

STAUNTON DOWNTOWN DEVELOPMENT ASSOCIATION
Work Plan Draft
2011 ~ 2012

KEY

Highlighted items are dependent upon funding.

* Initiatives addressed in the City Contract

Bullets inspired by 5-Year Vision Statement from 2010 Stakeholder Survey/Board Retreat

New or modified initiatives for 2010-2011

New or modified initiatives for 2011-2012

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.
 - Continue to restructure, reevaluate and update the New Business Packet.
 - #Promote cluster or co-location strategies.
 - Become a clearinghouse for business resources.
 - #Identify and promote path for emerging entrepreneurs.
 - Market Staunton Downtown as a great place to open or relocate your business.
- Create a strategic plan to retain business through education and assistance during to economic slowing by offering, 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.
- Collect traffic and sales data from participating stores to assess the effectiveness and consensus about 2010 Extended Hours Program and modify/#expand the Extended Store Hours incentive program for 2011-2012 to brand Downtown as the place to be on Friday nights to encourage shopping and dining and continue the development of Street Entertainment.
- Become a convening point for resources to identify a means for supporting underserved groups such as the youth and senior demographic that will increase the DSD consumer base.
- 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.

- Market and promote new SDDA website to encourage participation in the Downtown Lowdown blog online.
- Utilize the website as a tool to create awareness for business opportunities and SDDA business services and accomplishments.

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 per year.
 - Christmas Parade
 - Buy Locally
 - Sparkles & Sweets
 - Holiday Family Event
 - 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.
- Utilize new website for business outreach and community awareness with Downtown promotional activities information and events.
- #Work with the DSD non-profits, cultural arts and businesses to create or link to a community calendar.
- Investigate and continue to pursue regional advertising/cooperative 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 2011~ 2012.
 - #Support and develop Street Entertainment initiative by building a tradition of local performance and cultivating community relationships with artists and arts organizations.
- Support Staunton Jams, the Cultural Arts/ Red Brick District, Staunton Music Guild, community initiatives by assisting with event planning and promotion. Add an administrative fee of 10% to all liability accounts.
- #Create and inspire events and activities that target different market segments and create awareness for different areas of the District.
- Continue to develop and expand the Buy Locally campaign to increase community awareness about the benefits of buying from locally owned, independent businesses and develop customer loyalty.

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 and #create a brochure for sponsorship/stewardship to support streetscape improvements and elements.

- *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 cooperatively with Public Works and City Management to develop a Snow/Inclement Weather Plan.
 - Work cooperatively with Public Works to find resources to repaint the trash cans and light fixtures.
- 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.
- *Provide financial support of \$10,000 for the City trolley operation.
- 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 and #utilize old banners as fill to improve connectivity between Churchville Avenue and Frederick Street by budgeting for banner hardware and brackets for Central Avenue, Lewis and Augusta Streets.
 - Add new banner locations to Streetscape Element Addendum.
- 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.
- #Provide clear signage guidance and Façade Improvement Program information for property owners by adding forms and City links to the website.

ORGANIZATION

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

- *Produce and distribute branded monthly e-newsletters and post on website.
- Increase the cost of monthly advertising sponsors to offset the newsletter postage and website production costs.
- 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.
- 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.
- #Develop, promote and manage volunteer experiences.
 - #Create a volunteer section on the website with specific activities, the time it takes to accomplish tasks and where the work can be performed: "Speed Volunteering."
 - Staff defines volunteer and intern activities and tasks.
 - #Add volunteer emphasis to member drive.

- › #Increase numbers committee members.
- #Develop and distribute a printed piece describing SDDA activities that will increase community stewardship, attract volunteers and can be distributed at stores and during events.
- Utilize the Downtown Lowdown blog to create awareness for SDDA accomplishments and activities.
- #Develop an outreach plan for Property Owners.
- Maintain the contingency plan for SDDA.

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. [Host the Virginia Main Street Summer Tool Kit July 2011.](#)
- Be the resource for information, particularly pertaining directly to Main Street, for SDDA members, downtown businesses and property owners and other Main Street organizations.
- *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, 2012.
- *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, 2012, and June 1, 2012.
 - › *A list of all members of SDDA as of June 30, 2011, and the change in number of members and an updated list of members by June 1, 2012.
 - › *A monthly financial report.
- Conduct Board Retreat, as needed.
 - › #Utilize and reference 5-year vision and 2010 stakeholder survey results.
- Involve Board in Membership Drive and volunteer recruitment.
 - › #Survey Property owners for database completion and information regarding SDDA services.
 - › #Develop volunteer recruitment plan that includes outreach training for Board.

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