Winchester Virginia

old town winchester

OLD TOWN DEVELOPMENT BOARD RETREAT

DECEMBER 4, 2014

Agenda for the Day

- **10:00** - Welcome and Introductions
- **10:15** –What Is the OTDB?
- **11:00** – Discussion of current Vision and Mission
- **12:00** – Working Lunch
- **1:00** - Goal and Priority Discussion
- **2:00** - Old Town Development Board official meeting

Today's goals?

- A draft Vision Statement
- A draft Mission Statement
- 3 actionable goals that align with the strategic direction

The Main Street Board Structure

Time Horizon
Relatively long
Relatively short
Function or Arena Specificity
Relatively broad
Relatively specific
Vision & Mission
Strategic Goals & Objectives
Operating Goals & Objectives
Board
Committees

Why Committees are Important

- Committees do the work of the organization
- Committees are essential for grassroots nonprofits to serve the community
- Committees take the mission of the organization and break it down into manageable goals

Why Committees are Important

- Subject knowledge experts
- Divides the workload
- Develops or utilize the expertise of all board members
- Facilitates learning and satisfaction for members

Committee Member Responsibilities

- Understand the Four Point Approach
- Understand the purpose of the committee
- Commit time to fulfilling role
- Work planning
- Report progress and suggestions

The Four-Point Approach

- Promotion
- Organization
- Design
- Economic Restructuring

Promotion Committee

Roles and Responsibilities

- Promote a positive image of downtown
- Include merchants
- Build relationships with media
- Develop and execute a balance of retail, image and fundraising events

Design Committee

Roles and Responsibilities

- Learning about downtown design
- Making design recommendations
- Visiting building owners
- Acting as a liaison with stakeholders (ex. answering questions about façade grants)
- Administering the design review process
- Educating the public

Economic Restructuring Committee

Roles and Responsibilities

- Stay in touch with needs of downtown businesses
- Work with realtors, developers, and property owners
- Coordinate with local economic development efforts

Organization Committee

Roles and Responsibilities

- Visiting constituents/partners
- Relationships with media
- Financial controls
- Keeping records of organizational policies and procedures
- Coordinating groups

Services Available to VMS designees

- **Specialist Services and Technical Assistance**
- **Design Assistance** (Frasier and Associates)
- **Program Support and Professional Development**
- **Program Manager Training**: *Regular training by state and national experts is provided.*
- **Regional Board Training**: *Training by State staff and experienced Board members.*
- **Main Street 101 (VMS Essentials)**: *State staff and specialists train local programs in the Main Street Approach*

Services Available to VMS designees

- **Topical Training (Summer Toolkit):** *State staff and specialists train local programs in specific revitalization topics.*
- **Scholarships** to the NMSC's annual conference are provided.
- **Work Planning Assistance:** *State staff is available to facilitate local strategic and work planning.*
- **Remote Consultation**: *State and National Main Street Center staff members are available by phone and e-mail.*
- **Public Relations/Marketing**: *Regular press coverage and exposure is provided through media releases and marketing materials, including the Driving Tour and Annual Report. Use of Main Street Logo Electronic artwork is provided.*

Additional Grants Available

- VMS Grants
  - Downtown Investment Grants
  - Financial Feasibility Grants
- Building Entrepreneurial Economies
- Industrial Revitalization Fund
- Virginia Enterprise Zone

Questions?

Visioning Session

A Vision for Downtown

A vision statement describes what you want your downtown to be in the future; visually, functionally and emotionally. It establishes the ultimate target toward which all Main Street efforts are directed. It represents a consensus on social, economic and physical development goals for downtown. It is like saying to people: "Imagine it is ten years from today and we have, remarkably enough, created our most desirable district," and then providing them the vision.

What Makes an Effective Vision Statement

About - A Vision statement outlines WHERE you want to be

Answers - "Where do we aim to be?"

Time - Talks about your future

Function - It lists where you see yourself some years from now. It inspires you to give your best. It shapes your understanding of why you are working here.

Ask – What to be in the future? When do we want to reach that stage? How do we want to do it?

Features of an effective statement - Clarity and lack of ambiguity; describes a bright future, inspires; memorable and engaging; realistic aspirations; alignment with organizational values and culture.

Oxfam: A just world without poverty

OXFAM
America

Feeding America: A hunger-free America

Human Rights Campaign: Equality for everyone

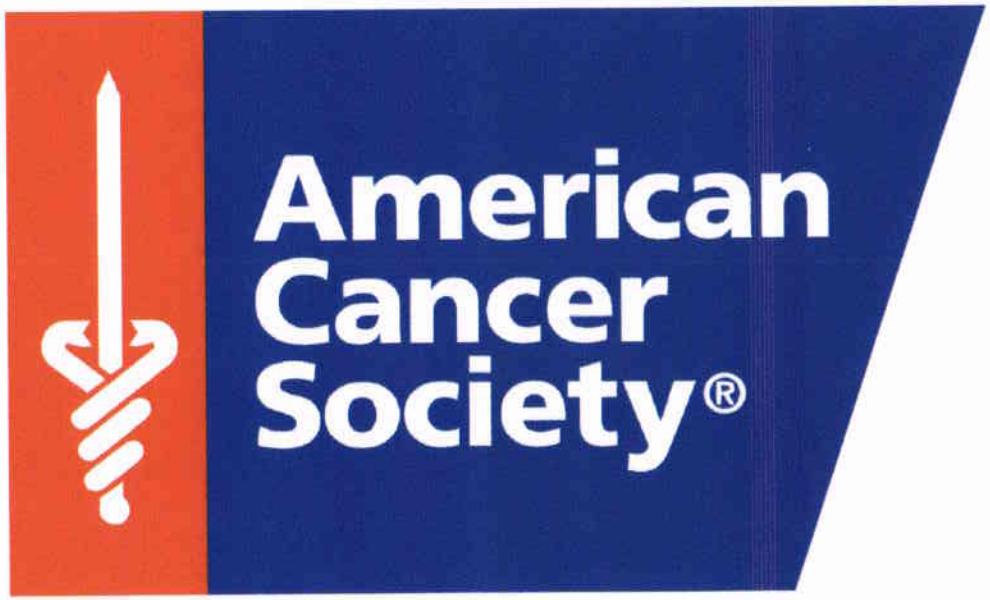
HUMAN
RIGHTS
CAMPAIGN.

Habitat for Humanity: A world where everyone has a decent place to live.

Make-A-Wish: Our vision is that people everywhere. will share the power of a wish

MAKE·A·WISH®

American Cancer Society: A world free of cancer



Vision Activity

Current Vision Statement

- To maintain and enhance the historic integrity and strong community support of our downtown and be the mixed-use center of the community for citizens and tourists that includes arts and cultural activities, retail and dining establishments, government facilities, professional offices, and entertainment and residential opportunities.

Quick Break

Looking at the Mission

The Good and the Bad

A Good Statement...	A Bad Statement...
Uses language your constituents use.	Uses jargon, doesn't understand your audience.
Is emotionally stirring.	Is logical and cold.
Communicates the "why."	Communicates only the "what" or "how."
Is concise.	Is really long.
Is a single, powerful sentence.	Is a rambling paragraph.
Sounds good spoken out loud.	Is full of clauses and hard to say.
Is memorable.	Is forgettable.
Surprises.	Is dull.
Is actionable.	Can't be quantified.
Is specific.	Is vague.

Current Mission Statement

- To continually use the Main Street Approach to build on the success and revitalization of Old Town Winchester through maintenance, improvements, development, and promotion.

Mission Development Activity

- Split into three Groups (25mins)
  - Each group member rights down a sample mission statement (10mins)
  - Pass the mission statement around each group stopping at each member
    - Each member will underline key words or phrases in each statement (5mins)
    - Each group will report to the full group (10mins)
- Post sticky notes on Wall with Key phrases from each group, begin to group and develop a draft mission statement

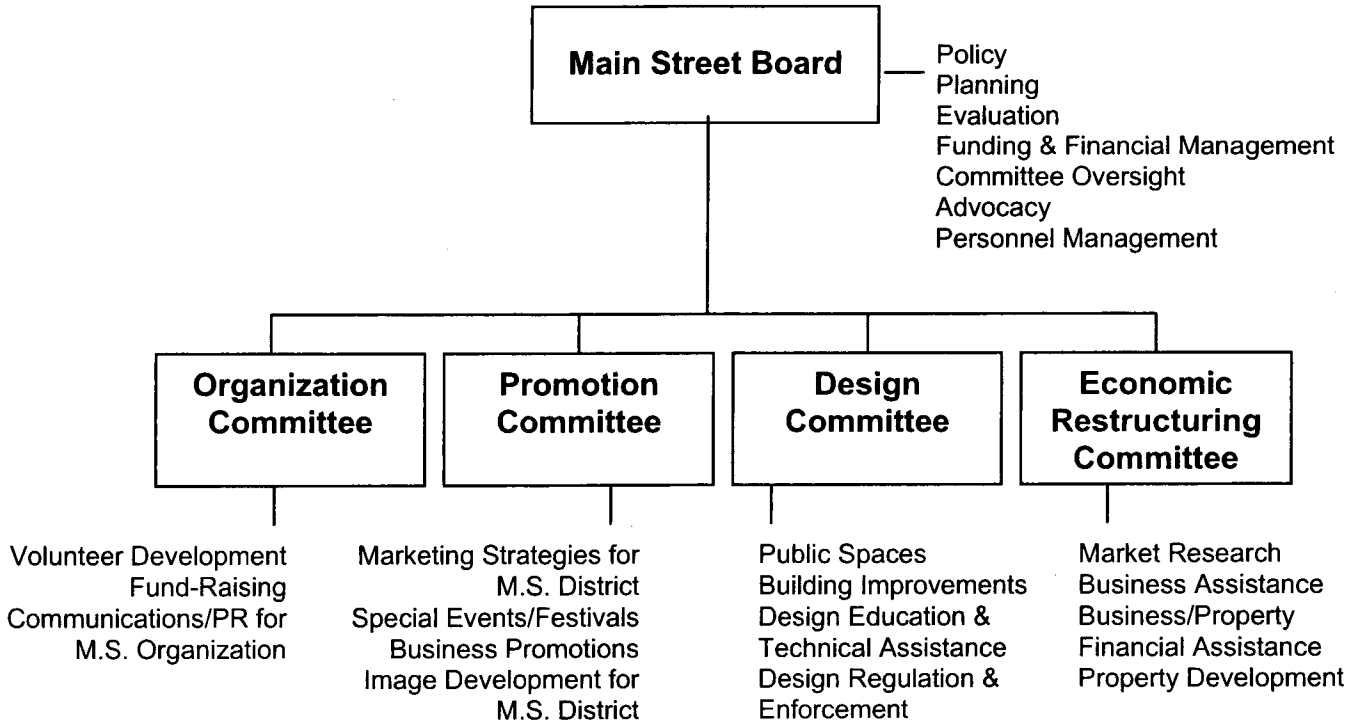
Sample Goal #1: To increase fundraising by 25% for FY 15

- Economic Restructuring
  - Maintain relationship with key businesses/members
- Promotion
  - Develop a One page summary of key accomplishments
  - Promote fundraising events
- Design
  - Develop/update design guidelines for downtown district for key funders review
  - Ensure downtown "looks" good when fundraising events take place
- Organization
  - Develop fundraising plan
  - Talk with key funders

Sample Goal #2: Rebranding Campaign

- Economic Restructuring
  - Bring business owners to the table during branding process
- Promotion
  - Develop promotional materials with new brand
  - Promote community forum to work with branding process
- Design
  - Work with Branding Consultant to include the elements of the downtown design/culture
- Organization
  - Contract with Branding Consultant
  - Manage budget

Goals Provided by You all

Main Street Board and Committees – General Roles

Regardless of the local Main Street program's organizational structure, governing board and committee responsibilities generally remain the same. Typically, each body is responsible for the following areas.