

Altavista, VA

Switch to Six Training Series

Strategy-Driven Programming

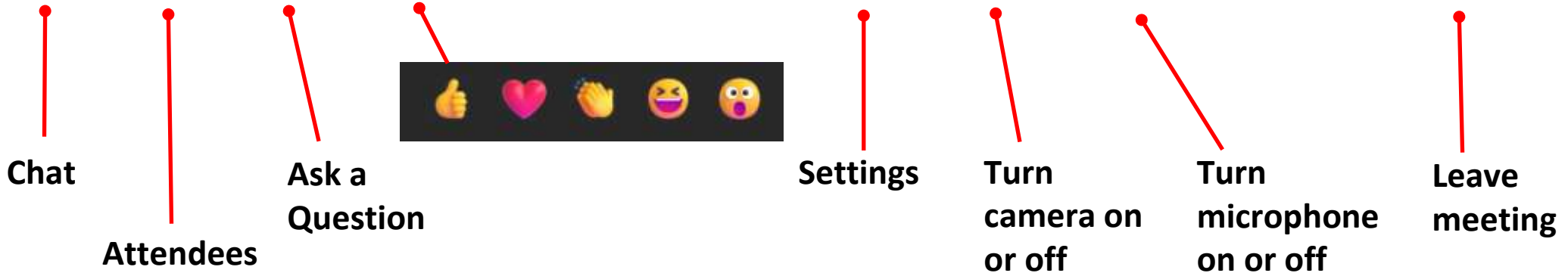
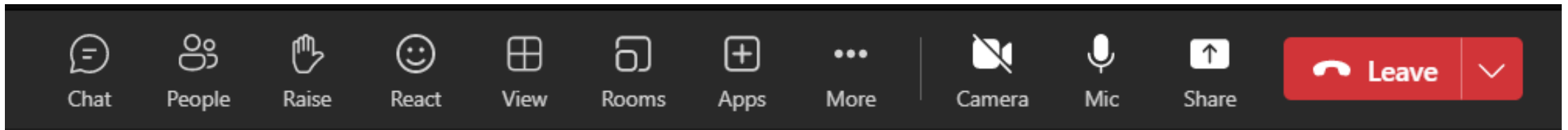
July 13, 2023

11 a.m. - 12:15 p.m.



WELCOME!

- Please keep your cameras on and mute yourself
- This webinar is being recorded
- Use the Chat feature for questions



VMS Representatives:



Courtney Mailey
Program Manager



Blaire Buergler
PA / Grants



Nicole Childress
PA / Publications



Ellie Dudding-McFadden
PA



Kyle Meyer
PA / Training



Zachary Whitlow
PA / Communications



**DHCD is committed to creating safe,
affordable and prosperous communities
to live, work and do business in Virginia.**

As a Main Street America™ Coordinating Program, Virginia Main Street helps to lead a powerful, grassroots network consisting of over 40 Coordinating Programs and over 1,200 neighborhoods and communities across the country committed to creating high-quality places and to building stronger communities through preservation-based economic development.



Switch to Six Training Series

**Broad-based
Community
Commitment to
Revitalization**

[Mini-Video Explanation](#)

**Inclusive
Leadership and
Organizational
Capacity**

[Mini-Video Explanation](#)

**Diverse Funding
and Sustainable
Program Operations**

[Mini-Video Explanation](#)

**Strategy-Driven
Programming**

[Mini-Video Explanation](#)

**Preservation-Based
Economic
Development**

[Mini-Video Explanation](#)

**Demonstrated
Impact and
Results**

[Mini-Video Explanation](#)

2023 VMS Event Calendar

Preservation-Based Economic Development

- Sept 11, Rev Up, Galax
 - Sept 13, Rev Up, Blackstone
 - Sept 14, Rev Up, Luray
- 10 AM – 3 PM

Exploring Main Street Community Interchange

- October 25, 11 AM – 12:15 PM

Demonstrated Impact & Results /

VMS Merit Awards

- Nov 9, Webinar, 11 AM – 12:30 PM



[Event Calendar](#) & [DHCD Workshop Registration](#)

Standard 4:

Strategy-Driven Programming

Change is an important guiding principle for Main Street. But rather than letting change just happen, Main Street programs define and manage it from one year to the next through a strategy-driven work plan and aligned implementation process.

Key Areas of Focus

1. Planning Guided by Inclusive Community & Market-Informed Inputs
2. Defining Direction Through Transformation Strategy Identification & Development
3. Strategy-Aligned Comprehensive Work Planning & Implementation Across All Four Points

Today's Speaker



Kathy La Plante

Senior Director of Coordinating Programs



Kathy spent 12 years in retail management and nearly 25 years in the Main Street field, developing expertise in building organizational capacity and developing promotional programming.



**MAIN STREET
AMERICA®**

Nationally recognized.
Locally powered.™



SWITCH TO SIX: STANDARD 4: STRATEGY-DRIVEN PROGRAMMING

Kathy La Plante

Senior Director of Coordinating
Programs

New Community Accreditation Standards

A MORE HOLISTIC FRAMEWORK
FOR SUCCESSFUL & SUSTAINABLE REVITALIZATION

**Broad-based
Community
Commitment to
Revitalization**

**Inclusive
Leadership and
Organizational
Capacity**

**Diversified Funding
and Sustainable
Program Operations**

**Strategy-Driven
Programming**

**Preservation-Based
Economic
Development**

**Demonstrated
Impact and
Results**

OUR REVITALIZATION JOURNEY THROUGH MAIN STREET

Strategy-Driven Programming

Change is an important guiding principle for Main Street. But rather than letting change just happen, Main Street programs define and manage it from one year to the next through a strategy-driven work plan and aligned implementation process. Standard Four brings together all integrated components that must be in place to plan and successfully implement the revitalization work. Centered around Main Street's Four Point Approach, these integrated components are driven by a local Transformation Strategy(s) aligned through community participation and based on an understanding of the district's unique and competitive market position.





Standard Four promotes the value of Main Street as a comprehensive framework for addressing all aspects of revitalization through a strategy-driven balanced level of activities centered around the proven Four-Points.

STANDARD 4, KEY FOCUS AREAS

1. Planning Guided by Inclusive Community and Market-informed Inputs
demonstrate identification inputs
2. Defining Direction through Transformation Strategy Identification and Development
showcase transformation strategy
3. Strategy-aligned Comprehensive Work Planning Implementation Across all Four Points
define and manage annual workplan

**Strategy-Driven
Programming**



Focus Area 1

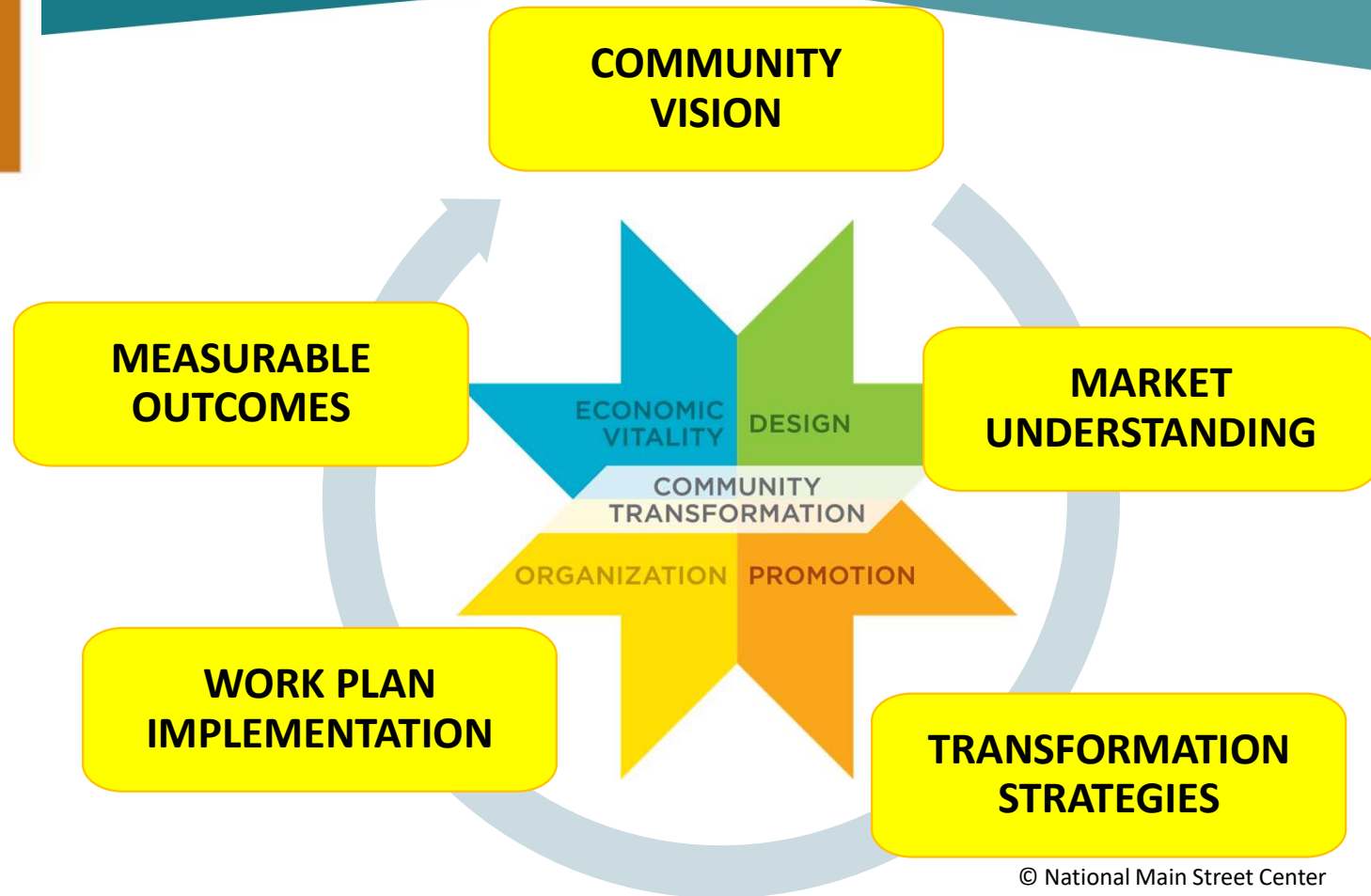
Planning Guided by
Inclusive Community and
Market-informed Inputs

demonstrate
identification inputs

THE REVITALIZATION JOURNEY

Strategy-Driven Programming

1. Planning Guided by Inclusive Community and Market-informed inputs
2. Defining Direction Through Transformation Strategy Identification
3. Strategy-Aligned Comprehensive Work Planning and Implementation across all four points



CONSUMER-BASED STRATEGIES

Downtown
workers and/or
residents

College
students

Tourists

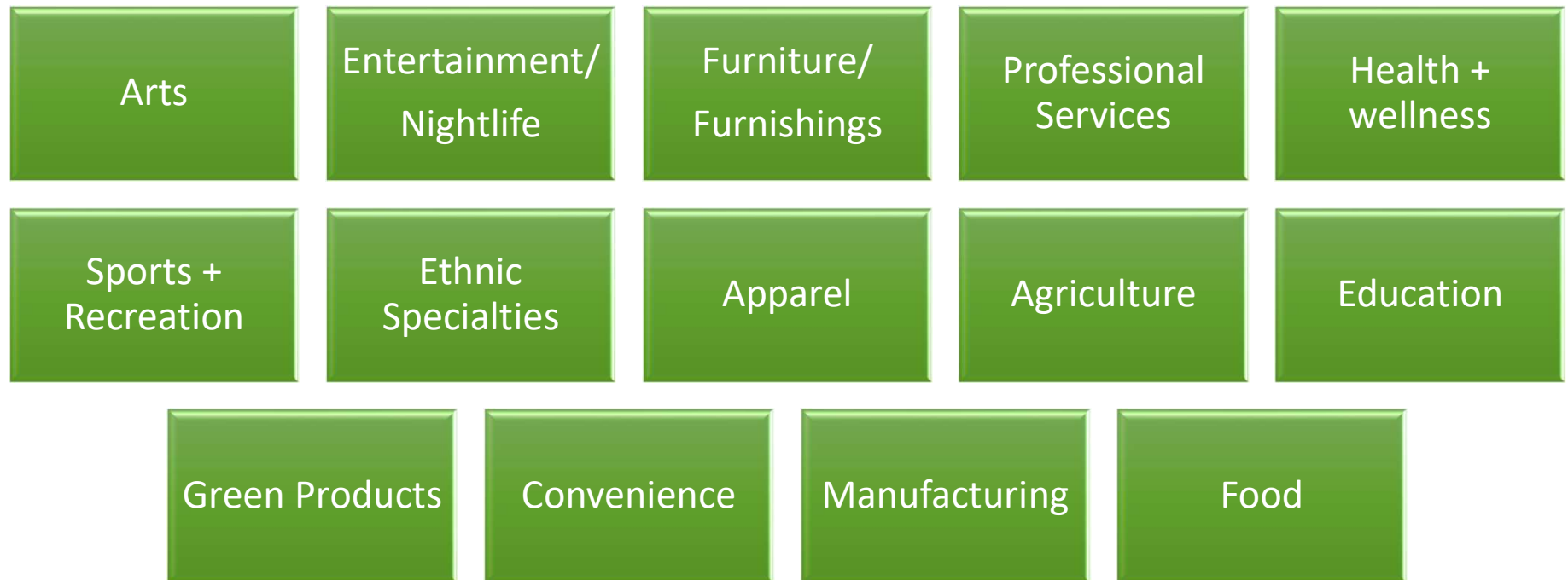
Military
installations

Family-friendly,
family-serving

Millennials

Retirees/
Elder-Friendly

PRODUCT-BASED STRATEGIES



BANDON, OREGON EXAMPLE

- + Community Survey
- + Market Information
- + Community Assets
- + Business Mix

WHAT 3 WORDS COME TO MIND WHEN YOU THINK ABOUT DOWNTOWN BANDON?



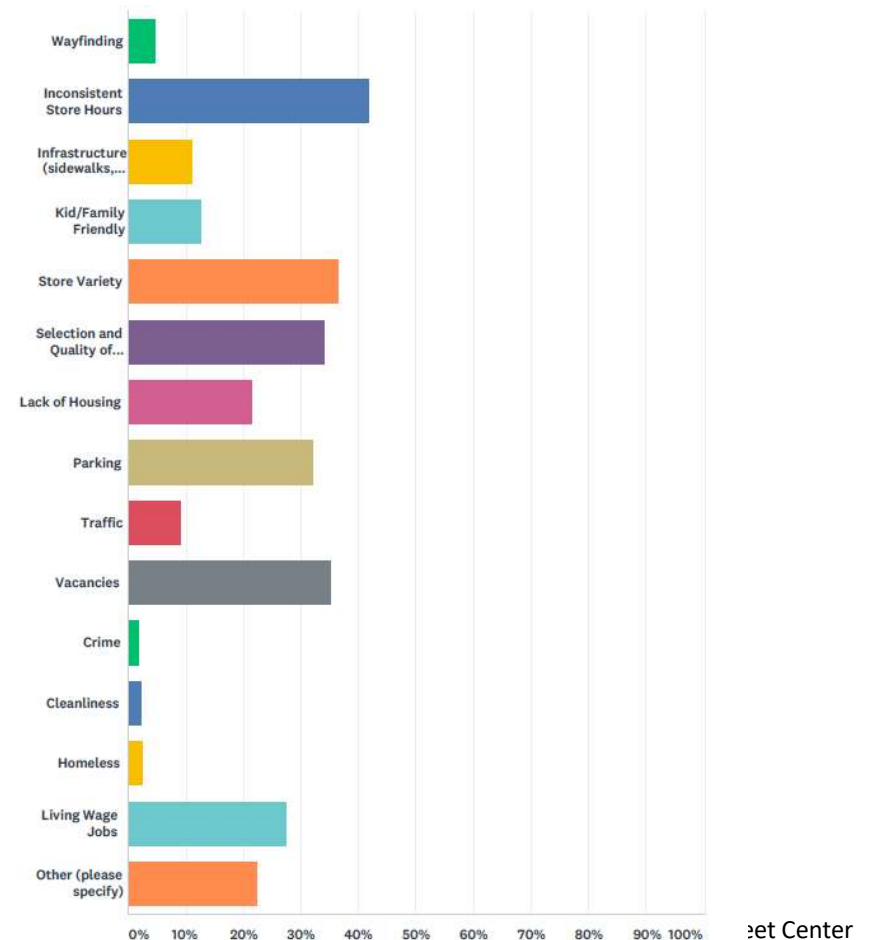
THE TOP THREE ISSUES FACING DOWNTOWN ARE:

1. Inconsistent hours
2. Store variety
3. Selection and quality
4. Vacancies
5. Parking
6. Living wage jobs

From the comments:

- + Affordability (housing and restaurants)
- + Lack of nightlife
- + Early closing hours

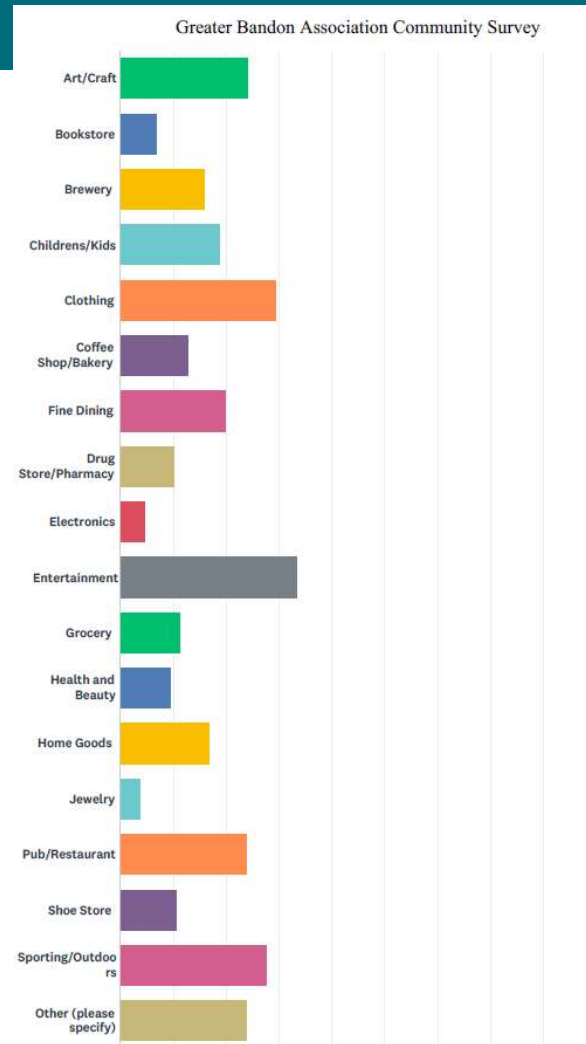
Questions also ask how serious these issues are.



Businesses you would like to see more of...

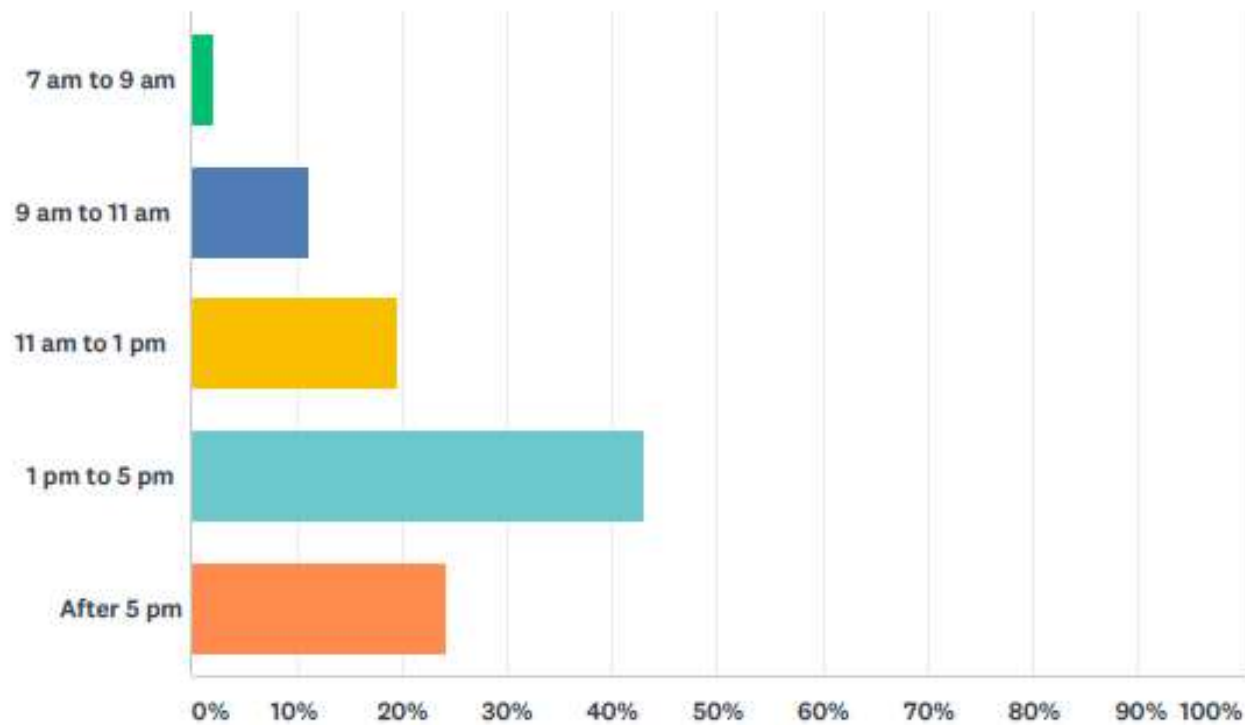
BUSINESSES YOU WOULD LIKE TO SEE MORE OF...

1. Entertainment
2. Clothing
3. Sporting/outdoors
4. Art/craft
5. Pub/restaurant
6. Fine dining
7. Children's/kids



WHAT TIME OF THE DAY DO YOU MOST OFTEN SHOP?

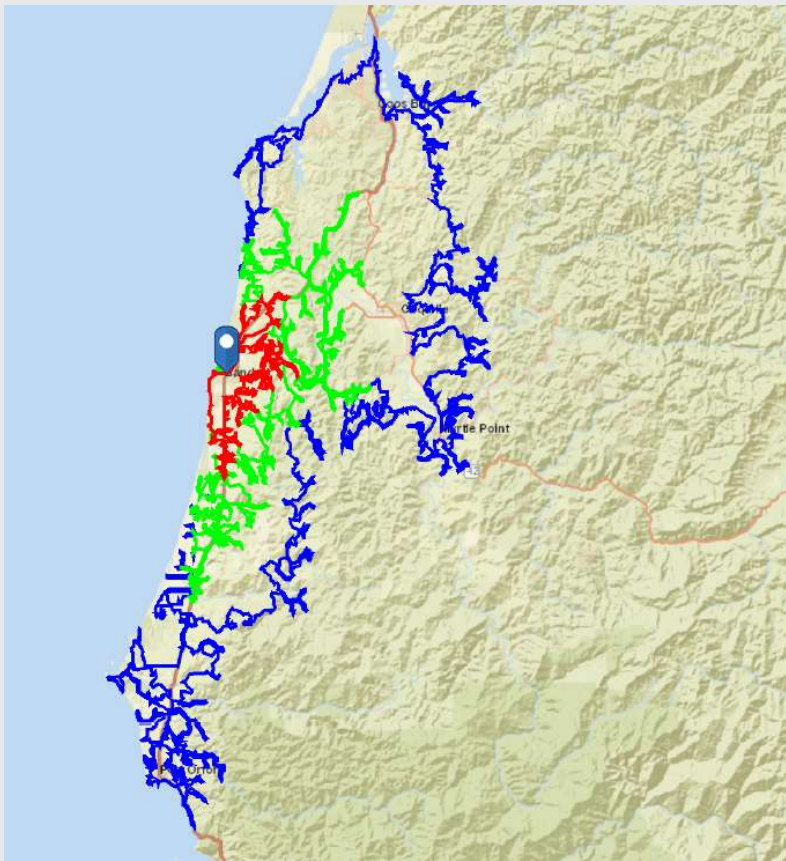
Answered: 277 Skipped: 2



A photograph of a city street with historic buildings. The left side features a prominent red brick building with white architectural details and a mural. The street is lined with parked cars, and a dark diagonal shape is overlaid on the left side of the image. The text 'Market Overview and Understanding' is centered in yellow.

Market Overview and Understanding

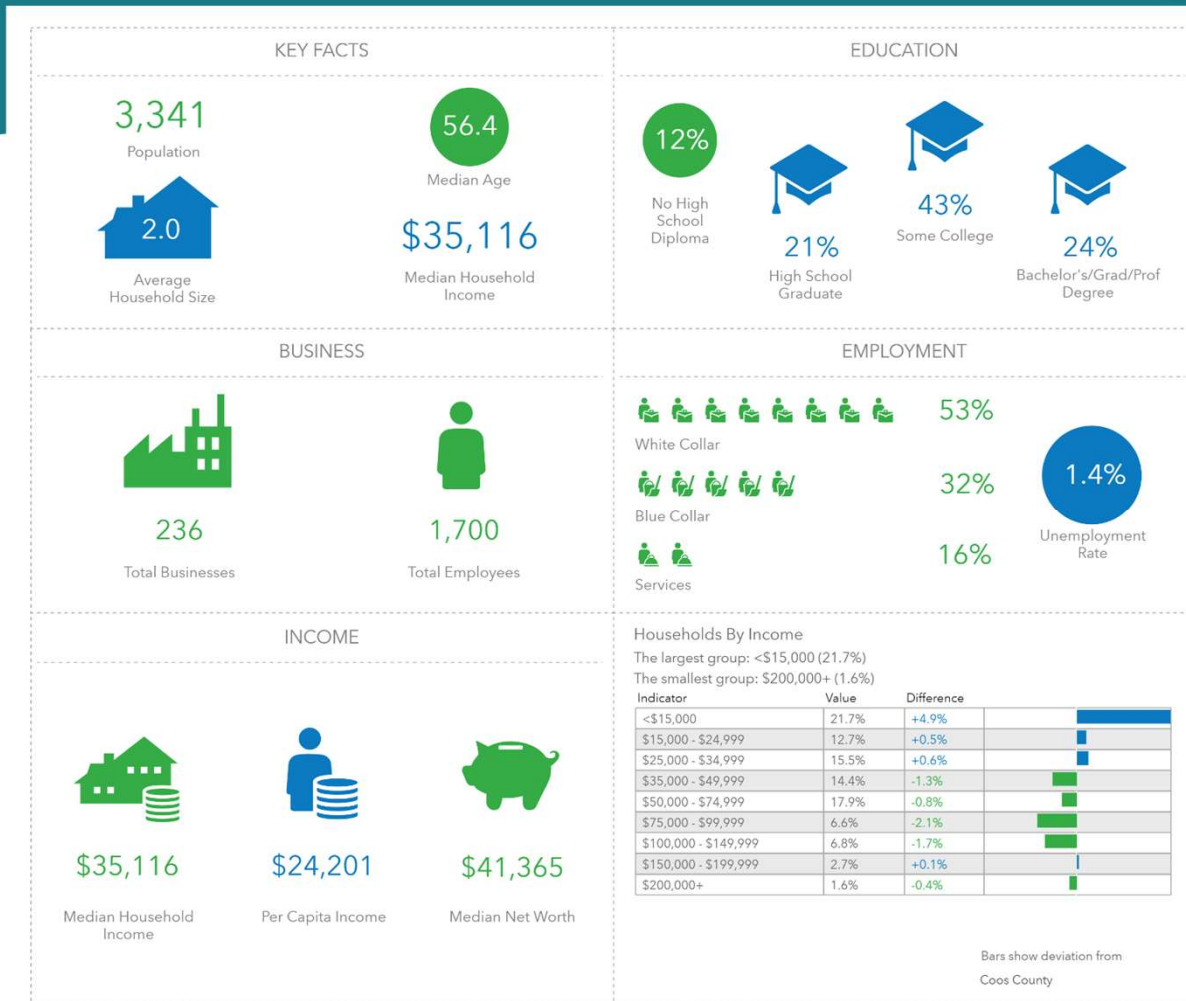
LEADING THE REVITALIZATION JOURNEY THROUGH THE MAIN STREET APPROACH



10, 20, and 40 miles for Bandon



DEMOGRAPHICS: CITY OF BANDON



+ On quick review we notice the median age of Bandon was about 20 years higher than the national average.

PSYCHOGRAPHIC PROFILES

10-minute drive area

Tapestry Segment	2017 Households	
	Percent	Cumulative Percent
Senior Escapes (9D)	45.8%	45.8%
The Great Outdoors (6C)	34.2%	80.0%
Retirement Communities (9E)	20.0%	100.0%

Senior Escapes

- Older/retired
- Modest income
- Smaller HH size (2.22)
- Lean conservative (politics)
- Financially responsible (little debt)
- Net worth: \$112K (US: \$93K)

Great Outdoors

- Leaning into retirement, but still working
- Enjoy gardening and DIY projects
 - 36% are married couples, no kids at home
- Net worth: \$157K (US: \$93K)

Retirement Communities

- Older/retired
- Modest income
- Small HH size (1.88)
- Frugal
- 20% of HH have no vehicle
- Net worth: \$53K (US: \$93K)

Downtown business characteristics

- Business inventory
- Number of businesses
- Business clusters
 - Retail (by category)
 - Restaurant
 - Lodging
 - Professional
 - Manufacturing
- Number of downtown workers

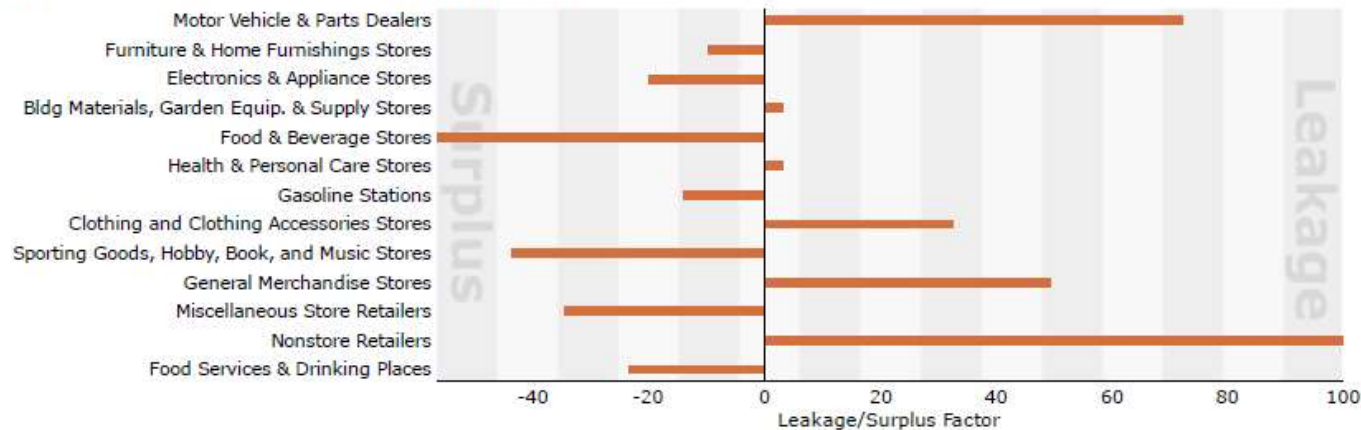


DOWNTOWN BUSINESS CHARACTERISTICS

- + 59 businesses in Main St district; 67 in ¼-mile radius (incl. government)
 - Approx. 40% are retail
 - Approx. 19% restaurants/bars
- + Vacancy Rate Low, though there is one significant vacancy
- + Distinct clusters in:
 - Restaurants/beer/wine
 - Specialty foods/local foods
 - Specialty retail (gifts, art, books – and also local foods)

SALES GAP REVIEW (10 MIN)

Leakage/Surplus Factor by Industry Subsector



- This chart gives a sense of proportion, but not dollar volume.
- 10-min drive area shows total sales *surplus* of \$17.5 million on top of \$61M in total demand.
- “Surplus” may be distorted because spending of retirement savings is not factored into HH income (the basis of “Demand”).
- Food/beverage stores show a sales surplus of \$24M; restaurants \$3.4M
- Motor vehicle sales/parts accounts for largest leakage (\$10M). General Merchandise (primarily “big-box-type” purchases) accounts for \$6.3M in leakage.

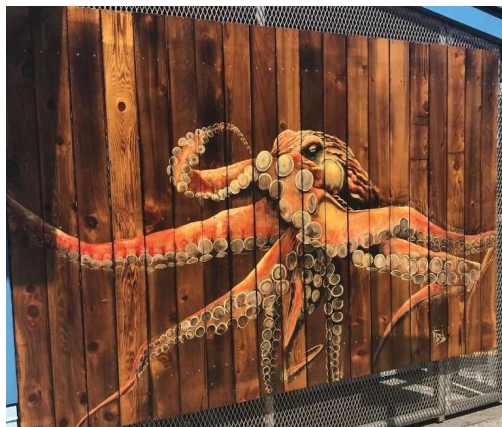


Transformation Strategy: Relaxed Coastal Living

*Local Serving and Appealing to Visitors

BANDON TOURISM

- + Arts (Galleries, Washed Ashore, public art, boardwalk)
- + Outdoors (golf, beach, mountain bike)
- + Destination Weddings



Greater Bandon Association - Implementation Plan Overview

TRANSFORMATION STRATEGY	BOARD	PROMOTION	DESIGN	ECONOMIC VITALITY
<p>Strategy: Relaxed Coastal Living</p> <p>Subcategories:</p> <ol style="list-style-type: none"> Family & Active Retiree Friendly Local Coastal Cuisine Enhanced Visitor Experience Local Goods & Services <p>Goals:</p> <p>Overall:</p> <ol style="list-style-type: none"> Reducing sales leakage, building pride in the community, strengthen year-round business. <p>Organization:</p> <ol style="list-style-type: none"> Increase cooperation of other partner organizations – getting everyone at the table. <p>Promotion:</p> <ol style="list-style-type: none"> Create experiences to attract more visitors and locals downtown. Develop a marketing plan that minimizes seasonal variations. Increase local shopping. <p>Design:</p> <ol style="list-style-type: none"> Enhance feel of district through placemaking elements that support the sense of Relaxed Coastal Living and engage people in the district. Improve the impression of businesses. Improve overall maintenance for the district. 	<p>Action:</p> <p>Current Initiatives:</p> <ol style="list-style-type: none"> Refresh public meeting and community survey Finalize sustainable funding plan. <p>Partner Initiatives:</p> <ol style="list-style-type: none"> <p>New Initiatives:</p> <ol style="list-style-type: none"> Realign action plans to focus on Transformation Strategies and use Subcategories as filters for activities. Develop staffing levels appropriate to scale of activities GBA will initiate and undertake. Continuing building committees and task forces around priority projects and activities. Require committees to development detailed activity plans for each project. Develop a roundtable discussion with other partners to share the Transformation Strategy and talk about how other groups could potentially partner with GBA. Identify board development needs. Identify new MS grant project 	<p>Action:</p> <p>Current Initiatives:</p> <ol style="list-style-type: none"> Alive After 5 Christmas celebration Gorse Blossom Festival Fourth of July <p>Partner Initiatives</p> <ol style="list-style-type: none"> Cranberry Festival <p>New Initiatives:</p> <ol style="list-style-type: none"> Focus on smaller scale activities to enhance visitor experience and boost off-season (e.g., music day, small scale film festival, cottage industry day, art walk, food walk, history walk, local food day, progressive dinner, driftwood art day, Bandon passport day, windfest, dog day, sand castle day). Events around items available for under \$20 or \$25 (address affordability). Loyalty programs. Marketing: Groupon Packages; social media marketing for businesses; Small business Saturday – Build on 	<p>Action:</p> <p>Current Initiatives:</p> <ol style="list-style-type: none"> Façade improvement program. Main Street grant Parklets. Community-wide clean-up. <p>Partner Initiatives</p> <p>New Initiatives:</p> <ol style="list-style-type: none"> Seasonal “pop-up” Placemaking activities. Way finding signage Conduct visual assessment of the district by outside perspective Volunteer “walkabout” group to identify maintenance and other issues downtown. Clean-up Day (paint doors, etc.). Identify opportunities to enhance the quirky, Relaxed Coastal Lifestyle character through design elements. Artist competition Update façade grant guidelines Review and make recommendations to existing guidelines and standards. Educate committee on appropriate design improvements (e.g., 	<p>Action:</p> <p>Current Initiatives:</p> <ol style="list-style-type: none"> Reviewing benefits of street redesign of 101, and make recommendations to board/city. Will GBA be an advocate? Share OR successes who implement. Yellow brick road, Riverwalk extension – connect to Rock Face Creamery. Help assess feasibility of relocating arches or adding additional Gateway signage <p>Partner Initiatives:</p> <ol style="list-style-type: none"> Businesses incubated at the Old Town Marketplace. City did housing study and Coos County study <p>New Initiatives:</p> <ol style="list-style-type: none"> Identify service delivery gaps for downtown businesses. Identify downtown business development needs. Be a liaison for businesses. Develop marketing strategy/material. Conduct a “business walkabout.” Inventory building

SUBCATEGORIES

1. Family and Active Retiree
2. Local Goods and Services
3. Enhanced Visitor Experience
4. Local Coastal Cuisine



ACTIVE RETIREE FRIENDLY

Sample Organization activities:

- + Gather a focus group of active retiree residents to better understand their needs, including social and commercial.
- + Partner with a local senior services group to connect with elder residents.
- + Invite elder residents to serve on the revitalization organization's board.

Sample Design activities:

- Install improved sidewalk lighting.
- Develop a matching grant program to help businesses make their stores handicapped accessible.
- Assess transportation needs, including availability of handicapped parking, curb cuts, crosswalk timing, etc.

ACTIVE RETIREE FRIENDLY

Sample Promotion activities:

- + Get businesses to cross promote
- + Host more events for locals – like Wine Walks – to cater to locals and introduce locals to downtown businesses.
- + Classes (experiential) at businesses, book clubs, cooking classes, making chocolate, etc.)
- + Locals happy hour
- + Set up daily walking groups that include the commercial district as part of their route.

Sample Economic Vitality activities:

- + Help businesses coordinate home delivery services
- + Work with businesses to comply with accessibility standards and identify funding opportunities or tax credits for accessibility improvements.

ACTIVE RETIREE FRIENDLY BUSINESS TYPES

- + Adult schools
 - + Banks
 - + Barbers and hair salons
 - + Bookstore
 - + Bus tour services
 - + Cafés
 - + Children's apparel (for grandchildren)
 - + Convenience stores
 - + Craft and teaching businesses (e.g., knitting, sewing, woodworking)
 - + Dance studio
 - + Delivery services
- Dry cleaner
 - Doctor and dentist offices
 - Grocery store
 - Gym or YMCA
 - Health and Beauty Aids stores
 - Herbalist
 - Home-delivery catering service
 - Hospital
 - Juice bar
 - Dry cleaner
 - Grocery store
 - Gym or YMCA
 - Health and Beauty Aids stores
 - Herbalist
 - Home-delivery catering service

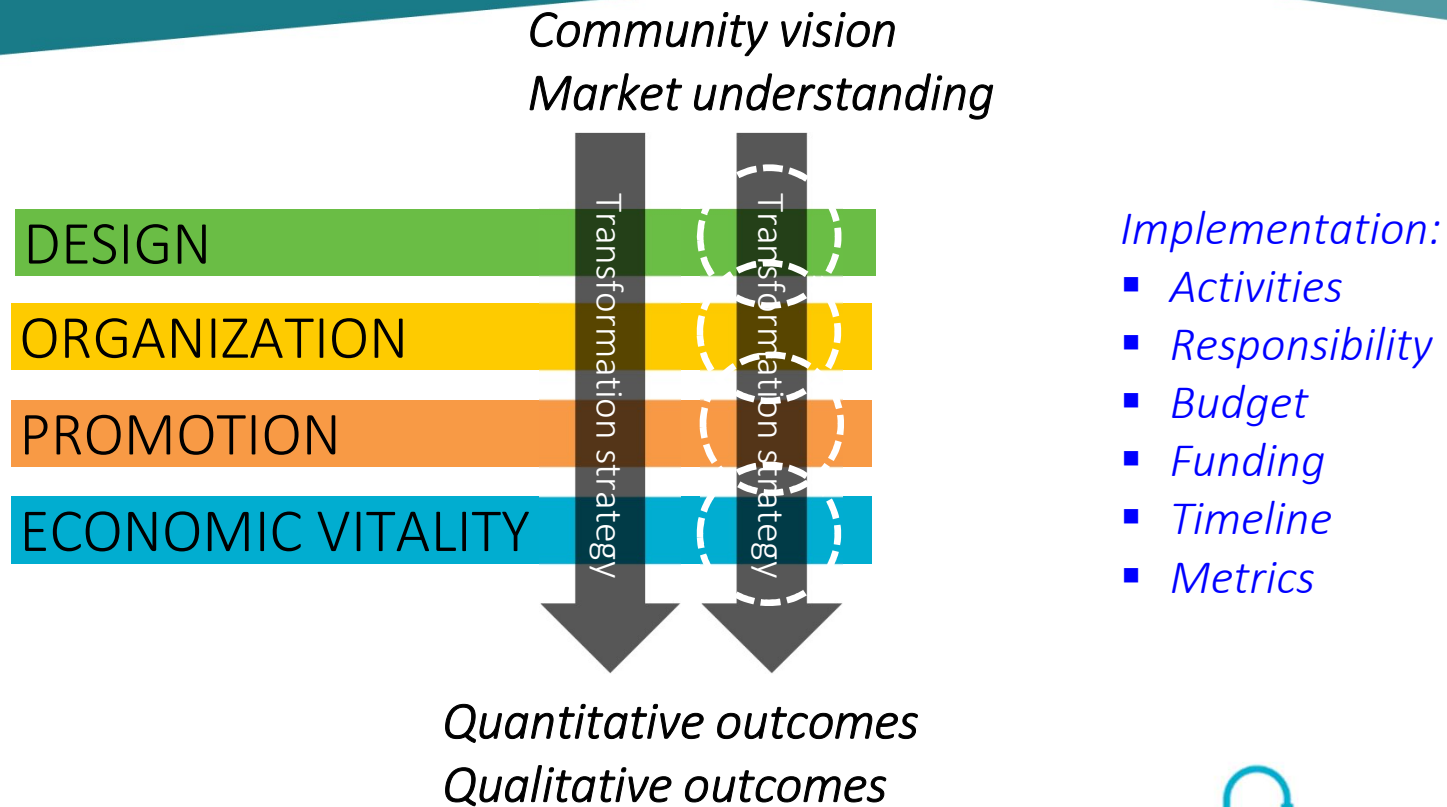
- Hospital
- Juice Bar
- Movie theater
- Pharmacy
- Physical therapists
- Prepared food stores
- Restaurants
- Restaurants (esp. moderate price)
- Spas
- Taxi services (esp. in smaller/rural places not served by regular taxis or Uber)
- Technology repair and assistance businesses
- Toy stores (for grandchildren)
- Travel accessories and equipment
- Yoga studio

ACTIVE RETIREE FRIENDLY



ational Main Street Center

Four Point Implementation



QUESTION FOR EVERYONE

- + How would you rate your program on have an overall economic strategy for downtown? working together today a common economic goal?

On a scale of 1-5

1 = we don't have one, but we'd sure like to.

2 = We might but it's not well defined yet. All the committees are busy, but working more in silos than working toward a common economic strategy.

3 = we have a strategy, but our committees need to work together more and we need to get the community better engaged.

4 = we have a strategy and committees work together on that strategy/vision

5 = we're rock stars! Our strategy is well known in the community, committees work together, and we are tracking our progress.

THE MAIN STREET APPROACH FOR COMPREHENSIVE REVITALIZATION



Work with the district's property & business owners, and public & private sector partners



Work with ALL sectors of the community – residents, corporations, organizations



PLANNING GUIDED BY INCLUSIVE COMMUNITY AND MARKET-INFORMED INPUTS

demonstrate identification inputs

INDICATOR I: The organization's annual planning process as informed by a comprehensive set of inputs that guide Transformation Strategy identification and work plan alignment and implementation. Examples of how these are demonstrated include:

- a. Inclusive district and community input is gathered at a minimum of every three years to keep the pulse on the district's needs through focus group events, online surveys, and/or other strategies.
- b. Market research and analysis has been conducted for the district's trade area within an appropriate time interval, depending on the local economy. This is recommended at least every three to five years.
- c. Business inventory is up to date and reflective of the district's business mix, uses, and existing clusters.
- d. Building inventory is up to date and reflective of the district's property ownership, condition, uses, and status (for sale, for lease, occupied).
- e. The organization maintains an asset map that recognizes distinctive place-based assets within the district that highlight unique and competitive advantages and market opportunities.
- f. Strategy reflects opportunities driven by local and national trends.

DEMONSTRATE IDENTIFICATION INPUTS

Has your organization mapped community assets, including business mix?

How does your organization use community input for programming?

How does your program gather community input?

Is the building inventory up-to-date?

Does your transformation / economic strategy reflect local and national trends?



Focus Area 2

Defining Direction
Through Transformation
Strategy Identification
And Development

Showcase
Transformation Strategy

DEFINING DIRECTION THROUGH TRANSFORMATION STRATEGY IDENTIFICATION AND DEVELOPMENT

showcase transformation strategy

INDICATOR I: Main Street has defined and aligned as an organization around a Transformation Strategy that is guiding the revitalization work.

Examples of how these are demonstrated include:

- a. Using a comprehensive set of inputs, the board has identified a consumer-based or industry-, product-, or service-based strategy(s) that can best respond to the district and community vision, needs and market opportunities.
- b. The board formally adopts a Transformation Strategy(s).
- c. Partner organizations or other stakeholders have adopted or endorsed selected Transformation Strategy.
- d. The Strategy(s) have measurable benchmarks.

SHOWCASE TRANSFORMATION STRATEGY

How does your organization use a comprehensive set of inputs to respond to the community's vision, needs and market opportunities?

Have Partner organizations or other stakeholders adopted or endorsed the Transformation Strategy?

Does the Strategy(s) have measurable benchmarks?

How is your organization using your Transformation Strategy?

Does the organization need to identify and develop a new strategy?

Is your Transformation Strategy relevant and guiding the work of the organization?

Has the Board adopted the Transformation Strategy(s)?

Strategy-Driven Programming

Work Planning & Implementation

TRANSFORMATION STRATEGIES:

1. _____
2. _____

- YOUR BOARD
- CITY/ COUNTY
- PARTNER ORGANIZATIONS
- DOWNTOWN STAKEHOLDERS

Tactics & Activities that align with Strategy / Strategies

Econ / Vitality

Current PMS Activities

- 1.
- 2.
- 3.

Design

Current PMS Activities

- 1.
- 2.
- 3.

Promotion

Current PMS Activities

- 1.
- 2.
- 3.

Organization

Current PMS Activities

- 1.
- 2.
- 3.

Other Groups

- 1.
- 2.
- 3.

Other Groups

- 1.
- 2.
- 3.

Other Groups

- 1.
- 2.
- 3.

Other Groups

- 1.
- 2.
- 3.

Potential Activities

- 1.

Potential Activities

- 1.

Potential Activities

- 1.

Potential Activities

- 1.

HOW DO YOU FEEL ABOUT YOUR ACTION PLAN OR WORK PLAN? (ENTER YOUR RESPONSE IN THE CHAT)

- 1 – we don't have one yet, but we're busy with a lot of projects.
- 2 – we must have one, but I haven't seen it and we don't really talk about it our board meetings, but we get project updates monthly. You're not sure of the expected outcomes for projects. Doesn't the executive director do the work plan?
- 3 – we have a list of our annual projects but still missing the details, and more volunteers are needed to lead projects.
- 4 – our work plan is solid. Committee develop the work plan annually and assess their progress every year
- 5 – Every project we do has a work plan with goals, who's responsible, budgets, timelines and those projects are mainly focused on achieving our overall vision for our downtown.



Focus Area 3

Strategy-aligned
Comprehensive Work
Planning And
Implementation Across All
Four Points

Define And Manage Annual
Workplan

STRATEGY-ALIGNED COMPREHENSIVE WORK PLANNING AND IMPLEMENTATION ACROSS ALL FOUR POINTS

define and manage annual workplan

INDICATOR I: The Main Street board conducts an annual strategy-driven work planning process with volunteer committees to guide the organization's programming. Examples of how these are demonstrated include:

- a. Board outlines priorities or goals that guide volunteer committees in identifying the initiatives, projects, and activities to be approved in annual work plan.
- b. Projects, events, or initiatives are aligned with selected Transformation Strategy(s).
- c. The Transformation Strategy(s) are reflected comprehensively across all Four Points.
- d. Work plans include written action plans for critical projects that outline specific tasks, timeline, budget, volunteer hours, who's responsible, etc.
- e. Annual fund-development goals and allocations are guided by the Transformation Strategy(s)

DEFINE AND MANAGE ANNUAL WORKPLAN

What is the annual planning process the organization uses?

What successes have occurred from the implementation of your Transformation Strategy(s)?

How is Organization's work plan aligned with the Transformation Strategy across all four points?

How does the organization align fund development with the Transformation Strategy?

STANDARD 4, KEY FOCUS AREAS

1. Planning Guided by Inclusive Community and Market-informed Inputs
demonstrate identification inputs
2. Defining Direction through Transformation Strategy Identification and Development
showcase transformation strategy
3. Strategy-aligned Comprehensive Work Planning Implementation Across all Four Points
define and manage annual workplan

**Strategy-Driven
Programming**



**MAIN STREET
AMERICA®**

Nationally recognized.
Locally powered.™

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thank
you

A hand-drawn graphic in black ink on a white background. The words "thank" and "you" are written in a cursive, handwritten style. A horizontal arrow points from left to right, passing through the middle of the word "you". The arrow has a simple fletching on the left and a pointed tip on the right. Several small, simple heart shapes are scattered around the text and the arrow, adding a decorative touch.

Virginia Main Street



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- [Billy Gammel](#)

Industrial Revitalization Fund

- [Brandon Archer](#)

Virginia Enterprise Zone

- [Kate Pickett](#)
- [Mandy Archer](#)

Virginia Individual Development Accounts, [Sabrina Blackett](#)

Virginia Main Street, previous slide

Mobilizing Main Street Cohort, please stay on this video call. Thank you!

