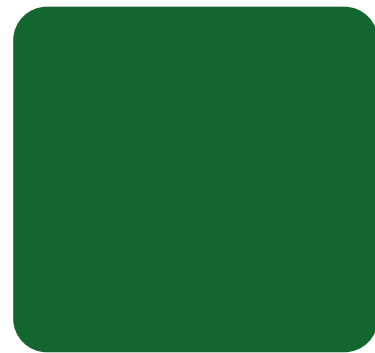
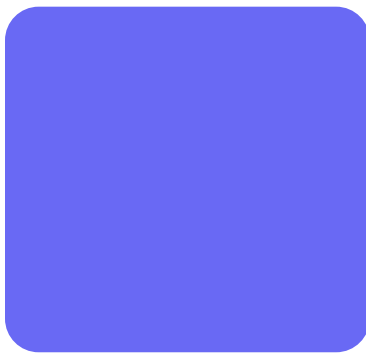
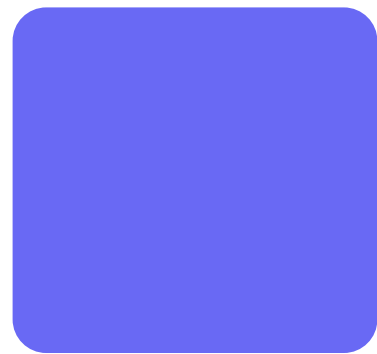




# LET'S MAKE THE MILE ROADMAP

Vision into Action







# INTRODUCTION

The Downtown Mason Mile (The Mason Mile) has been focused on the process of revitalization since 2019. The progress made has positioned us to finally set our collective sites on a future in which The Mason Mile is recognized as Mason's vibrant, sustainable, pedestrian-oriented mixed-use, cultural, civic, and social heart of the MADE (Mason-Deerfield) region. The purpose of this document is to provide our strategy and create a simple and clear roadmap of what we are doing next to make vision into reality, make a vibrant live-work-play community amenity, and make a hub for unique experiences that is connected, walkable, and beautiful. This is our community plan for Making the Mile.

## Vision & Mission

The community has envisioned The Mason Mile as a vibrant place where culture and community intersect; a destination for families and residents; a more cohesive business district; a celebration of the entire Mason Mile with architecture, art, and streetscape; and a more welcoming, bright, and colorful place.

This would be accomplished through a combination of enhanced aesthetics, placemaking and design, preservation and development, marketing and promotion, and increased local capacity to accomplish the community's goals and objectives.

**We will achieve our vision and mission by:**

Instituting a walkable, healthy, beautiful environment

Creating a welcoming, well-designed, activated place

Promoting the uniqueness and experiences for live, work, and play

Developing a robust, desirable, and sustainable neighborhood

Growing our team's capacity to accomplish the community's vision

## About MADECDC

Formed in 2018 by the MADE Chamber in partnership with the former DMA Board of Directors and members of the MADE Region's Strategic Action Agenda Steering Committee, MADE CDC established its mission as a 501c3 non-profit community development corporation to focus and coordinate public and private efforts to grow our region in to a more globally recognized, dynamic, healthy, and resilient place. MADE CDC is the Chamber's sister community development partner, created to serve as a leveraging mechanism to expand opportunities to strengthen the community beyond the traditional scope of the Chamber. Since 2018, the MADE Chamber and MADE CDC have been joined in mission, leadership, and staffing to accomplish the aligned purposes of the two entities. The two have collaborated on many successful ventures, including The Pay It Forward MADE fund and the City of Mason Small Business Recovery Initiative Voucher Program which collectively infused over \$190,000 in funds directly to businesses who had been most impacted because of the COVID-19 mandated government shutdowns. The two entities have also collectively been a part of bringing the MADE Hub for Manufacturing to the region which serves as the community's local manufacturing resource center and accelerator for growth. They have granted \$8,000 in local scholarships to students pursuing degrees in healthcare who also want to contribute to the local community. They collaborated to bring this Strategic Roadmap forward thanks to the \$180,000 grant funding partnership with the City of Mason and countless volunteer hours. Downtown revitalization is the focus of this Strategic Roadmap, which is oriented to enhancing downtown aesthetics, bolstering the downtown real estate community, creating jobs, increasing residency, and promoting commerce in the Mason Mile.



# ABOUT THE REVITALIZATION STRATEGY AKA STRATEGIC ROADMAP

This community-driven revitalization strategy sets forth a challenging agenda to direct revitalization goals in a transformative period of downtown development in the Mason Mile. These goals are intended to create positive and lasting change in the area over the next five to 10 years. This document is intended to streamline a structure for the MADE CDC to implement the action plan, and will serve as the basis for annual planning, budgeting, and fulfilling obligations. The two major information sources for this Strategic Roadmap are The Mason Mile Revitalization Strategy Part 1 Report: Existing Conditions & Analysis and Part 2 Report: Strategic Development Framework finalized in February 2024.

## Background and Purpose

The community has been engaged in various planning efforts since at least the 1990s intended to respond to stakeholder needs for a safer, more walkable, and more vibrant downtown Mason. Each attempt to focus on change for downtown has encountered some form of resistance, mostly by residents who have expressed concern about change and abandoning the small-town character of the city they've known and loved. The City's regulatory policies and economic development efforts did not seem aligned with stakeholders' efforts to create the kind of "place" that many residents would like downtown Mason to be. Proposed projects weren't supported by economic goals that would best support the success of the businesses located within the neighborhood. Residents, business owners, and property owners had felt as though they had been left out of the process in each attempt the government made to drive the change. The previous downtown revitalization efforts had fallen short of expectations because of economic factors, lack of continual direction and leadership, and lack of unified goals.

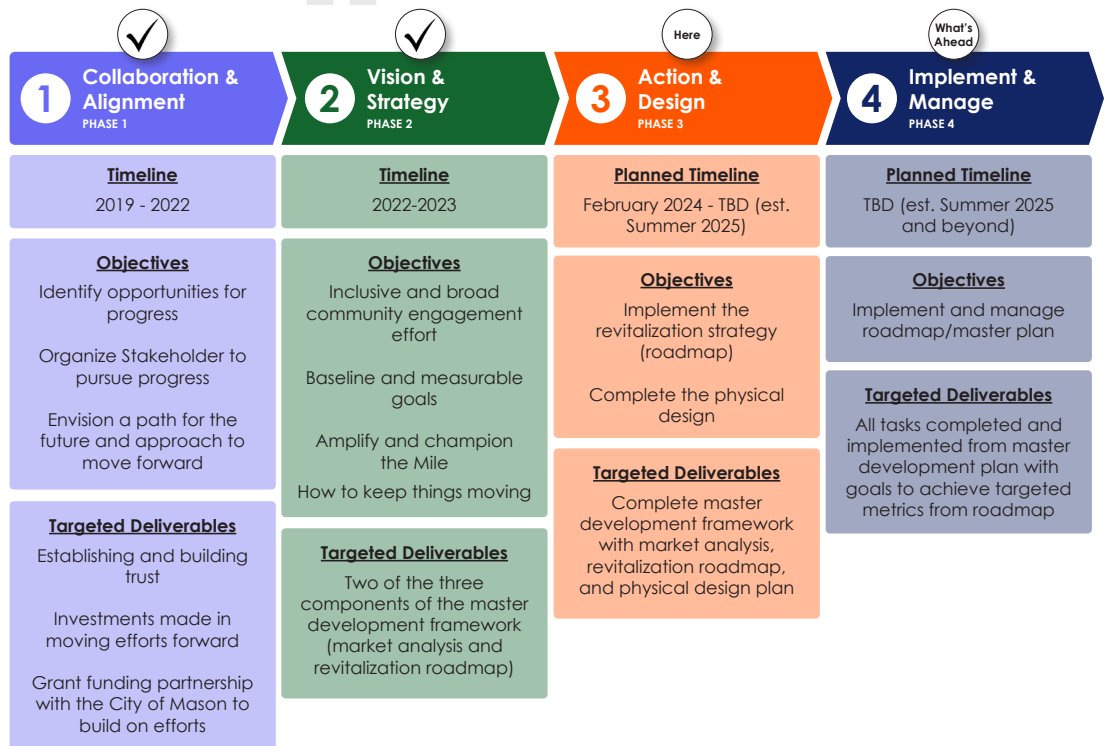
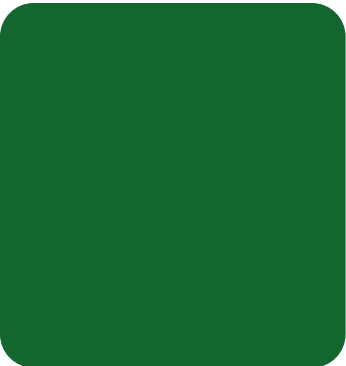
In 2019, the MADE Chamber and MADE CDC wanted to collaboratively bring about a new approach to revitalization efforts and address the issues that were preventing forward movement in the region's oldest and most treasured neighborhood. Positioning MADE CDC to serve as the coordinating agency to bring collaboration and alignment to all the stakeholder groups would provide a new vehicle for continual direction and leadership. This new approach allowed MADE CDC to work closely with Mason stakeholders to establish priorities and a "Guidebook" recommending tasks to be undertaken towards the community's goals. While community stakeholders themselves, including those identified as "Activators," have undertaken efforts to accomplish some of these tasks, MADE CDC identified a need for a master plan to guide the City and the community in accomplishing its goals. But, before a physical master plan could be undertaken, MADE CDC determined that it was important to engage with the community to develop a vision and strategy with unified goals, generate strategies with strong community stakeholder support, and best inform the goals in terms of development, branding, and community placemaking. It was also determined that market economics could help inform the plan and ensure that it was grounded in reality and was implementable. Tying the market economics to the goals had not been done in prior efforts and would serve as another key driver in goal setting. This strategic planning effort was thus born as the starting point for informing a physical master plan oriented to enhancing downtown aesthetics, bolstering the downtown real estate community, creating jobs, increasing residency, and promoting commerce in the Mason Mile.





In 2022, Mason City Council took transformative steps to further enable this new approach and authorized a grant funding partnership to propel the work forward. Thanks to the grant funding partnership with the City government, MADE CDC, in partnership with the MADE Chamber, proceeded to conduct a competitive selection process to hire a professional services team to conduct the strategic planning effort resulting in the selection of Randall Gross / Development Economics (RGDE) to lead this effort. RGDE focused on the market economics and strategic planning effort, assisted by Common Ground Urban Design + Planning to provide guidance on regulatory issues and by BLDG Brands to assist with branding and placemaking. All three firms worked together to engage with the community and optimize stakeholder input to guide this Strategic Roadmap.

The community’s vision, findings, and objectives from the substantial previous work conducted since the 1990s was also used to help inform the Strategic Roadmap, along with a technical assessment of existing conditions. The next step will be for MADE CDC and stakeholders to implement key elements of this Strategic Roadmap, including, in particular, those relating to the creation of a stakeholder-driven Mason Mile Master Plan.





# ENGAGEMENT METHODOLOGY

This strategic planning effort incorporated community stakeholders at every juncture to ensure that the community’s preferences and vision for growth and development were woven into the plan and into the very fabric of the Mason Mile. A Project Advisory Council (PAC) was established with more than two dozen community stakeholders who, along with the MADE CDC Board, helped guide this process. A “Make the Mile” campaign and website raised awareness of the planning effort while also testing design and placemaking elements with stakeholders.

In addition to regular PAC meetings, more than 60 interviews and focus groups were held with various businesses, property owners, residents, and other stakeholders. Ideas and information generated by the planning effort were presented and discussed at regular quarterly “meetups.” Dozens of community activators volunteered their time to assist in the strategic planning effort. A consumer survey collected input from more than 700 Mason residents. Comment cards and other online surveys generated input from another 380 people. A community workshop was held that attracted more than 100 community stakeholders to help test concepts presented for development, marketing, and placemaking in the Mason Mile.

## Consumer Preferences Survey

The 9-minute preference survey received more than 700 responses from Mason residents during the 15 days it was available online. Among the key findings:

Many residents want to see **more diverse dining choices**; 70% would like to see more restaurants serving breakfast or brunch in the Mason Mile. The top dining choices:

Breakfast/Brunch	70%
Deli	56%
Sports Bar	49%
Fine Dining	45%

**Arts & entertainment** is an important theme: 70% would like the Mason Mile to have live music spaces, an amphitheater, or other live performance venues. Top entertainment choices:

Restaurants with Live Music	68%
Amphitheater	67%
Live Indoor Music Venue	54%
Live Theater	40%

While most existing residents live in single-family detached houses, there is also a strong preference for **more diverse housing options** in the Mason Mile:

Patio/Cluster Homes	22%
Cottage Homes	18%
Condominiums	14%
Mixed-Use	13%
Townhouses	13%

Respondents also showed interest in other types of maintenance-free housing, especially where targeted for young people and empty nesters in the Mason Mile.



# MARKET ANALYSIS FINDINGS

This strategic planning effort was informed by comprehensive market analyses that forecasted the Mason Mile's economic potentials for housing, office space, and retail/commercial uses. This information helped ground the plan in economic realities while providing information that helped inform specific concepts and the community's broader vision for the future of the Mason Mile. The complete market analyses can be found in The Mason Mile Revitalization Strategy Part 1 Report: Existing Conditions & Analysis.

## Key findings included:

- **40,000 Square Feet of Employment-Generating Office Use.** The Mason Mile could support up to 40,000 square feet of office use over the next five to seven years. The area is particularly competitive for attracting professional and technical services, administrative support, management services, health care professionals, and financial service businesses. Office space in the right environment could also help retain local entrepreneurs and others who prefer the small-town atmosphere of the Mason Mile without the hassles of fighting commuter traffic.
- **330 Housing Units,** including 60 to 150 rentals and 70 to 180 for-sale housing units. Mason is a very affluent community and there will be growing demand in the Mason Mile for housing to accommodate empty nesters who want to be able to walk to shopping, entertainment, and restaurants. A targeted housing mix of 230 units was recommended with 80 for sale units and 130 rental units. There is a need for housing to accommodate Mason's younger generation and others as they return after college to settle in their hometown. The Mason Mile is well-placed to capture demand generated by these two diverse yet similar demographics.
- **360,000 Square Feet of Retail, Restaurants, Services, and Entertainment Uses.** There are significant opportunities in the Mason Mile for additional retail shopping, dining, and entertainment so long as the environment is created and the Mason Mile is marketed as a destination to support and promote these businesses. A targeted business mix of about 213,000 square feet was recommended that would be anchored by 60,000 square feet of arts, culture, and entertainment uses (such as restaurants with live music venues, amphitheater, and others), and that builds on Mason's reputation as a hub for arts education and activity. Boutiques, specialty stores, and restaurants such as those identified by the community are supported by the market; but such support must extend beyond the immediate community to include additional downtown office workers, destination visitors, and tourists if the community is to sustain the businesses that residents would like to see.

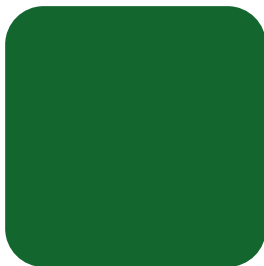


# STRATEGIC FRAMEWORK: FIVE MAJOR THEMES INCLUDING DEVELOPMENT CONCEPTS

The Strategic Roadmap provides a wide variety of strategies and initiatives based on the stakeholder engagement process, community goals and objectives, existing conditions analysis, and market findings. The various strategies and initiatives can be organized into five major themes that are prioritized for moving the Mason Mile forward toward implementation, first through a community-driven physical Master Plan effort. These themes are summarized below in terms of the goals, strategies, objectives, and tactics associated with them:

- Instituting a walkable, healthy, beautiful environment; **establishes the goal for aesthetics**
- Promoting the uniqueness and experiences for live, work, and play; **establishes the goal for promotions**
- Creating a welcoming, well-designed, activated place; **establishes the goal for placemaking**
- Developing a robust, desirable, and sustainable neighborhood; **establishes the goal for development**
- Growing our team’s capacity to accomplish the vision; **establishes the goal for organizational management**

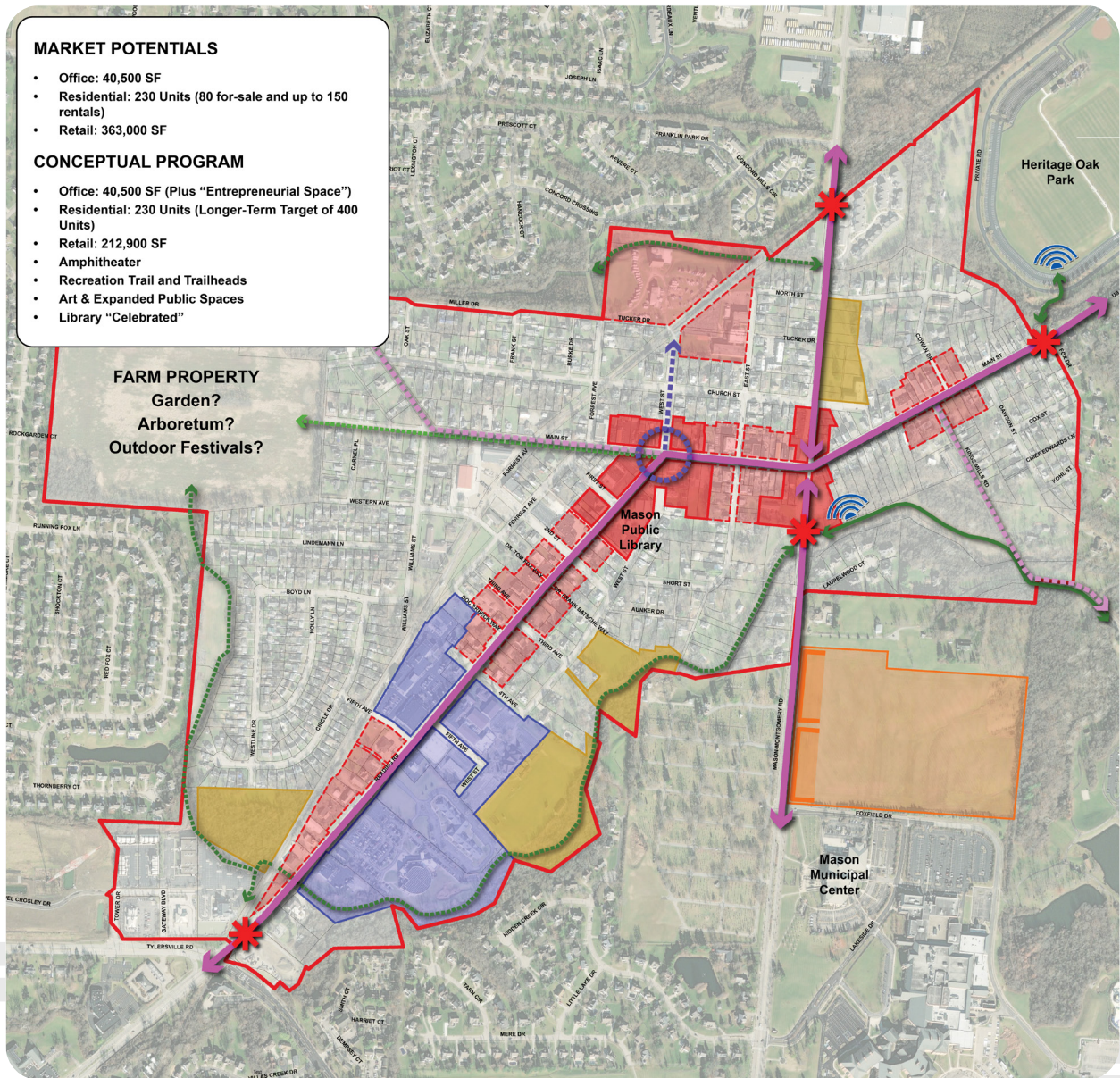
Within these five themes, there are development concepts that were vetted by the community. These concepts are noted with an \* and are presented as a part of a collective program to elevate the entire Mason Mile. The concepts are not development plans. The concepts are also not site plans for specific properties. Finally, the concepts are not physical master plans which would be achieved in the community’s next phase of work following this strategic planning phase. More specifics on the concepts can be found in The Mason Mile Revitalization Strategy Part 2 Report: Strategic Development Framework.





# MAKE THE MILE

# DEVELOPMENT CONCEPTUAL PROGRAM



## KEY

- |  |  |  |   |
|--|--|--|---|
|  | Priority Corridors for Streetscape and Placemaking (E. Main and Reading)     |  | Mason Plaza (Civic Node)  |
|  | Secondary Corridors (W. Main and King's Mill)                                |  | Area of Mixed-Use/Office Connection Between Mason Mile and Mason Municipal Center                         |
|  | Gateway Opportunities for Signage, Wayfinding, and Public Art                |  | Areas of Mixed-Use Focus (Main Street and Mason-Montgomery Corner and Reading and Main Street Civic Node) |
|  | Existing Greenway/Trail  |  | Areas for Potential Small-Scale Commercial/Mixed-Use Infill and Retrofit                                  |
|  | Potential Trail Extension  |  | Areas for Medical/Office/Institutional Infill and Retrofit  |
|  | Potential Bike Lane/Trail Connection Between Mason Civic Node and Gould Farm |  | Potential Infill Housing Opportunities Along Potential Trail Extension                                    |
|  | Enhanced Connection Between Mason Plaza and Cannery Site                     |  | Potential Amphitheater Location   |



# AESTHETICS

INSTITUTE A MORE WALKABLE, HEALTHY, AND BEAUTIFUL ENVIRONMENT

There is a strong desire among community stakeholders to enhance the aesthetics, safety, and walkability of the Mason Mile. Several key strategies and initiatives focus on improving the physical environment.

## Goal

Institute a more walkable, healthy, and beautiful Mason Mile.

## Strategies

Mixed-use and infill development, recreational trails, streetscaping, and traffic improvements.

## Objectives

- Activate streets and reduce perceptions of distance.
- Provide more opportunities for walking and recreation.
- Improve connectivity and public access.
- Enhance the aesthetics of the Mason Mile.
- Reduce the negative impacts of traffic and improve pedestrian safety.

## Tactics

**Recreational Trails\*.** Develop a recreational trail as a community amenity adjacent to Muddy Creek and connecting to public access areas and open space amenities. Extend the existing trail to gradually encircle the Mason Mile, thereby creating a recreational amenity while at the same time providing connectivity for pedestrians and recreational users throughout the Mason Mile. Incorporate the trail concept into a broader Master Plan effort. Working with property owners, the City of Mason, and stakeholders, and informed through technical assistance, determine the appropriate routes, access, design, and phasing of trails. Facilitate design, funding, and implementation of the trail as a high priority supported by community stakeholders.

**Streetscaping.** Incorporate a streetscape plan into the broader master planning effort to provide specific recommendations for implementation of lighting, tree cover and landscape, pedestrian facilities (especially crosswalks), signage, and other improvements in the public right-of-way as well as for enlarged and improved public/civic gathering spaces.

**Traffic and Parking.** Incorporate a traffic and parking management plan into the broader master planning effort, to provide specific recommendations for implementation of mechanisms for traffic and parking management through and around the Mason Mile area.



## Action Now

- Establish an Implementation Committee and strategy for development of recreational trails.
- Establish a Beautification Committee and begin efforts to install banners and flower baskets hung from light posts.
- Activate a mural program.
- With the City's approval and assistance, crosswalks could be painted with bright colors to help draw attention to them and help slow traffic for pedestrian crossings. Painted light posts and trash cans can add a splash of color that strengthens place identity and definition.



# PROMOTIONS

PROMOTING THE UNIQUENESS AND EXPERIENCES FOR LIVE, WORK, AND PLAY

For the Mason Mile to achieve the place that residents and other stakeholders envision, there is a need to advertise and promote the area as a destination. Doing so can build the market necessary to support the kinds of businesses and amenities that residents desire.

## Goal

The Mason Mile becomes a destination for live, work, and play.

## Strategies

Anchor destinations, arts and cultural venues, annual events and soft programming, cobranding with tourism attractions, exciting mixed-use development, dining, entertainment, and unique specialty businesses.

## Objectives

- Draw Mason residents downtown for shopping, dining, and entertainment.
- Provide opportunities for downtown living.
- Promote the Mason Mile to destination markets including surrounding communities in the region as well as tourists, to help build sustainable market support for Mason Mile businesses and activities.
- Create destination anchors, arts and entertainment, and a full event schedule that helps to draw residents and visitors alike.
- Recruit unique specialty businesses and venues.

## Tactics

**Public Amphitheater\*.** Develop a Class A amphitheater to accommodate local, regional, and touring musical performances as an anchor destination and gateway on the Mason Mile's eastern edge. An amphitheater will help meet the community's need for entertainment venues while cementing Mason's reputation as a destination for the arts and cultural amenities. Placing the amphitheater on the eastern edge will help anchor that end of the business district and create a destination gateway for the Mason Mile that leverages the ability to recruit new restaurants and other businesses. The concept of an amphitheater would be incorporated into the broader Master Plan effort, which will help identify appropriate sites and facilitate implementation based on stakeholder input, feasibility assessment, site planning, and funding for development.

**Events and Soft Programming.** Focus on expanding and strengthening events and soft programming that speak to Mason's strengths as a center for arts, music and culture.

**Co-Brand with Attractions.** There are opportunities to extend visitors' stays by incorporating and packaging the Mason Mile as part of Cincinnati region tourism itineraries. As the City of Mason adds additional arts and cultural venues, they should be co-branded and marketed with the Mason Mile.



## Action Now

- Create a community events committee that will look at ways to expand on existing events and create new ones that speak to Mason's strengths as a center for arts, music and culture (e.g., International cultural festivals, major music competitions, and others).
- Explore co-branding opportunities with area lodging and attraction venues.
- Organize a study tour to look at other amphitheaters in the region that might provide a good example of what residents would like to see in Mason.



# PLACEMAKING

CREATE A WELCOMING, WELL-DESIGNED, AND ACTIVATED MILE

There is a strong desire among community stakeholders to enhance the aesthetics, safety, and walkability of the Mason Mile. Several key strategies and initiatives focus on improving the physical environment.

## Goal

Create a welcoming, well-designed, and activated Mason Mile.

## Strategies

Streetscaping, identity branding, enlarged and activated public spaces, and community events and gatherings.

## Objectives

- Extend targeted brand identity throughout the Mason Mile through streetscaping and marketing efforts.
- Activate Mason Mile streets through art and temporary business installations, events, and celebrations.

## Tactics

**Brand Identity.** Build on the “Make the Mile” brand identity effort to establish a long-term branding strategy. Incorporate brand identity into streetscape (e.g., gateways, signage, etc.), public space, marketing, and event efforts. The streetscape and public space improvements would be programmed as part of the broader Master Plan effort.

**Events Programming.** Develop a strong events program that celebrates Mason’s unique identity – focused for example on arts and music, international cultures, and culinary traditions - while also strengthening the Mason Mile’s destination draw.

**Public Art.** Incorporate a sustainable public art program into the streetscaping, identity, and marketing efforts.

**Pop-Ups and Temporary Installations.** Encourage placement of pop-up businesses and temporary art and business installations to help activate the street.



## Action Now

- Enable temporary activations, public art, and wayfinding signage.
- Collaborate with property owners to target underutilized sites for temporary activations.
- Collaborate with Mason City Schools and local arts groups on concepts and programming for public art.
- Collaborate with the Library Board on public art and other activation concepts.
- Facilitate outreach to temporary vendors.
- Initiate discussions on directional signage.

# MAKE THE MILE



## PLACEMAKING OPPORTUNITIES

Currently, the Mason Mile lacks a clear identity that expresses what it is and who it's for. As a result, the shops and restaurants along the Mile feel somewhat disjointed and outdoor spaces fall short of their full potential.

By focusing on environmental activations like wayfinding signage, art installations, and public infrastructure, we aim to beautify and unify the Mile under a singular identity that feels true to Mason's present while laying the groundwork for a promising future

## PLACEMAKING OBJECTIVES

- Emphasize main gateways to create a sense of place
- Activate public gathering spaces
- Develop pedestrian-friendly streetscape infrastructure
- Increase accessibility via wayfinding and directional signage
- Create eye-catching art installations, such as sculpture and murals



# DEVELOPMENT

DEVELOPING A ROBUST, DESIRABLE, AND SUSTAINABLE MIXED-USE NEIGHBORHOOD

The market analyses confirmed that there are opportunities to further develop the Mason Mile as a vibrant live-work-play destination and an amenity for the Mason community.

## Goal

Leverage the economic development of the Mason Mile into a robust, desirable, and sustainable mixed-use neighborhood.

## Strategies

Mixed-use development, arts and cultural development, business retention and recruitment, and support and development for local entrepreneurs.

## Objectives

- Leverage private mixed-use and infill development at appropriate locations based on the high-level concepts generated and/or supported by the community as part of this strategic planning process.
- Gain community support for potential development scale and character in advance of any specific development proposals.
- Attract the kinds of unique, independent businesses that would serve to support the Mason Mile's role as a destination while responding to the needs and preferences of local residents and stakeholders. The Mason Mile is already home to a multitude of locally owned, independent businesses. This quality should be promoted, celebrated, strengthened, and built-upon.
- Promote development that enhances the walkability of the Mason Mile district in terms of scale, character, mix of uses, and location.
- Promote preservation of historic buildings while encouraging new development that is consistent with downtown Mason's historic character.
- Promote the creation of new and expanded public spaces, as noted previously, as part of broader development concepts in the district.

## Tactics

**Physical Master Plan.** The next phase is to complete a physical Master Plan to guide revitalization and development in the Mason Mile based on findings and concepts presented in this Strategic Roadmap. Incorporate a streetscape and urban design plan, traffic and parking management plan, recreational trail plan, historic preservation plan, and zoning overlay code into the overall Master Plan process. The Master Plan would incorporate a public engagement process with members of the Mason community.

Work with the City of Mason to prioritize zoning and regulatory policy initiatives and infrastructure improvements (including trails) based on the recommendations of the Master Plan.

**Create Mixed-Use Destination\*** at Main Street and Mason-Montgomery Road as the concept proposed in this Strategic Roadmap to capture the Mason Mile's market potential for housing and mixed-use development, while creating a safe, walkable, and pedestrian-friendly destination for residents and visitors alike. The concept would be incorporated into the Master Plan process. The City and MADE CDC would enable and leverage private redevelopment of selected sites near this intersection for housing and commercial/mixed-use buildings that seamlessly blend with and celebrate the historic character of downtown Mason.

Working with property owners, the City, and stakeholders – and informed by the market analysis and this Strategic Roadmap – the appropriate scale and character of development would be determined as part of the Master Planning process. That information would then inform zoning, incentives, and other factors used to leverage development of City- and privately-owned sites in this area. MADE CDC will then facilitate developer recruitment in partnership with private property owners and/or through requests for proposals and promote implementation.

**Create Mixed-Use Civic Center\*** with expanded public space around the intersection of Reading Road and Main Street as envisioned as a concept in this Strategic Roadmap to strengthen Mason's historic heart. This node would integrate existing historic buildings and celebrate the Mason Public Library as a critical anchor. Again, this mixed-use center would help the Mason Mile capture its potential as a destination, help the community come together for celebrations, and increase pedestrian safety and walkability. Private redevelopment of selected vacant and underutilized sites in this concept area would be leveraged and enabled in partnership with the City of Mason and private property owners.



The concept as envisioned in this Strategic Roadmap would be incorporated into the physical Master Plan phase. Working with property owners, the City, and stakeholders – and informed by the market analysis and this Strategic Roadmap – the appropriate scale and character of development would be determined as part of the Master Plan process to help inform zoning, incentives, and other efforts to leverage appropriate development of City- and privately-owned sites. MADE CDC will work to help recruit developers to implement the concept over time.

**Enhance Connectivity\***, especially between the Government / Community Center and the Mason Mile, such as through the eventual development of property along Mason-Montgomery Road for a mix of uses. The concept introduced in this Strategic Roadmap would encourage development of vacant property in order to enhance connectivity, pedestrian safety, and walkability in the Mason Mile while integrating the City’s government hub with the heart of its historic business district.

Private development or vacant and underutilized sites would be encouraged to help reduce perceptions of distance and to increase walkability. Master planned streetscaping, traffic, and pedestrian safety improvements along with public art and recreational trails as noted above would help further increase connectivity. MADE CDC and the City of Mason would help facilitate funding and implementation of the master planned improvements supported by the community. Working closely with property owners, stakeholders, and the City, conceptual site plans would be developed for infill sites consistent with the scale and character of the historic downtown area. MADE CDC would work to recruit developers/investors and facilitate implementation of the concept plans.

**Retain and Recruit Businesses.** The market analysis identified economic potential and this Strategic Roadmap recommends businesses for targeted recruitment and growth. Playing to Mason’s strengths – as a center for the arts and music, as a hub for local independent businesses – will be critical in sustaining and growing Mason’s business base and establishing the Mason Mile as a regional destination. MADE CDC will play a key role in helping existing businesses grow and in recruiting new businesses in partnership with property owners and developers.

**Package Incentives.** MADE CDC will work with the City and the private sector on targeted incentives such as those relating to housing occupancy guarantees, sponsorships, and business assistance among others. MADE CDC would also work with the City and private entities to leverage arts and entrepreneurial development such as through a culinary arts incubator and a visual arts campus.



## Action Now

- Initiate master planning efforts.
- Begin efforts around long-term strategy of creating work office opportunities for local entrepreneurs and those who would work locally rather than commuting.







# ORGANIZATIONAL MANAGEMENT

GROWING OUR TEAM'S CAPACITY TO ACCOMPLISH THE VISION

To accomplish this vision, the Strategic Roadmap recognizes the need to expand the professional team and increase its capacity. An organizational management plan and budget is therefore proposed.

## Goal

Increase the capacity to enable the planning, development, and programming required to transition the Mason Mile into the kind of place envisioned by the community.

## Strategies

Increase staff level and capacity with real estate development/planning and programming experience; focus role on development facilitation, business recruitment, partnerships, and community engagement; and establish a sustainable funding and operating model.

## Objectives

- Engage with community stakeholders and enable their vision for the Mason Mile.
- Enable and manage the physical master planning process.
- Leverage development consistent with the community's vision.
- Promote the Mason Mile as a destination.
- Recruit and support businesses and local entrepreneurs.
- Build partnerships with property owners, corporate and nonprofit entities, the local government, and others as appropriate.
- Ensure sufficient capacity (both in terms of professional staff and volunteers) and financial support to enable sustainable operations.

## Tactics

**Increase Operating Budget and Professional Staffing Levels.** The Strategic Roadmap recommends that MADE CDC achieve a \$640,000 - \$750,000 operating budget within the next five years to help initiate an effort to implement the community's vision for the Mason Mile. That budget reflects a broader recommendation to increase the professional team so that the necessary expertise is in place to help enable and facilitate development. Aside from this regular operating budget, there will be a need to fund projects like the Master Plan as well as capital and other implementation projects. Options are provided for diversifying the funding stream to include foundation grants, federal and state infrastructure program funds, and a business/special improvement district (depending on stakeholder support) among others.

**Development Facilitation.** Partner with the City of Mason, property owners and other stakeholders to enable (such as through the regulatory environment) and leverage (through facilitation, public infrastructure, land, and incentives) the types of development and programming that are consistent with the community's vision for the Mason Mile. Once the regulatory and leveraging environment is in place, work to actively recruit property owners and developers to help implement key mixed-use development projects and other elements of the plan.

**Business Development.** In partnership with property owners, and developers, work to actively recruit businesses and organizations targeted through this Strategic Roadmap based on the findings of the market analysis.

**Marketing and Promotion.** Lead efforts to market and promote the Mason Mile through a combination of brand placemaking, advertising, annual events, and programming.

## Action Now

- Complete an organizational restructuring process.
- Initiate grant request and fundraising program.
- Hire professional staff as budget and talent allows.
- Oversee master planning efforts. Concurrently, help facilitate short-term efforts to "activate" the Mason Mile through temporary installations, events, marketing, and other activities as long-term planning takes place.



# METRICS OF SUCCESS


Short-term and long-term metrics will serve as targets for accomplishments as the community and MADE CDC move forward with implementation.

## Short-term (3-5 year) Target Metrics include:

- Activations: the number of installations created over the next three years to help activate the Mason Mile, such as public art pieces, food trucks or flower and other merchandise stalls, events, etc.
- Master Plan: completion of the physical master plan, including traffic and streetscape/design, regulatory, parking management, and other components.
- Zoning: Regulatory changes in place as necessary to enable redevelopment to the scale and character envisioned by the community through the strategic and physical plans.
- Capacity: Funding and staffing capacity for the Mason Mile.
- Public Space: New/enlarged public spaces created.
- Streetscape and Placemaking: Streetscape plan implementation begins.
- Identity Branding: Branding effort designed and underway.

## Long-term (5-10 year) Target Metrics include:

- Development: Developers recruited, sites prepared, and 150,000 square feet of new development in one or more targeted areas of the Mason Mile, including at least 100 new housing units and 50,000 gross square feet of commercial space.
- Businesses: 10 new businesses recruited to the Mason Mile.
- Audience: three annual larger scale events plus regular (weekly/monthly) events for the community.
- Sales and Employment: Existing businesses with an average increase of 10% in sales volume above inflation and at least 50 total additional jobs in the Mason Mile (including entrepreneurs).
- Increased satisfaction: Enhanced safety, amenities, and overall Mason Mile quality of life for Mason residents, leading to higher satisfaction levels (measured in surveys).

**MAKE**   
 **THE**  
**MILE** 

