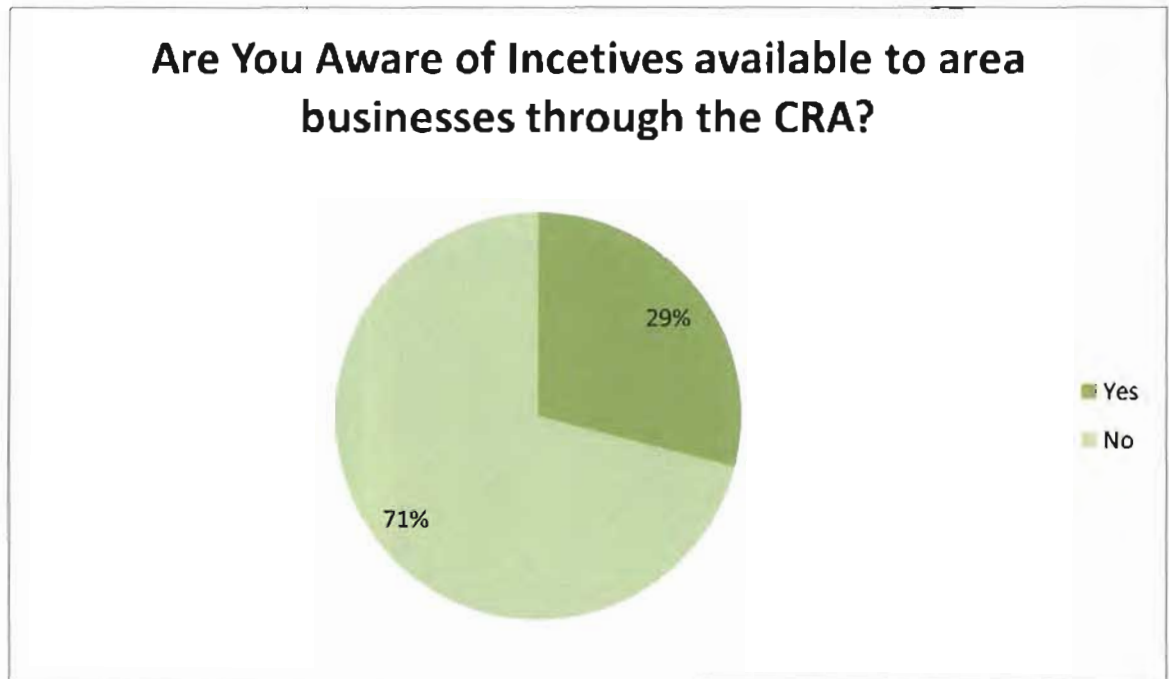


Figure 4 – Incentive Awareness

The majority of businesses operating within the community redevelopment area are unaware of the incentives available through the CRA. Only thirty percent responded that they knew the Community Redevelopment Agency offered assistance to local firms in the form of incentives. Several indicated they were unaware the CRA even existed. Others, especially in the 10th Street Corridor expressed confusion about the distinction between the CRA and the Enterprise Zone.

The awareness rate is uneven across the community redevelopment area. In the 10th Avenue Corridor, 35% of businesses were aware of the incentives. In the 8th Avenue Corridor 30.75% of businesses knew about the incentives. In the 10th Street Corridor only 23.8% of businesses were aware of the incentives available through the CRA. Anecdotally, the researcher observed a low awareness rate among the business owners within the Industrial Park. Again, they seemed more familiar with the Enterprise Zone than the CRA. A possible reason for the greater awareness of the CRA in the 10th avenue and 8th Avenue corridors may be the concentration of CRA projects in these areas (e.g.

Sutton Park, 5th Street, demolition of the CBI building) and the presence of the CRA office near 8th Avenue.

b. Hiring

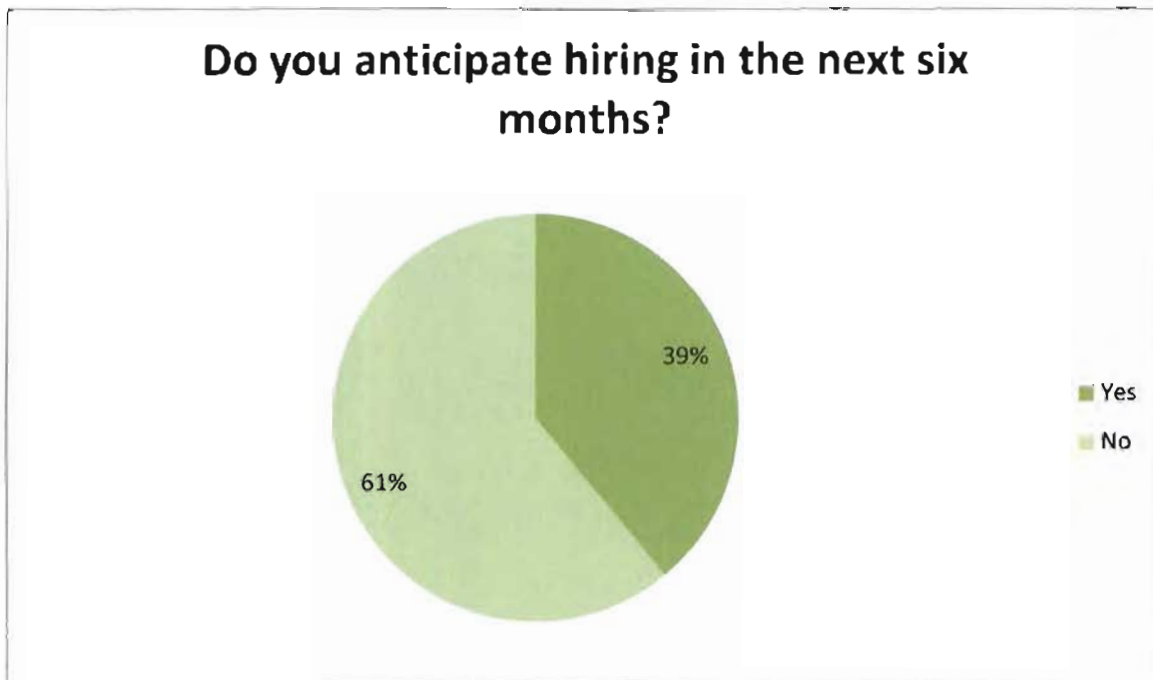


Figure 5 – Anticipated Hiring

The near-term hiring projections of the respondent businesses reflect a cautious confidence. Thirty-nine percent (39%) of respondents indicated that they expect to hire in the next six months. In the 10th Street corridor, 45% of firms anticipate hiring. In the 10th Avenue Corridor, 33% of businesses expect to add additional workers in the next half year. In the 8th Avenue Corridor, 46.5% of businesses anticipate hiring in the near-term.

Among those who are aware of CRA incentives: Do you anticipate hiring in the next six months?

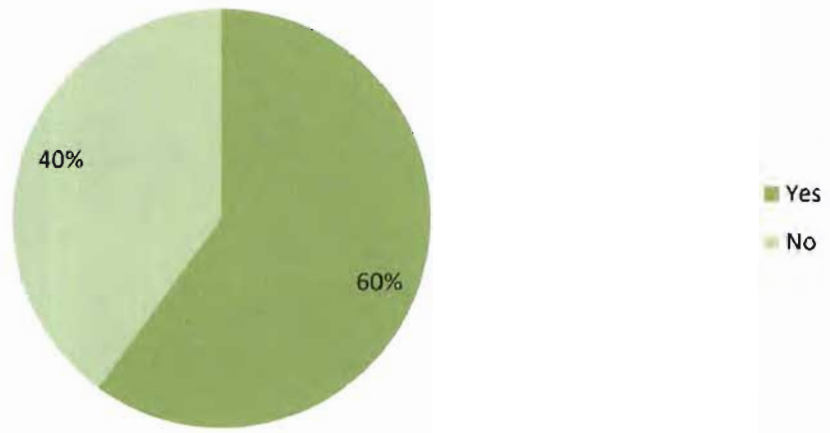


Figure 6 - Anticipated hiring among firms whose principals are aware of CRA incentives.

There is a strong relationship between incentive awareness and hiring projections. Well under half (39%) of the business in the CRA expect to hire in the next six months. At the same time, a majority (60%) of those businesses whose management is aware of the CRA anticipate adding workers in the same time period. Among the businesses within the 10th Avenue Corridor who are aware of the incentives, the figure rises to 71.4%; in the 8th Avenue Corridor it is 80%.

Not knowing about the CRA and incentives it offers is a strong indicator that the firm will not be hiring in the near-term. Among those firms whose management is unaware of the CRA incentives, only 30% anticipate adding workers in the next six months. Among the businesses within the 10th Avenue Corridor who are not aware of the incentives, the figure is 30.7%; in the 8th Avenue Corridor it falls to 20.2%. Clearly, knowing about the City's commitment to reinvest tax increment financing dollars through the CRA boosts the confidence of firms to add to their payrolls.

c. Relocation

None of the respondents (0.00%) intend to move in the next six months. Every one of the businesses surveyed plans to continue operations in Palmetto for the foreseeable future. In conversation with the researcher, some indicated long range plans to move within the city. However, no one who completed a survey intends to leave palmetto.



d. Concerns about doing business

Table 8 – Business owner concerns

Area of Concern	Level of Concern*
Attracting Customers	2.71
Crime	2.76
Area Aesthetics	3.00
Lack of Support from local government	3.62
Lack of skilled labor	3.78

*5 = least concern 1 = greatest concern

Attracting customers is the top concern of business owners in the Palmetto Community Redevelopment Area. More than a quarter (25.86%) of the respondents reported that attracting customers is their “greatest concern.” An additional 15.78% responded that they are “very concerned” about the issue. Interestingly, 17.54% indicated that attracting customers is “not a concern” for their business.

Crime is the second most important issue for firms doing business in the Palmetto Community Redevelopment Area. Respondents indicated that crime as their greatest concern almost as frequently as attracting customers. More than seventeen percent (17.54%) of the respondents listed crime as their “greatest concern.” Another 26.31% reported that they are “very concerned” about crime. Only 8.7% said crime is “not a concern” for their business.

Area Aesthetics is the “greatest concern” of 12.2% of the respondents. Nearly half (49.12%) of the respondents report they are “somewhat concerned” or “very concerned” about area aesthetics. The comments that business owners and managers gave in their questionnaires and in conversation with the researcher indicate that the appearance of the area where they do business is extremely important. Not surprisingly, customer facing enterprises are especially sensitive to aesthetic issues. Some of the

business owners and managers perceive a link between the areas appearance and their ability to attract customers. Similarly, some indicated that they would like to see beautification and infrastructure improvements as part of an overall strategy to combat crime.

Only 5.2% of respondents listed lack of support from local government as their greatest concern. More than a third of respondents (35%) indicated that government support is "not a concern" for their business. A majority (59.6%) listed lack of support from local government as "least concern" or "not a concern." Nonetheless, the relationship between CRA awareness and anticipated hiring implies that the existence of public sector incentives does influence firm decision making. While it may not be a direct consideration, the incentive program sends a message that local authorities are investing in the area and care about the success of small businesses. The relationship between hiring and incentive awareness, combined with the fact that none of the respondents plan to leave Palmetto, indicates that the City and CRA are doing a good job of supporting local business.

Few businesses in the Palmetto Community Redevelopment Area are concerned about a lack of skilled labor. Preliminary research into the findings of other researchers in other cities indicated that business leaders see inadequate investment in human capital as one of the primary failures of the public sector. Supposedly, this is the case in blue collar fields as well as professional offices. Among the firms surveyed, however, this does not appear to be an issue. It is possible that the high level of unemployment in recent years has saturated the market with skilled labor demanding lower wages than in the past. Future surveys of Palmetto businesses may find different results. At present, however, 26.31% report that a lack of skilled labor is "not a concern" for their business. Only 3.5% report list it as their greatest concern.

Table 9 - Greatest Concerns by study area

Greatest Concerns – CRA Aggregate Attracting Customers Crime Area Aesthetics Lack of Support from Local Government Lack of Skilled Labor	Greatest Concerns – 10th Ave Corridor Attracting Customers Area Aesthetics Crime Lack of Support from Local Government Lack of Skilled Labor
Greatest Concerns – 8th Ave Corridor Attracting Customers Crime Area Aesthetics Lack of Support from Local Government Lack of Skilled Labor	Greatest Concerns – 10th Street Corridor Crime Attracting Customers Area Aesthetics Lack of Support from Local Government Lack of Skilled Labor

The responses are not consistent across the entire community redevelopment area. The in the 10th Street Corridor, crime is clearly the greatest concern. None of the businesses in the 10th Street study area claimed that crime was not a concern for their business. Moreover, some indicated in conversation with the researcher a strong belief that the broader community saw the neighborhood as a high crime area. Therefore, the perception of crime is an impediment to attracting customers. In the 10th Avenue Corridor, area aesthetics is somewhat more important than in other parts of the CRA. The businesses in the downtown study area are more concerned with landscaping signage and lighting than their counterparts elsewhere in the CRA.

e. Select Respondent Comments

Appendix Four contains all of the responses to the open ended question in the survey instrument. There are a few recurring sentiments. When asked what other concerns they had about doing business in Palmetto, several respondents gave similar answers. Three indicated that parking is a concern. The same number mentioned the cost of regulatory compliance. Several mentioned Palmetto's reputation in the region. Three mentioned traffic related concerns (e.g. speeding, turn lanes). Signage is apparently a major concern for businesses in the CRA. Several expressed concern about crime and issues of public safety.

Several of the respondents offered their suggestions for ways the Community Redevelopment Agency can help businesses in the area. Five asked for more help

renovating building exteriors. Many asked that the CRA do more to promote the area and the business community. Some asked for specific infrastructure improvements such as benches, speed bumps, street lighting, and curb cuts. Some of the respondents asked that the CRA develop an incentive program to assist with signage. The most common request is for more information about how to take advantage of the incentive programs available to businesses within the community redevelopment area.

VI. Real Estate

There is more than \$25 million of underutilized real estate in the Palmetto Community Redevelopment Area. The tables below list some of these opportunities. The properties in table ten have been identified as available commercial real estate. The CRA has partnered with the Manatee Economic Development Council (EDC) to promote these properties through the EDC's online database. Additionally, the CRA has provided the real estate agents who are marketing these properties with information about redevelopment incentives available through the CRA.

Table eleven shows developable properties that are vacant. All of the listed parcels have frontage on 10th Street. Most of them are on US 301. These properties present special opportunities for development.

One of the goals of the CRA is to encourage private investment in the community redevelopment area. However, large portions of the most significant real estate in the City are held by tax exempt entities. Of course, governments, non-profits and religious institutions bring value to any community. However, some of the most valuable real estate in the community redevelopment area is unutilized. Not only does this property contribute to visible blight, its tax status deprives the CRA, the City, and even the taxing authorities who own it, of much needed revenue. Table twelve demonstrates the impact of a handful of tax-exempt parcels in the downtown area and the public-sector revenue benefits of private-sector development. The table only shows the revenue impacts. However, private sector development of this real estate would contribute to a vibrant downtown and fulfill the CRA's mission of removing blight.

VII. Conclusions

The business survey indicates that the Palmetto CRA is doing a good job of promoting private sector investment in the community redevelopment area. In the area of job creation in particular, the Palmetto CRA has a positive impact on small local businesses. Nonetheless, the responses to the survey indicate a few opportunities for improvement. As a result of this research the Palmetto Community Redevelopment Agency might want to consider some variation of the following proposals

The CRA may consider the creation of an economic development specialist position. A full time staff position would facilitate an ongoing working relationship with the business community. The position would require knowledge of economic development principles, practices, and techniques. The specialist would also have to be familiar with the current economic, development, and demographic trends in the Palmetto area. The economic development specialist would use research methods and techniques to identify business and development opportunities. The primary responsibility of the position would be to attract and retain firms and educate the business community about incentives available through the CRA. Additionally, the specialist would facilitate cooperation among the various public and private sector economic development entities. For instance, the staff member would act as a liaison with the enterprise zone and Economic Development Council. This person could guide businesses through the process of leveraging government incentives and creating jobs. Ideally this person would have a varied expertise that could also contribute to the development of affordable housing and preservation of Palmetto's cultural and historic assets.

The CRA may also consider conducting a complete census of the business community in Palmetto. While this research provides valuable insights, it is only a starting point. Most of the businesses in the community redevelopment area were not surveyed. The limited scope of the survey instrument did not allow an in depth analysis of the dynamic local economy. A more complete research design may yield more precise view of what Palmetto's business community needs.

This research indicates clear benefits of open communication between the CRA and the business community. The more entrepreneurs know about the CRA and its programs, the more willing they are to hire and invest in the community. Regular communication with the small business community yields economic development results. The CRA may consider producing a monthly newsletter to keep its business advisory group up to date about the CRA's investments in the area.

The businesses in the 10th Street study area are particularly concerned about crime. The CRA may consider implementing a targeted partnership with the Palmetto Police Department to provide visible police presence along US 301. Other crime prevention measures may also help. Consultation between the CRA, the Police Department, and the business community may help attract and retain business and encourage greater private sector investment.

Finally, the CRA may consider facilitating the acquisition and private-sector development of the parcels listed in table 13. The development of this property will provide much needed tax revenue to public sector service providers. Additionally, it will compliment the development of downtown Palmetto into a vibrant commercial center.

Table 20 – Community Redevelopment Area Available Real Estate

Community Redevelopment Area Available Real Estate			
1270 12th Ave E	2582310005*	2.38 acre rail-sided industrial property and warehouse space listed with Don Lewis at Re/Max Alliance Group. Within CRA and Enterprise Zone.	\$347,239
1310 12th St E	2582500605*	Warehouse "flex-space" relatively small industrial spaces for lease offered by the property owner.	\$225,525
1811 8TH Ave W	2424300008*	Current site of a used car lot offered for sale with Mike Bowes at Re/Max Alliance. The property is located on a major roadway and is highly visible.	\$55,586
901 8th Ave W	2694200003*	Owned by CSX through another entity, the property is listed with Ed Dickinson at Walter Dickinson of Tampa Bay for \$350,000. The site is .36 acres with a 5,600 sq ft building.	\$149,882
908 Riverside Drive	3117900054	The Riverside Plaza property is listed with Jean Furlong of the U.S. Funding Group. Several spaces are available including the 6,005 sq ft restaurant space. Smaller retail/office spaces are also available.	\$4,179,573
612 7th St W	2769900008	This property, 1,300 sq ft of office space in a commercial duplex, is offered by the owner for professional office space or retail storefront.	\$157,387
919 6th St W	2746300009	Former residence converted to a dentist's office in the 1990's this property is now vacant and offered for sale as professional office space.	\$70,832
604 6th St W	2776700003	4 units approximately 600 sq ft each listed with Don Lewis at Re/Max Alliance Group.	\$99,929
801 8th Ave W	2700000108	Roy Watters at Wagner Realty includes large building with warehouse space, 8th Ave frontage, and sizable retail space. Also includes a corner retail space in a highly visible shopping center that was formerly a Blockbuster video store (737 H 8th Ave W)	\$1,616,718
304 8th St W	2793100059	Non-conforming residential use offered for commercial use/development, listed with Jayne Carter at Keller Williams on the Water	\$33,414
408 7th St W	2794900159	2,322 sq ft of commercial space in a free standing building with onsite parking and	\$163,203

		arterial road frontage. The property is listed with Ken Clayton at Wagner Realty	
837 8th Ave W	2696500004†	3,500 sq ft in two storefronts that can be leased separately or consolidated, onsite parking in front and rear, frontage on a major thoroughfare. The property has small warehouse space with a truck door and retail space. The property is listed with Angela Varga of Sperry Van Ness Commercial Advisory Group	\$162,403
923 4th St W	3118500109	Free standing building with garage/workshop space. There is a reception area, open space for office cubicles or displays, conference room, updated with public bathrooms, plus lots of flex space and private office with bathroom. The property is listed with Susan F Chandler of Hook & Ladder Realty.	\$138,277
No Assigned Address	2707500050	4.77 acres owned by Gary Guthrie, the principal of the adjacent fertilizer company would like to receive \$954,000 (\$200k/acre) for the property and sell the two parcels as a whole.	\$95,782
917 11th Ave W	2707900003	Heartland Fertilizer company property. The 3.49 site has been used as a fertilizer plant since 1912. The Palmetto City Police Department is located immediately to the north. The same owner has an additional 4.77 acres of adjacent property that is also available for \$200,000/acre.	\$397,731
711 N US 301	2603800109	Property on the corner of 7th Street East and US 41/301 The owner is asking \$1.25 million (\$781,250/acre).	\$152,665
US 41 Palmetto	2603600053	The property fronting the east side of US 301/41 on both sides of 7th Street. This property is listed with Michael Saunders & Company - DeLieto & Associates	\$1,244,074
8th and 9th (CSX)	2692600006	Just under half acre (.49) the property is owned by CSX and listed with Ed Dickinson at Walter Dickinson of Tampa Bay for \$299,000.	\$43,566
417 7th Ave W	2780900003	About one-third acre (0.36) commercial lot at the corner of 5th Street and 7th Avenue in Palmetto, adjacent to 600 8th Ave and other high end commercial properties. This property is listed with Steve Horn at Ian	\$14,700

		Black Real Estate. Offered for \$75,000.	
1800 US Hwy 301	1013400104	Former grocery store site located on US 301, the parcel is 8.3 acres with a 48,466 sq ft building centered on the lot. The property is offered for sale at \$4,900,000 or for lease. The property is offered by David Fletcher at Wagner Realty.	\$4,143,840
1201 N US 301	2605100259	Former DeSears appliance center with total site size of 2.76 acres and 25,000 sq ft building. The property is offered for \$1.99 million and listed with William Blalock or Wyman Green & Blalock Real Estate, Inc.	\$1,799,959
550 8th St W	2770600001	A single parcel consisting of eight platted lots that span the eastern half of 500 block between 8th and 9th streets. Offered for lease by the owner, Brett C. Johnson for \$4.20/sq ft. The parcel totals 1.22 acres with a 10,000 square foot building.	\$287,758
904 11th Ave W	2693600005	Half acre site (.49) with partially collapsed 1925 structure. Not currently in use or listed for sale by the current owner.	\$56,781
901 10th Ave W	2698310006	Vacant .62 acre site at the corner of 9th Street and 10th Avenue. Not currently in use of listed for sale by the current owner.	\$45,900
No Assigned Address	Deactivated Parcel ID	3.15 Acres owned by CSX, offered for \$600,000 and listed with Ed Dickinson at Walter Dickinson of Tampa Bay.	\$270,000**
904 4 th St W	2747600050	Various lots with three warehouse structures on the block bounded by 10 th Ave, 5 th St, 9 th Ave, and 4 th St. Just under 2 acres (1.93). Part of the property is leased to Slick's Garage, the remaining warehouse space and lot are available for sale or lease. At least 10,200 sq ft is available. The property is listed with Janet Lincoln of Coldwell Banker Commercial NRT.	\$696,019
417 9th Ave W	2751000007	4,232 sq ft storefront in historic building built in 1926 offered for sale by the owner, Mark Hildebrandt.	\$96,654
336 10 th Ave W	3119000002	3 to 9 unit vacant nonconforming multifamily condominium on pedestrian commercial corridor. Consists of three structures built in 1961 and 1967 around a central courtyard. Signage indicates that the property is known as "The Court at River's Edge" The property was listed with	\$264,348

		Jay Travis of Re/Max Realty for \$699,000, however the listing appears to have expired and no recent transactions have been recorded with the county property appraiser. The owner of record is RH Properties LLC. Neighboring property owners have complained about the blighted appearance of the property. Roger F. Hruby Jr. appears to be the principal of RH Properties.	
730 11 th Ave W	2702500006	Former site of the Eleventh Commandment Church and the Seventh Day Adventist Church from 1965-1980. The property consists of .80 acres with a 3,020 sq ft church building. The	\$260,891
1540 10 th St W	2700200054	Just over six and a half acres (6.56), the property and several adjacent parcels are owned by the Manatee County School Board. Presently, they are not available for sale, lease, or redevelopment. The School Boards principal planner, Mike Pendley maintains that the School Board plans to redevelop the site as an elementary school but has no time line for that project, if it ever materializes. The improvements have been removed from the property and it currently sits unimproved.	\$4,784,331
821 9 th St W	2699200008	In December of 2006 this parcel was acquired by the Palmetto CRA for \$330,000 and conveyed to the School Board in August of 2009.	\$104,007
814 10th Ave W	2698200008	Just under half an acre (.427) of vacant land with frontage on 10 th Ave W. The property is owned by the Manatee County School Board (see above). In July 2006 the property was acquired by the Palmetto CRA for \$621,500 and conveyed to the School Board in August of 2009.	\$221,647
818 10 th Ave W	2698200009	Just under half an acre (.42) immediately north of the property listed above. The parcel has three structures totaling 8,504 sq ft. The improvements were made in 1953 and 1979. The parcel was also acquired by the CRA in 2006 and conveyed to the School Board in 2009. The School Board currently leases the property to the City (see above).	\$221,647

810 10th Ave W	2705900054	Historic residence built in 1912 and reportedly used as a rooming house for much of the Twentieth Century. The property last changed hands in 2005 when it was purchased by Danny and Sandra Moses of Holmes Beach for \$200,000. Although the property is not listed for sale or lease, it is now vacant. The future land use designation in the Palmetto Comprehensive plan is General Commercial.	\$123,441
835 9th St W	2699300055	This parcel belongs to the Manatee County School Board (see above). In August of 2006 it was acquire by the Palmetto CRA for \$280,500 and conveyed to the School Board in 2009. There are two residential structures on the property, one built in 1925, and the other built in 1959. Together they total 2,378 sq ft.	\$76,592
Total Appraised Just Market Value			\$22,802,301.00

*Possible real or perceived contamination that may benefit from Brownfield designation.

** No property appraiser just market value assessment is available. Estimate based on valuations of adjacent CSX controlled properties.

†May require public sector intervention to facilitate development.

‡Downtown Commercial Core

Table 11 – Additional Underutilized Real Estate

Additional Underutilized Real Estate			
1850 US 301 N	1013400252	Vacant 1.43 acre parcel with frontage on US 301	\$401,777
1800 US 301 N	2582900003	Vacant 7.58 acre parcel with frontage on US 301	\$660,370
1550 US 301 N	2580410054	Vacant 1.04 acre parcel with frontage on US 301	\$63,424
855 10th St E	2579400009	Vacant 3.57 acre parcel with frontage on US 301	\$194,250
902 10th St E	2601420058	Vacant .23 acre out-parcel owned by ISRAM at Palmetto Village Plaza with frontage on US 301	\$48,500
611 10th St E	2601420108	Vacant .44 acre parcel with frontage on US 301	\$144,780
561 10th St E	2601600006	Vacant 1.3 acre parcel with frontage on US 301	\$156,750
1201 US 301 N	2605100052	25,000 square feet of partially occupied office space on 2.85 acres with frontage on US 301	\$1,105,586
1331 US 301 N	2608620007	Vacant 4.1 acre parcel with frontage on US 301 (recently demolished structure)	\$196,405
1419 US 301 N	2637500006	Vacant .5 acres parcel in residential zone with 10 th Ave frontage	\$18,400
401 11th St W	2637700002	Vacant .13 acre City owned parcel	\$18,115
402 11th St W	2638300000	Vacant .40 acre City owned parcel	\$37,454
404 11th St W	2636500106	Vacant .36 acre City owned parcel	\$18,526
Total Appraised Just Market Value			\$3,064,337.00

Table 12 – Underutilized Properties Held By Tax Exempt Entities


Underutilized Properties Held By Tax Exempt Entities			
730 11 th Ave W	2702500006	Former site of the Eleventh Commandment Church and the Seventh Day Adventist Church from 1965-1980. The property consists of .80 acres with a 3,020 sq ft church building. The	\$260,891
1540 10 th St W	2700200054	Just over six and a half acres (6.56), the property and several adjacent parcels are owned by the Manatee County School Board. Presently, they are not available for sale, lease, or redevelopment. The School Boards principal planner, Mike Pendley maintains that the School Board plans to redevelop the site as an elementary school but has no time line for that project, if it ever materializes. The improvements have been removed from the property and it currently sits unimproved.	\$4,784,331
821 9 th St W	2699200008	In December of 2006 this parcel was acquired by the Palmetto CRA for \$330,000 and conveyed to the School Board in August of 2009.	\$104,007
814 10th Ave W	2698200008	Just under half an acre (.427) of vacant land with frontage on 10 th Ave W. The property is owned by the Manatee County School Board (see above). In July 2006 the property was acquired by the Palmetto CRA for \$621,500 and conveyed to the School Board in August of 2009.	\$221,647
818 10 th Ave W	2698200009	Just under half an acre (.42) immediately north of the property listed above. The parcel has three structures totaling 8,504 sq ft. The improvements were made in 1953 and 1979. The parcel was also acquired by the CRA in 2006 and conveyed to the School Board in 2009. The School Board currently leases the property to the City (see above).	\$221,647
835 9th St W	2699300055	This parcel belongs to the Manatee County School Board (see above). In August of 2006 it was acquire by the Palmetto CRA for \$280,500 and conveyed to the School Board in 2009. There are two residential structures on the property, one built in 1925, and the other built in 1959. Together they total 2,378 sq ft.	\$76,592
Total Just Market Value			\$5,669,115.00
Tax revenue lost to City*			\$29,017.00
Cumulative annual public revenue gain from private development**			\$796,410.00

*Estimate assumes a 5.1185 millage rate, a larger amount is lost to the CRA as the taxes levied by the City and other taxing authorities on the value accumulated since the base year the property was added to the CRA are directed to Tax Increment Financing of the CRA. If these properties were in private hands,

without any additional improvements, the total millage they would pay would be 20.0689 (\$113,773 of revenue). Of course any private buyer would seek to improve the land, adding a substantially to the value of the real property. At the Riverside Plaza property, for instance, the improvement value accounts for 86% of the total just market value. Assuming the private buyers of these properties make improvements of similar quality will be \$39,683,805 and potential revenues of \$796,410.31


******Most of these gains would accrue to the Community Redevelopment Agency as through the mechanism of Tax Increment Financing. As such they would be reinvested in the area within three years. Once private development occurred these revenues would be recurring year after year to fund public goods (e.g. community (re)development, human services, events, infrastructure, cultural activities, public safety, small business assistance etc). This amount exceeds the City of Palmetto's budget shortfall last year.

Appendix One: Survey Instrument



PALMETTO
community redevelopment agency

Palmetto Community Redevelopment Agency
Business Advisory Group Questionnaire
 715 4th St W
 Palmetto, FL 34221
 office: (941) 723-4988
 fax: (941) 723-4704
www.palmettocra.org



Business Name: _____
Address : _____
Contact Person: _____ Title: _____
Phone: _____ Email: _____
of Employees _____

Are you aware of the incentives available to area businesses through the CRA? ☐ Yes ☐ No

Do you anticipate hiring in the next 6 months? ☐ Yes ☐ No

Do you anticipate relocating in the next 6 months? ☐ Yes ☐ No

What concerns you the most about doing business in Palmetto?

	Not a concern for my business	Least Concern	Somewhat Concerned	Very Concerned	Greatest Concern
Lack of Skilled Labor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Crime	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Area Aesthetics	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of support from local government	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Difficulty attracting customers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What other concerns do you have about doing business in the area?

What would you like to see the CRA do to help businesses in the area?

For specific information about redevelopment incentives that could help your business, please visit palmettocra.org/redevelopment or call (941) 723-4988.

Appendix Two: Modified Likert Scale Results

	Lack of Skilled Labor	Crime	Area Aesthetics	Gov Support	Customers
DT-1	5	4	2	3	3
DT-2	3	4	5	2	1
DT-3	4	4	1	3	4
DT-4	1	3	2	4	5
DT-5	5	3	4	3	4
DT-6	3	4	1	5	2
DT-7	5	5	5	5	1
DT-8	5	3	1	3	3
DT-9	4	2	2	2	2
DT-10	5	5	5	5	5
DT-11	5	2	1	4	3
DT-12	5	4	4	2	3
DT-13	4	3	3	4	2
DT-14	2	4	3	5	1
DT-15	5	5	1	1	1
DT-16	3	3	3	2	1
DT-17	5	5	5	5	5
DT-18	1	3	1	1	4
DT-19	3	2	1	1	1
DT-20	4	3	2	5	1
PV-1	1	2	5	4	1
PV-2	4	1	3	3	1
PV-3	3	3	4	3	4
PV-4	2	3	3	5	3
PV-5	3	2	3	4	1
PV-6	3	1	2	3	3
PV-7	5	3	5	5	4
PV-8	4	2	3	5	5
PV-9	5	3	4	4	2
PV-10	5	1	3	2	1
PV-11	5	1	5	5	5
PV-12	2	2	2	2	1
PV-13	3	1	3	4	4
PV-14	5	3	5	5	3
PV-15	3	2	2	4	2
PV-16	4	3	4	5	3
PV-17	5	4	4	4	5
PV-18	5	2	5	5	2

PV-19	5	3	3	5	5
PV-20	3	2	3	3	4
PV-21	4	1	2	5	1
PV-22	5	3	3	5	2
EC-1	3	3	2	4	2
EC-2	3	1	3	4	3
EC-3	5	1	2	2	2
EC-4	3	3	3	3	3
EC-5	5	1	4	5	4
EC-6	4	3	0	4	4
EC-7	5	5	5	5	5
EC-8	3	2	3	2	4
EC-9	3	2	4	3	1
EC-10	5	2	5	5	5
EC-11	4	3	4	4	1
EC-12	3	2	3	4	4
EC-13	4	1	5	5	4
EC-14	3	2	2	3	5
EC-15	1	3	3	3	4
	3.77	2.68	3.09	3.70	2.89

Appendix Three: Information Questions

	Aware of Incentives ?	Hiring - Six Month?	Relocating - Six Month?
DT-2	0	0	0
DT-3	0	0	0
DT-8	0	1	0
DT-9	0	1	0
DT-11	0	0	0
DT-12	0	0	0
DT-13	0	0	0
DT-14	0	1	0
DT-15	0	0	0
DT-17	0	0	0
DT-18	0	0	0
DT-19	0	0	0
DT-20	0	1	0
PV-3	0	1	0
PV-4	0	1	0
PV-5	0	1	0
PV-6	0	0	0
PV-7	0	1	0
PV-9	0	0	0
PV-10	0	0	0
PV-11	0	0	0
PV-13	0	0	0
PV-14	0	0	0
PV-15	0	0	0
PV-16	0	0	0
PV-17	0	1	0
PV-18	0	0	0
PV-19	0	0	0
PV-20	0	1	0
PV-22	0	0	0
EC-3	0	0	0
EC-4	0	1	0
EC-5	0	0	0
EC-6	0	0	0
EC-8	0	1	0

EC-9	0	0	0
EC-10	0	0	0
EC-11	0	0	0
EC-13	0	0	0
EC-15	0	0	0

Total	17	22	0
Percentage	30%	39%	0%

Appendix Four: Respondent Comments

	What other concerns do you have about doing business in the area?	What would you like to see the CRA do to help businesses in the area?
DT-1	Parking for clients, which is being addressed (thank you!)	Promotion of businesses via website. Create a "groupon" or coupon book style promotion to get people to visit the area.
DT-2	The rising cost of doing business - taxes, insurance, etc. having an effect on local business stability as well as lower consumer incomes to purchase goods or services.	Make incentives/ assistance programs more accessible to the business community. Bring in businesses that would help create more jobs.
DT-3	Parking is terrible! The stripes for the parking spaces are nonexistent. We are constantly picking up trash on the ground.	Walk or bike path would be nice, parking, 8th avenue could look nicer. Parking is a big concern.
DT-4	[no comment]	Improve the look of businesses from the road.
DT-5	[no comment]	[no comment]
DT-6	Perception that there is a lack of culture, artistic & creative talent available in the city.	Continue to hire local professionals and encourage others to do the same. Develop the infrastructure for a compact pedestrian community that would allow private developers to more easily develop per our LDC & Comp plan.
DT-7	[no comment]	[no comment]

DT-8	Really appreciate the Palmetto Police checking on our property so consistently - we have had a couple of attempted break-ins through our rear door. Traffic goes FAST on this street and we fear for the parents & children entering our facility.	Our business could use a bench outside our door as clients have small children and sometimes need to take them outside - most of our clients (children) are otherabled and we wish the access to our building was more handicap accessible. We currently use a portable ramp outside. The store at the end of our building has handicap access (a small concrete ramp)
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DT-9	[no comment]	Stop in and talk to us about what the CRA is all about how the CRA can help our business. [expressed dismay about the demolition of the CBI building and desire to place a recreational shooting range in downtown Palmetto]
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DT-10	Attracting more businesses to operate and stay in Palmetto!	Business incentives to help businesses grow, start, and prosper here.
-------	---	---

DT-11	[no comment]	Help more with building exterior/remodeling.
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DT-12	Property Tax on commercial buildings utilities higher than county rates hidden fees on utilities ie dumpster maint. Fee	[no comment]
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DT-13	[no comment]	put some speed bumps and park lights and benches on 10th Ave between 4th & 5th st.
-------	--------------	--

PV-1	[no comment]	[no comment]
DT-14	[no comment]	[no comment]

DT-15	Needs more street traffic. Lack of promotion for current businesses.	Provide Signage
DT-16	need signage	Help bring more business, more signage
DT-17	[no comment]	[no comment]
DT-18	[no comment]	[no comment]
DT-19	[no comment]	[Expressed concern regarding visible blight at 336 10th Ave "The Court at Rivers Edge" also expressed satisfaction with park improvements and other CRA activities]
DT-20	Parking Availability	Work to make Palmetto an Attractive, Safe and desirable Destination Location
PV-2	[no comment]	[no comment]
PV-2	Since we are a Bank, main concern is keeping everyone safe in our environment.	Be more vocal in programs that businesses may not be aware of.
PV-3	[no comment]	[no comment]
PV-4	[no comment]	[no comment]
PV-5	[no comment]	[no comment]
PV-6	Security	[no comment]
PV-7	[no comment]	[no comment]
PV-8	[no comment]	[no comment]
PV-9	[no comment]	Advertise
PV-10	[no comment]	[no comment]
PV-11	[no comment]	[no comment]
PV-12	[no comment]	[no comment]
PV-13	[no comment]	[no comment]
PV-14	Traffic gets extremely congested and the roadways (entrances) get blocked a lot.	[no comment]
PV-15	[no comment]	Promote better cosmetics/curb appeal

PV-16	No Concerns. We feel well-supported by the community.	More incentives <u>outside</u> the Enterprise Zone
PV-17	[no comment]	[no comment]
PV-18	[no comment]	[no comment]
PV-19	[no comment]	[no comment]
PV-20	[no comment]	[no comment]
PV-21	The area just needs to be cleaned up a little more.	[no comment]
PV-22	[no comment]	[no comment]
EC-1	[no comment]	Support for building signage
EC-2	[no comment]	[no comment]
EC-3	Keep it simple or easy ti do business and survive with poor economy.	keep area well lit and improve areas where lighting is a concern.
EC-4	[no comment]	[no comment]
EC-5	[no comment]	[no comment]
EC-6	[no comment]	[no comment]
EC-7	[no comment]	[no comment]
EC-8	[no comment]	[no comment]
EC-9	[no comment]	[no comment]
EC-10	[no comment]	Pay for some improvement
EC-11	[no comment]	[no comment]
EC-12	[no comment]	[no comment]
EC-13	[Expressed satisfaction with the Mayor's leadership and the state of the City and the CRA.]	[no comment]
EC-14	[no comment]	[no comment]
EC-15	[no comment]	[no comment]