

VIRGINIA  
**MAIN**  
Street  
VIRGINIA DEPARTMENT  
OF HOUSING AND  
COMMUNITY DEVELOPMENT

**Building Economic Vitality Downtown**

November 5, 2015

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Agenda

- Part 1: What is Main Street?
- Part 2: The Method
- Part 3: Virginia Main Street Services
- Part 4: Work Plan Development
- Part 5: Q&A

VIRGINIA  
**MAIN**  
Street  
VIRGINIA DEPARTMENT  
OF HOUSING AND  
COMMUNITY DEVELOPMENT

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**Part 1: What is Main Street?**

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**VIRGINIA**  
**MAIN**  
*Street*

## What is Main Street?



**National Main Street Center**  
a subsidiary of the  
National Trust *for* Historic Preservation

- Method for reinvigorating the traditional downtown neighborhood
- Grassroots revitalization strategy

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**MAIN STREET AMERICA™**

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**VIRGINIA**  
**MAIN**  
*Street*

## State Coordinated Program



Map locations: Winchester, Berryville, Luray, Manassas, Warrenton, Culpeper, Orange, Waynesboro, Fredericksburg, Ashland, Farmville, Lynchburg, Blackstone, Hopewell, Franklin, South Boston, Martinsville, Abingdon, Bristol, Marion, Stafford, Altavista, Staunton, Harrisonburg, Staunton, 64, 81, 64, 95, 295, 77, 85, 64.

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**VIRGINIA**  
**MAIN** State Coordinated Program  
*Street*

25 Virginia Main Street Communities

- St. Paul- smallest at 1,000
- Lynchburg- largest at 65,000
- 30 programs since 1985
- Bristol, Farmville, Hopewell, & St. Paul added in 2011
- Ashland & Fredericksburg added in 2013

70 + DHCD Commercial District Affiliates

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**VIRGINIA**  
**MAIN** Net New Businesses since 1985  
*Street*

**3,365**

30 Years of Impact: How the Main Street Program has Revitalized Virginia Communities

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**VIRGINIA**  
**MAIN** Net New Jobs since 1985  
*Street*

**11,908**

30 Years of Impact: How the Main Street Program has Revitalized Virginia Communities

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VIRGINIA  
**MAIN** Street  
STRONG ECONOMY  
OF PROGRESS AND  
COMMUNITY DEVELOPMENT

### What is a vibrant downtown?



- Major employer & economic stimulator
- Strong base for independent businesses
- Heart & center of community activity
- Symbol and representation of a community's quality of life, history, identity, pride and sense of place
- Tourist attraction

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VIRGINIA  
**MAIN** Street  
STRONG ECONOMY  
OF PROGRESS AND  
COMMUNITY DEVELOPMENT

### What is Main Street?



- **Methodology** used to revitalize historic business districts
- **Underlying premise:** encourage economic development within the context of historic preservation

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VIRGINIA  
**MAIN** Street  
STRONG ECONOMY  
OF PROGRESS AND  
COMMUNITY DEVELOPMENT

### What is Main Street?



**Advocates** a return to community self-reliance, local empowerment, and the rebuilding of traditional commercial districts based on their unique assets:

- Distinctive architecture
- Pedestrian friendly environment
- Cultural center
- Local enterprises
- A sense of community

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VIRGINIA  
**MAIN** Street  
OUTCOMES OF A MAIN STREET EFFORT



**RIVER ROCK OUTFITTER**  
— Gear Up • Get Active —  
HIKE • PADDLE • CLIMB • YOGA

- Sustainable Development
- Entrepreneurship
- Community pride
- Public/private partnerships
- Vibrancy
- Regional allure
- “Sense of Place”

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**Part 2: The Method**

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**Commercial Development**



Peninsula Town Center, Hampton, VA

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### Commercial Development

Space	• Property development/management
Markets	• Marketing
Business	• Leasing
Partners	• Human/financial resource management

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Space	• Design
Markets	• Promotion
Business	• Economic Restructuring
Partners	• Organization

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**VIRGINIA MAIN Street** Stakeholders

*Why MS Works*

Business Owners	Historic Preservationists
Property Owners	Service Organizations
Local Government	Arts & Cultural Institutions
Residents	Local Media
Downtown Employees	Youth & Schools
Utilities	Churches
Financial Institutions	Surrounding Communities
E.D. Organizations	Visitor's Bureau

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Take the lead on developing space by strengthening and leveraging built history

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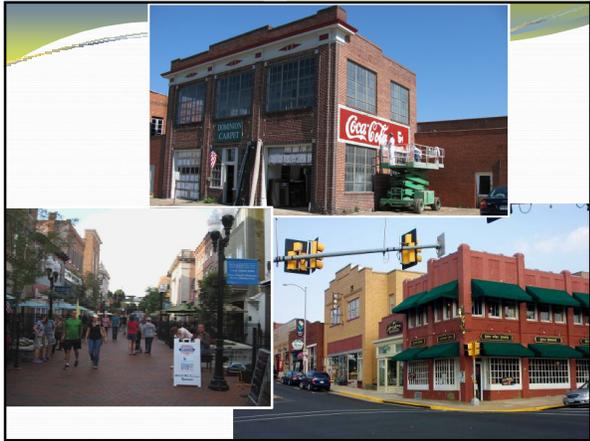
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- ### Design
- Design a dream marketplace
  - Façade improvements
  - Streetscape projects
  - Rehab incentives
  - Way finding
  - Walking tours, education, etc.

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VIRGINIA  
**MAIN Street**

## Economic Vitality

- Cultivate entrepreneurial spirit/culture
  - Create and maintain an entrepreneurial network
  - Attract entrepreneurs to the Main Street district
- Grow entrepreneurial ventures
  - Be a downtown business information center
  - Facilitate access to existing human and financial capital





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VIRGINIA  
**MAIN Street**

## What Works

- Aggressive management
- An independent organization of community-represented stakeholders
- Market-centered strategies
- Comprehensive incremental approach using all the Four (interrelated) Points




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Take the lead on developing markets by strengthening and leveraging cultural history

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**VIRGINIA MAIN Sheet Promotion**

- Craft a marketing plan
  - Identify current assets & market position
- Create your commercial district brand
- Market-driven events
  - Business promotions
  - Image Building
  - Fundraising



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## Winchester Branding

### City of Winchester Goals and Vision

The Old Town Branding Task Force aligned its branding initiative with the city's goals outlined in Strategic Plan 2013-18

- Grow the economy
- Continue revitalization of historic Old Town
- Create a more livable city for all

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## Winchester Branding

### Winchester Vision 2028

- Principle 1: Beautiful and historic city
- Principle 2: Hometown for families
- Principle 3: Vibrant downtown
- Principle 4: Growing economy
- Principle 5: Great neighborhoods with a range of housing choices
- Principle 6: Easy movement

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## Winchester Branding

### Target Audience

- Primary Audience – Creative Class
- Wide range of creative occupations
- Like “Street Level Culture”
  - teeming blend of cafes, sidewalk musicians, and small galleries and bistros
- Provide a variety of activities
  - traveling, antique shopping, bike riding, and running

❖ See Branding Narrative on back of Agenda

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## Part 3: Virginia Main Street Services

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**VIRGINIA MAIN Street** Designated Community Services

- Technical Assistance
  - Organizational assistance
  - Downtown marketplace plan development
  - Design assistance
  - Promotion development assistance
- Workshop Series
- Branding
- Public Relations
- Grants
- Scholarships

Mature Community Services Estimated annual value of \$20,000	New Community Services Estimated value of \$105,000 over 3 years
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## Part 4: Work Plan Development

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**VIRGINIA MAIN Street** Main Street Best Practices

1. Maintain a Coordinated Action Plan
2. Create a Downtown Development Plan
3. Craft a Market Position Statement
4. Continually engage the community




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**VIRGINIA MAIN Street** What's in an annual plan?

- Organization's mission statement
- List of goals and objectives
- List of board and staff
- List of committee members
- Committees' annual project list
- Detailed project workplans for each committee
- Program budget (optional)
- Program partners/funders (optional)

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**VIRGINIA MAIN Street** Starship Main Street

- Vision Statement: the dream
- Mission Statement: a statement of purpose
- Goals: general statement/each committee
- Objectives: major areas of work
- Activities: specific projects
- Tasks: specific steps

*\*See DFA Mission & Vision Statements on back of Agenda*

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## Starship Main Street

**Vision**

- To be a vibrant and inclusive Main Street community that combines small-town charm and big-city opportunity and is nationally recognized as a desirable place to work, live, and thrive.

**Mission**

- The OTDB inspires community involvement, fosters economic vitality, encourages creativity and entrepreneurship, and attracts residents, visitors, and investors to Old Town Winchester.

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## Coordinated Action Plan

**Overarching Goal: Filling Vacancies**

<p><b>Design</b></p> <ul style="list-style-type: none"> <li>Promote the facade grant program</li> <li>Work with VMS on getting design assistance for property owners</li> <li>Get businesses to leave window lights on at night</li> </ul>	<p><b>Promotion</b></p> <ul style="list-style-type: none"> <li>Conduct business promotions and encourage cross promotions between businesses</li> <li>Survey event attendees as to what businesses they would like downtown</li> </ul>
<p><b>Economic Restructuring</b></p> <ul style="list-style-type: none"> <li>Work with property owners to offer incentives to new businesses</li> <li>Host a Business Plan Contest</li> <li>Survey existing businesses – what are their needs</li> <li>Develop 10 reasons to locate here</li> </ul>	<p><b>Organization</b></p> <ul style="list-style-type: none"> <li>Put available space list on website</li> <li>Raise funds for new incentives for businesses</li> <li>Press coverage on activities of the ER committee events</li> </ul>

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ECONOMIC RESTRUCTURING		NEW BIZ: 3 <sup>RD</sup> MONDAY, 7:30 AM	EXISTING BIZ: 3 <sup>RD</sup> THURSDAY, 8 AM	CHAIR: SHERI MCGUIRE
NEW BUSINESS	BUDGET REQUIREMENTS	WHO:	TIMING (TARGET)	
<b>GOAL: DEVELOP A MASTER PLAN FOR DOWNTOWN.</b>				
<b>TASK:</b> Create a working map to include at a minimum the following: Business info (Ownership, Products/Services/NAICS Codes) Assessed Value Rental Rates Available Parking Planned Districts by business type as defined by Todd Barner's 2012 report	In-House	Louise Waller with Longwood interns	February	
<b>TASK:</b> Educational Work Session with Property Development Expert (Overall Planning for Business Recruitment and Placement)	\$1,000	Chris Saffler	March	
<b>TASK:</b> Final Development of Plan to Include Target Businesses.	In-House	Team Work Session	May	
<b>TASK:</b> Development of Communication Plan • Develop Documents and Presentations • Develop a Strategy for Education of Downtown Stakeholders • Educate and Recruit a Network of Champions on Main Street for Support (Add'l. Communications)	\$1,000 (Printing, Social Gatherings, etc)	Chris Saffler Harlan Horton William McGuire	May/June	

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**VIRGINIA MAIN Street** Work Plan Development

1. Board establishes Committee Goals & Objectives
2. Committees brainstorm potential activities to meet objectives
3. Committees develop detailed Work Plans for each activity
4. Board reviews and approves Work Plans
5. Committees implement Work Plans as approved by the board

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**VIRGINIA MAIN Street** Downtown Development Plan

- A concrete and compelling vision of a fully functioning future marketplace
  1. Define a market to go after using numbers to inform decision making
    - To position development within regional and local markets
    - To gauge quantity of customers (demand) versus leasable space (supply)

Resource: <https://dhcdvms.wordpress.com/reports/>

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## Market Position Statement

- **Sample market position:**  
Downtown specializes in rejuvenating the mind, body, and spirit; offering pensive arts, refined entertainment, rural exercise, and elegant relaxation within a revitalized historic setting. Downtown caters to sophisticated women and their families through the region.
- **Who is the customer?**
- **What are the primary set of goods?**

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## Market Position Statement

**OTDB Economic Restructuring Technical Assistance Visit Report**  
Winchester, Virginia, September 2011  
Prepared by Todd Barman, Senior Program Officer, National Main Street Center

**Recommendation:** OTDB, staff, and volunteers need to define Downtown Winchester's market position

**Market position**

- A commercial district specialization or niche based on a primary consumer segment served and/or a primary set of goods and services offered (**what the district is best at selling and to whom**).
- **The goal is to differentiate;** to be memorable and remarkable so consumers consistently choose your commercial district over the competition.

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## Market Position Statement

**OTDB Economic Restructuring Technical Assistance Visit Report**  
Winchester, Virginia, September 2011  
Prepared by Todd Barman, Senior Program Officer, National Main Street Center

**Downtown's best customer**

- People who live and work within walking distance (expected to shift toward young professional and early retirees)
- Winchester are moderate- to upper-income residents
- Visitors – heritage travelers in particular

**Draft Market Position:** Downtown Winchester specializes in cultural exchange; introducing Winchester area residents to Washington D.C. culture and introducing visitors from Washington D.C. to Shenandoah culture.

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## Main Street Guiding Principles



- 1) Comprehensive
- 2) Incremental
- 3) Public-private partnerships
- 4) Action-oriented
- 5) Builds on existing assets
- 6) Emphasizes quality
- 7) Changing attitudes
- 8) Self-help

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Part 5: Q&A

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## More info . . .

- Website - [www.dhcd.virginia.gov/MainStreet](http://www.dhcd.virginia.gov/MainStreet)
- Blog - <https://dhcdvms.wordpress.com/>
- Regional Rev Up: Cooking up success with work plans and budgets, November 16
- National Main Street Center
  - [www.mainstreet.org](http://www.mainstreet.org)
  - 2016 National Conference, Milwaukee, WI

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