

# STAUNTON DOWNTOWN DEVELOPMENT ASSOCIATION

## Work Plan Draft

2010-2011

### Mission Statement

*The Staunton Downtown Development Association is a nonprofit association established to enhance Downtown Staunton's economic environment as a center of commerce while maintaining the character and integrity of the City's central business district as an attractive place to live, work and visit.*

### COMMITTEES

#### ECONOMIC DEVELOPMENT

*...works to develop a market strategy that will result in an improved retail mix, a stronger tax base, increased investor confidence and a stable role for the downtown as a major component of the city's economy.*

- Send press releases and/or e-mail blasts to the press, SDDA members, Downtown business and property owners about new business openings, internal accomplishments, awards, etc., once per month.
- \*Work with city staff to coordinate recruitment efforts, define the Trade Area, facilitating leasing efforts that will reduce vacant, leasable storefronts by 50%, per the City Contract.
- \*Identify and contact local and regional entrepreneurs, within selected business groups including ; furniture stores, supermarkets, or other non-convenience grocery stores, quality apparel stores, music instrument retailers, high-end auto dealerships and book and music retailers, positioned for location or expansion into leasable DSD storefronts.
- \*Strengthen business recruitment and retention efforts by continuing to restructure, reevaluate and update the New Business Packet by collecting the most current materials.
- \*Improve website design to include the new brand, interactive store pages, blogs and surveys, video, easier navigation and more related links. Use the website as a tool for several end users including SDDA stakeholders, Staunton community and visitors and potential DSD investors.
- \*Collect traffic and sales data from participating stores to determine effectiveness and consensus about 2009 Extended Hours Program and work with the City Economic Development Department to maintain the Extended Store Hours incentive program for 2010-2011.
- \*Create a strategic plan to retain business through education and assistance during to economic slowing by offering one on one assistance, seminars, mentoring and create awareness of and partner with local resources such as the Small Business Development Administration, Staunton Creative Community Fund and the Staunton Economic Development Department with the Entrepreneur Essentials event.
- Identify a means and a provider of volunteer group to create a survey targeted at the Youth Demographic.
- Work to promote and foster the OLLI Program and develop the Senior demographic.
- \*Create a strategic plan for public awareness of the committee's efforts to promote, recruit, and retain business opportunities in the DSD through the following:
  - \*Develop a contact with local Board of Realtors listing DSD vacancies SDDA services for assisting and recruiting new businesses and Shopping and Dining Guide distribution.

#### PROMOTIONS

*...primary responsibility is to market a unified, quality image of the business district as the center of activities, goods and services to retailers, shoppers, investors and tourists.*

*...educate and promote the unique qualities of the DSD through planned events, local/regional/national advertising, public speaking, educational tools and a marketing plan.*

- Plan, organize and implement a minimum of three special events.
  - Christmas Parade
  - *Meet Me Downtown*
  - Sparkles & Sweets
  - *Santa Arrival*
  - Community Bazaar
  - Easter, Halloween, and others to be determined.
    - Report to city Manager 30 days after event.
    - *\*Develop 1 event for the Central Avenue area.*
- Keep website current with Downtown promotional activities information, festivals and events.
- *\*Investigate and pursue regional advertising opportunities and establish local partnerships.*
- *\*Determine opportunities for securing sponsorship dollars.*
- Update, produce and distribute 15,000 Shopping & Dining Guides and continue to update the digital version on website.
- *\*Continue to expand Gift Card promotion enhancement to increase Gift Card sales by 10%.*
- *\*Continue to develop an implementation strategy for promotion of Store Extended Hours in 2010-2011.*
- *\*Support and develop Street Entertainment initiative.*
- *\*Support Staunton Jams, the Cultural Arts/ Red Brick District initiative, Staunton Osher Lifelong Learning Center, Staunton Music Guild , The Big Read and community initiatives by assisting with event planning and promotion.*
- Create events and activities that target different market segments, such as Teens and Seniors.
- *\*Continue to develop and expand the Buy Locally campaign to increase community awareness about the benefits of buying from locally owned, independent businesses.*
- *Assist businesses on Central Avenue and Churchville Avenue during construction by developing promotions that incentivize customers to shop during construction and creating positive messaging and press that will support business activity and educate the public and the merchants.*

## DESIGN

*...foster an attractive, visually coordinated image of the Downtown by capitalizing on its unique physical assets and heritage.....a proactive agent for the implementation of design projects.*

- Facilitate the installation and maintenance of hanging flower baskets on light poles along Beverley Street from May until Labor Day, per City contract.
- Secure donations to cover costs of hanging flower baskets.
- *\*Conduct two Maintenance Tours per year with committee members and Public Works and develop a strategy for tracking completed repairs and ongoing projects with consideration of the Streetscape Plan, adopted by City Council.*
  - *Continue to improve communications with Public Works and the Downtown businesses regarding advance notice to SDDA of any capital improvements repairs, street closings or other city activities that might have a substantial effect on DSD businesses.*
  - *Work with Public Works, City Engineering and contractors to develop temporary signage, pedestrian surfaces and walking areas and parking directional signs for the Central Avenue Construction.*
- *\*Work with city Economic Development Department to conceptualize the best method for illustrating to the community the development and vision for the Central Ave. corridor and other areas, as needed.*
- Maintain photographic documentation of physical changes in the DSD.

- Provide feedback related to decorations, lighting, street furniture in the DSD when needed as determined by the committee.
- \*Continue to provide input and approval for designs for Trolley advertising to enhance the sponsorship inventory and implement a signing program for the Trolley.
- \*Provide input and approval for designs of updated Streetscape signs and banners to reflect the most current SDDA brand/logo.
- \*Create a sign for the SDDA Offices and coordinate with Madison Monroe and Stratton Building businesses to display on the outside of 110 W. Johnson Street.
- Investigate lighting the trees in the Wharf area, along the promenade and in the brick walking areas.
- Review Streetscape Plan and evaluate its compatibility for sustainability initiatives.

## ORGANIZATION

*...deals with membership development, fund-raising and other organizational housekeeping chores.*

- Produce and distribute branded monthly newsletters and post on website.
- Produce and distribute Annual Report and post on website.
- Organize and conduct Annual Meeting, Volunteer Appreciation and board election.
- Host a minimum of 3 Downtown Round Tables per year.
- Work with the board to keep By-Laws and Policy & Procedures Manual updated as needed.
- \*Reference the SDDA Mission Statement for defining direction and purposeful visioning.
- \*Create a contingency plan for SDDA.
- \*Conduct City Council Candidate Forum during 2010 elections.
- Continue to conduct expanded membership drive.
  - Maintain the SDDA Member brochure, update benefits and survey members.
  - Make member report to City Manager, as directed by the City Contract.
  - \*Increase business to business offers for members.
  - \*Utilize and maintain the new Main Street database to make member services more efficient.
  - \*Add member specific section to website.
  - Conduct Stakeholder Survey

## BOARD OF DIRECTORS AND EXECUTIVE DIRECTOR

- Assure that all requirements for remaining a Virginia and National Main Street Community are met.
- Attend all required Main Street trainings and other meetings/trainings pertinent to the efforts of the SDDA.
- Be the resource for information, particularly pertaining directly to Main Street, for SDDA members, downtown businesses and property owners.
- Provide \$10,000 financial support for the City trolley operation.
  - Designate an SDDA representative to sit on the Trolley Committee.
- Keep SDDA in the public eye by being the organization's main spokesperson/educator via television interviews, radio interviews, public speaking and press releases.
- Create an annual Plan of Work that reflects SDDA's mission statement and the objectives of the DSD as reflected in Chapter 3.60 of the Staunton City Code by January 15, 2010.
- Make reports to the City Manager on the following:
  - A progress report based on the work plan and SDDA's implementation of this Agreement in the four primary activity areas of economic development, design, promotions and organization, no later than January 15, 2011, and June 1, 2011.
  - A list of all members of SDDA as of June 30, 2010, and the change in number of members and an updated list of members by June 1, 2011.
  - A monthly financial report.
- \*Conduct an annual Board Retreat.

- ▶ Conduct a Stakeholder Survey, with the assistance of Virginia Main Street.
- ▶ \*Create and two-year plan and five-year vision for the SDDA and Downtown

\*New or modified SDDA initiatives for 2008-2009.

\* New or modified initiatives for 2009-2010

\* New or modified initiatives for 2010-2011

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