



# Switch to Six Series: Demonstrated Impact & Results

November 09, 2023  
11:00 AM – 12:15 PM

---



Hopewell, VA

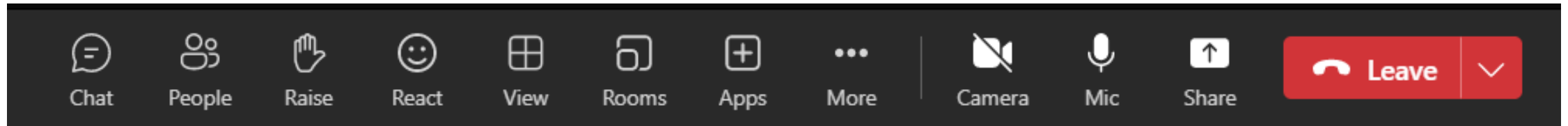
# Meeting Controls

---

- Please mute yourself
- Huddle is being recorded
- Chat feature for questions / comments



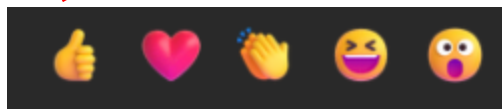
Microsoft Teams



Chat

Attendees

Ask a Question



Settings

Turn camera on or off

Turn microphone on or off

Leave meeting



**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

---

## STANDARD 1

Broad-Based Community  
Commitment to  
Revitalization

[Mini-Video Explanation](#)

## STANDARD 2

Inclusive Leadership  
and Organizational  
Capacity

[Mini-Video Explanation](#)

## STANDARD 3

Diversified Funding and  
Sustainable Program  
Operations

[Mini-Video Explanation](#)

## STANDARD 4

Strategy-Driven  
Programming

[Mini-Video Explanation](#)

## STANDARD 5

Preservation-Based  
Economic Development

[Mini-Video Explanation](#)

## STANDARD 6

Demonstrated Impact  
and Results

[Mini-Video Explanation](#)

# Standard 6: Demonstrated Impact & Results

---

Main Street communities are part of a national movement with a proven track record for generating impressive economic returns and strengthening the district's positioning in the community and its marketplace. This Standard highlights the importance of tracking, packaging, and demonstrating the qualitative and quantitative impact of the program's efforts and the district's incremental revitalization. It also provides the opportunity for the local Main Street program to tell their stories to continually build a strong sense of ownership and pride in the district and the community.



## Key Focus Areas:

1. Demonstrating the Value of Main Street
2. Measuring and Packaging Quantitative and Qualitative Outcomes
3. Promoting Progress and Demonstrating Impact and Results

Click [here](#) to dive deeper!

# Today's Speaker

---



## **Lisa Mullins Thompson**

Senior Program Officer for Revitalization Services

*Lisa Mullins Thompson serves as a Senior Program Officer for Revitalization Services. She works closely with the Vice President of Revitalization Services and the Chief Program Officer to refine existing field services work and develop and deliver new cutting-edge technical assistance and programming in-person to clients, at conferences, and via MSA's other professional development channels.*



**MAIN STREET AMERICA**  
Nationally recognized.  
Locally powered.™

# STANDARD 6: DEMONSTRATED IMPACT AND RESULTS

LISA MULLINS THOMPSON, MSARP, HREDFP  
SENIOR PROGRAM OFFICER



Provided by  
Virginia Main Street

© National Main Street Center

1

## New Community Accreditation Standards

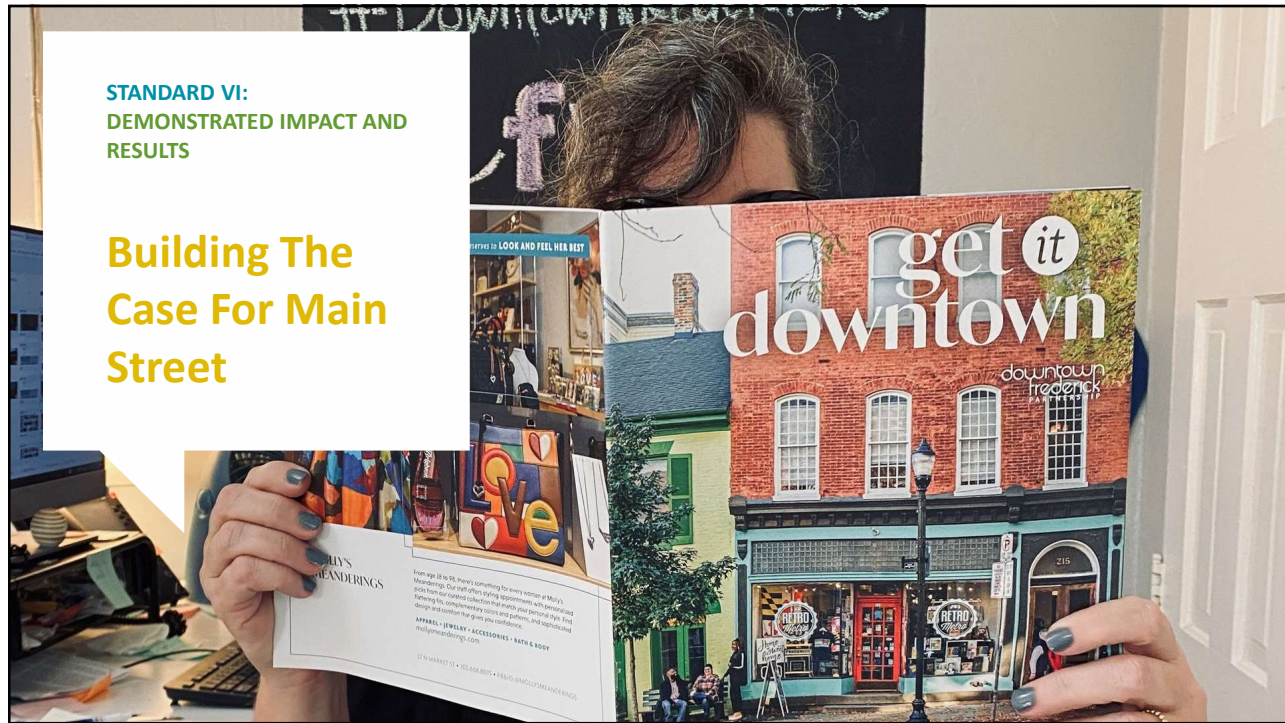
A MORE HOLISTIC FRAMEWORK  
FOR SUCCESSFUL & SUSTAINABLE REVITALIZATION

<b>Broad-based Community Commitment to Revitalization</b>	<b>Inclusive Leadership and Organizational Capacity</b>	<b>Diversified Funding and Sustainable Program Operations</b>
<b>Strategy-Driven Programming</b>	<b>Preservation-Based Economic Development</b>	<b>Demonstrated Impact and Results</b>

et Center

2





**STANDARD VI:  
DEMONSTRATED IMPACT AND RESULTS**

**Building The  
Case For Main  
Street**

3



**DEMONSTRATED IMPACT AND RESULTS**

Standard Six highlights the importance of tracking, packaging, and demonstrating the qualitative and quantitative impact of the program's revitalization efforts. It also provides the opportunity for the local Main Street program to tell their stories and advocate for resources needed for sustainability.

© National Main Street Center

4

## KEY FOCUS AREAS

1. **Demonstrating the Value of Main Street**  
advocates, promotes priority in revitalization to all sectors
2. **Measuring and Packaging Quantitative and Qualitative Outcomes**  
tracks and packages reinvestments
3. **Promoting Progress and Demonstrating Impact and Results**  
tells Main Street story, promotes results,  
advocates for resources

**Demonstrated  
Impact and  
Results**

© National Main Street Center

5



6

## DEMONSTRATING THE VALUE OF MAIN STREET

**INDICATOR I:** Main Street is positioned as an **advocate for the district**, promoting revitalization as an economic development priority among the public and private sector and community at large. Examples of how these are demonstrated include:

- a. District revitalization and physical and economic improvements are included in recent regional or citywide master plans, economic development plans, comprehensive plans, etc.
- b. Main Street participates in ongoing local planning efforts that involve the district.
- c. Main Street participates in guest presentations to local community organizations and institutions.
- d. Small business owners in and around the district regularly seek and receive assistance or support from the Main Street program (e.g., letters of support for grants or loans, marketing support on the Main Street program's website and social media, etc.)
- e. District stakeholders advocate for the program when requested.
- f. The district is highlighted in local partners' communication and marketing efforts (e.g., city, tourism, economic development, etc.) with blog posts, multi-line descriptions of the district, and/or photos featuring the district, etc.
- g. Main Street program's logo, webpage, and/or social media links are included on local government and other partner organizations' websites.
- h. Entrepreneurs and local business owners regularly approach the Main Street program about commercial spaces in the district that could potentially serve as a base-of operations for a new business or new location for an existing business.

© National Main Street Center

7

## ADVOCATES, PROMOTES PRIORITY IN REVITALIZATION TO ALL SECTORS

How are local stakeholders advocating for the Main Street Organization?

Does city leadership recognize Main Street's economic development contributions?

Is the Main Street program's logo, webpage, or social media on local government or partner organizations' websites?

How often does the Main Street organization present to local government or partner organizations on efforts?

© National Main Street Center

8

# EXAMPLES

https://www.seymourin.org/index.php/business



## PARTNER SUPPORT



Heart of Scottsville and KY Governor

© National Main Street Center

9



### Key Focus Area 2

Measuring and packaging quantitative and qualitative outcomes

10

# MEASURING AND PACKAGING QUANTITATIVE AND QUALITATIVE OUTCOMES

**INDICATOR 1:** Main Street regularly collects and maintains **district revitalization statistics** (quantitative) and intangible impact data (qualitative) across the Four Points of the Main Street Approach and examines changes over time as required by the Coordinating Program. Examples of how these are demonstrated include:

- a. Number of businesses operating in the district.
- b. Number of businesses operating in the district that are women-owned.
- c. Number of businesses operating in the district that are minority-owned.
- d. Number of businesses operating in the district that are veteran-owned.
- e. Number of employees/jobs based in the district.
- f. Number of new businesses launched in the district over a given period (monthly, quarterly, or annually) and number of employees/jobs added in a district in a given period.
- g. Number of business closures in the district over a given period (monthly, quarterly, or annually) and number of employees/jobs lost in a district in a given period.
- h. Number of local businesses participating as vendors in district events, festivals, etc.
- i. Number of housing units added or lost in the district over a given period (monthly, quarterly, or annually), broken out by housing type (loft, apartment, duplex, single family detached home, etc.), tenure type (for lease or for sale), and sale/rent amount relative to area median income (i.e., affordability).
- j. Number of properties in the district renovated, including details about the capital invested in the renovations and any financial incentives programs leveraged in the renovation (e.g., historic tax credits, low-income housing tax credits, etc.).
- k. Number of public improvement projects in the district that were launched/completed, including overall price tag, public dollars invested, and any secondary sources of capital invested.

© National Main Street Center

11

# MEASURING AND PACKAGING QUANTITATIVE AND QUALITATIVE OUTCOMES

<b>Completed Private Improvements</b>	
# of Private Improvements (New Construction) *	<input type="text"/>
Total Cost of Private Improvements (New Construction) *	<input type="text"/>
# of Private Improvements (Rehabilitation) *	<input type="text"/>
Total Cost of Private Improvements (Rehabilitation) *	<input type="text"/>
Description of Private Improvements *	<input type="text"/>
<b>Completed Public Improvements</b>	
# of Public Improvements *	<input type="text"/>
Total Cost of Public Improvements *	<input type="text"/>
Description of Public Improvements *	<input type="text"/>
<b>Business Openings</b>	
Number of New Businesses Created *	<input type="text"/>
# of Jobs Created from New Business Openings *	<input type="text"/>
Names of New Businesses *	<input type="text"/>
<b>Business Expansions</b>	
Number of Existing Businesses Expanded *	<input type="text"/>
# of Jobs Created from Business Expansions *	<input type="text"/>
Names of Expanded Businesses *	<input type="text"/>

## PERFORMANCE DASHBOARD



Despite the pandemic recovery challenges that localities across Virginia faced, commercial districts with active VMS programs were still able to create new businesses and jobs by providing supportive business and entrepreneurial development services organized around the Four Points.

For every dollar invested in the VMS program, an additional \$123 in private sector funding was leveraged at the local level, compared to an average of \$37 of private investment generated by Economic Development Administration economic development programs.<sup>1</sup> The cost for every job created by Virginia Main Street in 2021 was \$697, compared to EDA economic development program averages return of \$3473 per job.<sup>2</sup>



© National Main Street Center

12

## MEASURING AND PACKAGING QUANTITATIVE AND QUALITATIVE OUTCOMES

**INDICATOR II:** Main Street annually collects and maintains **organizational impact statistics** (quantitative) and intangible impact data (qualitative) and examines changes over time. Examples of how these are demonstrated include:

- a. Board annually reviews broad performance goals established within the organization's workplan.
- b. Board annually reviews metrics established to analyze the progress of selected Transformation Strategies.
- c. Number of volunteer hours contributed.
- d. Financial value of volunteer contribution (using Independentsector.org formula).
- e. Number of volunteers participating.
- f. Testimonial reports from small business owners, property owners, and government officials about the value of the Main Street program.
- g. Conversion of volunteer hours to in-kind dollars (\$) contributed.
- h. Financial (\$) contributions made to Main Street by the public sector.
- i. Financial (\$) contributions made to Main Street by the private sector.
- j. Number of responses and analysis of response data from a survey that seeks to understand the community's growing knowledge about Main Street, the importance of Main Street, etc., as well as stakeholder attitudes about Main Street organization.
- k. Impact surveys of promotional events.
- l. Impact surveys of education programming attendees.
- m. Number of media impressions.

© National Main Street Center

13

## TRACKS AND PACKAGES REINVESTMENTS

How does your organization track success over time?

How do you measure the success of your Transformation Strategy and gauge progress in implementation?

© National Main Street Center

14

# MEASURING SUCCESS

- + Standard reinvestment stats (net business gains, net job growth, investment by the public and private sectors, volunteer hours).
- + Track outcomes that change the impact on strategies – for example, if arts and entrainment is your strategy, is attendance at arts and entrainment venues increasing? Have new partners joined your efforts? Has funding increased from these events?



© National Main Street Center

15

# MEASURING SUCCESS



Sault Ste. Marie | Michigan Main Street Stories

**State of DOWNTOWN**

11	Blocks
1,141	Public parking spaces
114	Residential units
15	Restaurants
24	Retail stores
1%	Storefront vacancy rate

## Boyne City Main Street is making a real difference.

Downtown Boyne City is a well known, welcoming, four seasons community on Lake Charlevoix with successful businesses and high quality facilities. Boyne City is a community accessible to everyone and where the outdoor recreation experience of northern Michigan can be fully maximized.

### Downtown's Goals

- Improve public amenities to ensure availability and accessibility for all outdoor recreation users.
- Ensure availability of year-round businesses that are welcoming to outdoor recreation users.
- Align projects and activities with those of outlying outdoor recreation options to maximize the experience of Boyne.



© National Main Street Center

16



### Key Focus Area 3

Promoting Progress  
and Demonstrating  
Impact and Results

17

## PROMOTING PROGRESS AND DEMONSTRATING IMPACT AND RESULTS

**INDICATOR I:** The district's revitalization programming, achievements, stories, and reinvestment statistics are **promoted**. Examples of how these are demonstrated include:

- a. Sharing through the Coordinating Program reporting system according to the timeline outlined in annual agreements.
- b. Sharing with district stakeholders, local units of government, anchor organizations, funders, and the community at large.
- c. Highlighting and publishing success stories of impactful projects on digital platforms (website, social media channels, etc.) and local media outlets.
- d. Publishing and distributing an annual report and summary of revitalization statistics.
- e. Highlighting key statistics and testimonials on website and other marketing materials.

© National Main Street Center

18



# TELLS MAIN STREET STORY, PROMOTES RESULTS, ADVOCATES FOR RESOURCES

How are you sharing Main Streets' success with key stakeholders? (local government, business, and property owners, Chamber, etc.?)

- Public presentation?
- Mail to donors?
- Digital campaign on Facebook?

© National Main Street Center

19

# EXAMPLES

**BY THE NUMBERS**  
The Evolution of Main Street Chillicothe

**Milestones:**

- 2000: Main Street Chillicothe formed as a 501(c)(3) not-for-profit, Kelly Poling paints first mural downtown. Local fundraising grant program begins.
- 2000-2006: Strand Hotel renovation project started and completed.
- 2007: Main Street Chillicothe becomes state and nationally accredited.
- 2008: Citizens overwhelmingly pass a tax levy to save and restore history.
- 2009: Downtown Revitalization & Economic Assistance Development heritage plan developed.
- 2009: Silver Moon Plaza project completed.
- 2010: Silver Moon Plaza receives Missouri Governor's Conference on Economic Development Award.
- 2014-2016: Cultural Center Art Guild purchases historically abandoned building.
- 2016-2017: Main Street purchases historic downtown building and establishes it.
- 2018: Main Street and City of Chillicothe pass Historic Preservation Ordinance.

**State Awards:**

- Recognition of Main Street Chillicothe: 2010, 2011, 2012, 2013, 2014, 2015 - Façade Rehabilitation
- 2010: Public Engagement Project
- 2011: Outstanding Special Project
- 2011: Outstanding Traveler
- 2011, 2015: Economic Development Project
- 2015: Special Event
- 2016: Creative New Event
- 2016: Outstanding Community Education Campaign
- 2016: Best Business Branding

**Statistics:**

**Our statistics from 2006-2017:**

- \$3,180,658 public investment + \$8,186,788 private investment = \$11,367,446 total investment
- 213.5 net new jobs
- 54 net new businesses
- 75 building rehabilitations
- 30,657 volunteer hours
- Vacancy Rate: 2006- 24% 2017- 9%

**Partnerships:**

**Partnerships formed between Main Street Chillicothe and various entities:**

- Chillicothe Development Corporation
- City of Chillicothe
- Livingston County
- Greater Chillicothe Visitors Region
- Chillicothe Area Chamber of Commerce
- Farmers Market
- Grand River Museum
- Cultural Center Art Guild
- Livingston County Library
- Missouri Main Street Connection
- Main Street America

**MAIN STREET IMPACT**

### Our Successes

Since Main Street Chillicothe came into being in 2000, we have been working hard to bring real, tangible benefits to our community. In addition to ongoing [support for businesses](#), below are highlights of our work to improve downtown Chillicothe.

**Silver Moon Plaza**

A new plaza with fountains, benches and plenty of room for community events, Main Street Chillicothe was the leader in the design and construction of [Silver Moon Plaza](#). Both phases were strongly supported by the DREAM Initiative and received funding from the Missouri Development Finance Board along with thousands from private contributors.

**Murals**

The Main Street Chillicothe [mural program](#) began in the mid 1990's and has included nearly \$200,000 towards repairing or adding to this unique treasure of our local landscape, painted by the late artist [Kelly Poling](#), who passed away in December, 2018. Main Street Chillicothe has commissioned 24 murals & 1 ghost sign. We developed a [mural map](#) and created unique [mural merchandise](#).

**Building Renovation**

We have awarded over 75 [façade renovation grants](#) with additional ones completed each year for improvements to downtown buildings, helping to beautify and renew the character of our city. Façade improvements have ranged from new paint and awnings to full-scale restoration. Main Street Chillicothe has also supported major renovation projects, including the renovation of the Strand Hotel into 32 apartment units.

**Beautification**

Main Street Chillicothe has worked with area businesses to add seasonal planters and hanging floral baskets downtown. Main Street also led a project to draw attention to downtown historic buildings through a bronze plaque program. We also manage the purchase, hanging and maintenance of the downtown Christmas Lights.

© National Main Street Center


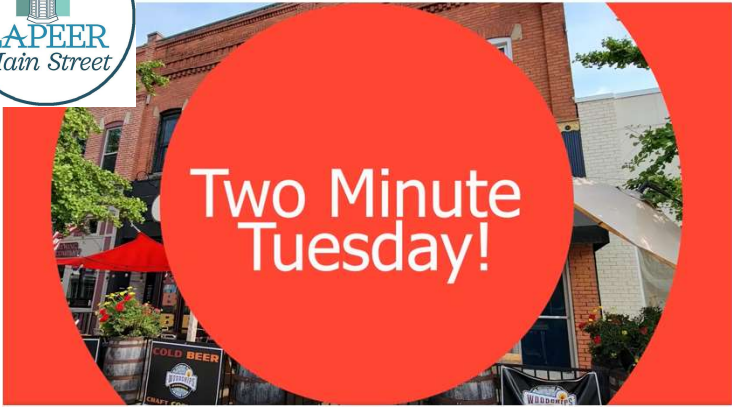
20


## EXAMPLES

### CUMULATIVE PROGRAM STATISTICS

(Since Designation through 2022)

- Total Private Investment - **\$20,511,764**
- Total Private Improvement Projects - **338**
- Average Private Investment per Project - **\$60,686**
- Total Public Investment - **\$8,967,041**
- Total Public Improvement Projects - **181**
- Businesses Created/Retained/Expanded - **76**
- Jobs Created/Retained - **237**
- Cost per Job Created - **\$4,647**
- Total Organizational Volunteer Hours - **36,746**
- Estimated Market Value of Volunteer Time - **\$1,100,543**



© National Main Street Center

21

## SUMMARY, STANDARD 6

- 1. Demonstrating the Value of Main Street**  
 advocates, promotes priority in revitalization to all sectors
- 2. Measuring and Packaging Quantitative and Qualitative Outcomes**  
 tracks and packages reinvestments
- 3. Promoting Progress and Demonstrating Impact and Results**  
 tells Main Street story, promotes results, advocates for resources

**Demonstrated Impact and Results**

© National Main Street Center

22

## FRAMEWORK FOR SUCCESSFUL AND SUSTAINABLE REVITALIZATION

<b>Broad-based Community Commitment to Revitalization</b>	<b>Inclusive Leadership and Organizational Capacity</b>	<b>Diverse Funding and Sustainable Program Operations</b>
<b>Strategy-Driven Programming</b>	<b>Preservation-Based Economic Development</b>	<b>Demonstrated Impact and Results</b>

© National Main Street Center

23



**MAIN STREET  
AMERICA**  
Nationally recognized.  
Locally powered.™

*Thank you!*

**LISA MULLINS THOMPSON, MSARP, HREFP**

**Senior Program Officer**

**[ltompson@mainstreet.org](mailto:ltompson@mainstreet.org)**

National Main Street Center  
53 West Jackson Blvd. Suite 350  
Chicago, IL 60604  
[mainstreet.org](http://mainstreet.org)

24



# Virginia Main Street Milestone Awards

# Volunteer Hours (as of 12/31/22)

---

<b>Altavista:</b> 27,625	<b>Farmville:</b> 24,337	<b>Lynchburg:</b> 111,190	<b>Staunton:</b> 208,194
<b>Ashland:</b> 28,430	<b>Fredericksburg:</b> 25,650	<b>Manassas:</b> 71,932	<b>Tappahannock:</b> 1,495
<b>Blackstone:</b> 12,972	<b>Gloucester:</b> 4,852	<b>Marion:</b> 32,344	<b>Tazewell:</b> 1,100
<b>Bristol:</b> 23,229	<b>Harrisonburg:</b> 112,444	<b>Onancock:</b> 2,826	<b>Warrenton:</b> 61,297
<b>Cape Charles:</b> 6,278	<b>Hopewell:</b> 8,320	<b>Orange:</b> 29,120	<b>Winchester:</b> 39,532
<b>Culpeper:</b> 60,755	<b>Lexington:</b> 7,368	<b>St. Paul:</b> 31,794	<b>Wytheville:</b> 36,746
<b>Danville:</b> 9,602	<b>Luray:</b> 30,547	<b>South Boston:</b> 30,303	

**Total Volunteers Hours | 1,040,282 (MKT Value = \$33,080,967)**



# Private Investment (as of 12/31/22)

---

**Altavista:** \$1.3M

**Farmville:** \$19.1M

**Lynchburg:** \$341.2M

**Staunton:** \$231.7M

**Ashland:** \$3.5M

**Fredericksburg:** \$31.2M

**Manassas:** \$67.4M

**Tappahannock:** \$1M

**Blackstone:** \$6.9M

**Gloucester:** \$1.8M

**Marion:** \$41M

**Tazewell:** \$258K

**Bristol:** \$35.5M

**Harrisonburg:** \$127.1M

**Onancock:** \$2M

**Warrenton:** \$48M

**Cape Charles:** \$2.6M

**Hopewell:** \$25.1M

**Orange:** \$41.9M

**Winchester:** \$168.8M

**Culpeper:** \$75.6M

**Lexington:** \$7M

**St. Paul:** \$11M

**Wytheville:** \$20.5M

**Danville:** \$106.8M

**Luray:** \$21.7M

**South Boston:** \$52.4M

**Total Private Investment | \$1.7 Billion**



# Building Improvements (as of 12/31/22)

---

**Altavista:** 58

**Farmville:** 112

**Lynchburg:** 410

**Staunton:** 799

**Ashland:** 78

**Fredericksburg:** 533

**Manassas:** 143

**Tappahannock:** 26

**Blackstone:** 132

**Gloucester:** 82

**Marion:** 289

**Tazewell:** 2

**Bristol:** 108

**Harrisonburg:** 331

**Onancock:** 10

**Warrenton:** 703

**Cape Charles:** 47

**Hopewell:** 84

**Orange:** 802

**Winchester:** 997

**Culpeper:** 481

**Lexington:** 81

**St. Paul:** 52

**Wytheville:** 338

**Danville:** 402

**Luray:** 165

**South Boston:** 373

**Total Building Improvements | 7,638**



# Keep up the great work!





# Coming Up!

---



- [2024 VMS Training Calendar](#) now available!
- **Pre-Planning Assessments** being scheduled by Arnett Muldrow through winter for FY25 Small Area Plan Grants

**If there is something that  
hasn't been said but is needed  
to reach a deeper level of  
clarity, what would that be?**



**Courtney Mailey**  
State Coordinator / Program Manager



**Blaire Buergler**  
Program  
Administrator  
(Northern)



**Doug Jackson**  
Interim Program  
Admin.  
(Southwest)



**Ellie Dudding-McFadden**  
Program  
Administrator  
(Central / Shenandoah)



**Kyle Meyer**  
Program  
Administrator  
(Eastern)



**Zachary Whitlow**  
Program  
Administrator  
(Southern)

[mainstreet@dhcd.virginia.gov](mailto:mainstreet@dhcd.virginia.gov) | [dhcd.virginia.gov/vms](https://dhcd.virginia.gov/vms) | [virginiastreet.com](https://virginiastreet.com)

# Economic Development & Community Vitality

---

**Deputy Director** | [Sara J. Dunnigan](#)

**Associate Director** | [Rebecca Rowe](#)

**Program Manager** | [Tory McGowan](#)

**Program Manager** | [Courtney Mailey](#)

**Executive Assistant** | [Liliana Tingler](#)

[dhcd.virginia.gov](http://dhcd.virginia.gov)

(804) 773-1322

[cvo@dhcd.virginia.gov](mailto:cvo@dhcd.virginia.gov)

[ezone@dhcd.virginia.gov](mailto:ezone@dhcd.virginia.gov)

[realestate@dhcd.virginia.gov](mailto:realestate@dhcd.virginia.gov)



## **Virginia Main Street (VMS)**

- See previous slide

## **Community Business Launch (CBL)**

- [Jessica Hartness](#)

## **Industrial Revitalization Fund (IRF)**

- [Brandon Archer](#)
- [Jeff Szyperski](#)
- [Daronte Rollins](#)

## **Virginia Enterprise Zone (VEZ)**

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

## **Growth & Opportunity (GO) Virginia**

- [Billy Gammel](#)
- [Annie Conte](#)
- [Joseph Dennie](#)
- [Cody Anderson](#)

# Mobilizing Main Street Cohort, please stay on this Teams call.

## Thank you!

