



2020-2021

Cañon City Main Street Strategic Plan & Annual Work Program

A Cañon City Main Street Advisory Committee Collaborative Effort
MELISSA ANTOL



Introduction

In late February 2020, the Cañon City Main Street Advisory Committee entered a partnership with hrQ Inc., a local consulting contractor that provides technical assistance to Colorado Main Street Communities. hrQ partnered with the Cañon City Main Street Program to facilitate a Strategic Planning Process with the objective of producing Vision and Mission Statements, Transformation Strategies and Objectives and an Annual Work Program for the Cañon City Main Street Program. hrQ facilitated a one full day workshop and interactive zoom video workshops with the Cañon City Main Street Advisory Committee to produce the Cañon City Main Street Strategic Plan and Annual Work Program. The following sections of this report detail the process undertaken to develop the Strategic Plan and Annual Work Program and represent the accomplishments and results of the Advisory Committee's work together to produce the Cañon City Main Street Program final Mission and Vision Statements, their Transformations Strategies and Objectives and their 2020-2021 Annual Work Program.

Strategic Planning Process Overview

Figure 1 details the process steps involved in development of the Main Street Program Strategic Plan and Annual Work Program.

Figure 1: Main Street Strategic Planning Process



Community Context & Current State

Strategic Planning requires having a solid understanding of where your community stands today, understanding its strengths, assets and driving attributes. Assessing the current state of the community provides an understanding of the natural strengths of the area, illuminates successes that can be built upon and identifies potential opportunities for the future. The Cañon City Main Street Advisory Committee participated in two current state assessment activities: Identifying their community assets and using an attribute scale to rate where Cañon City stands in relation to typical downtown development/ revitalization planning components and where they would like to be in the future.

Cañon City Community Assets

The Cañon City Main Street Advisory Committee participated in a collaborative exercise that involved documenting each of the existing community assets that Cañon City offers residents and visitors. Through this exercise they identified a series of assets that can be used to promote Canon City's history, charm, quality of life, recreation and entertainment opportunities, and economic advantages and potential. The results of this exercise were documented in Table 1 below.

Table 1: Cañon City Current Community Assets

Economic Assets	Cultural/Historic Assets	Natural/Recreation Assets	Aesthetic/Design Assets	Demographic/Population Assets
Stable Economic Base	Prisons are our history	Royal Gorge Bridge	Light on Trees	Proximity to 3.5 million people, 2 hours away
Prisons	Museums	Arkansas River	Traffic Calming Along Main Street	Ability to tap into Colorado Springs Market
New Investment Downtown	Local Architecture/Historic Buildings	Jeeping	Restaurant/Patio Seating	Affordable
Riverfront rezoned & ready for new Commercial/Retail Development	Tourism Cabin	River rafting	Renovated Streets and Sidewalks	Safe
Steady Department of Corrections Employment	Small Town Charm	Hiking and biking trails	Bike Friendly Streets	Appealing to those interested in a rural lifestyle
Six million cars a year drive by	Fremont Center for the Arts	Rock Climbing	Historic Buildings	Retirees moving to Canon city and willing to spend time and invest money for a better community
Diversity of businesses	Arts & Education Community	60 minutes to skiing	Charming downtown	Great education system
Royal Gorge Bridge	Abbey	Banana Belt		High accessibility to multiple resources (Shopping in Colorado Springs, Ski resort, airport)
Tech Start is on Fire	Public Art (Dino's)	Great Weather		Growing tech industry
Agri Tourism Potential	Rich & Diverse History	Agri Tourism		35,000 person trade area
Train (spends \$1 million on tourism)	Curiosity of Tunnels	World famous geologic history		West community proximity

Economic Assets	Cultural/Historic Assets	Natural/Recreation Assets	Aesthetic/Design Assets	Demographic/Population Assets
Location neutral workforce	PCC Culinary Program	Fishing		Growing outdoor recreation community
Growing hospitality jobs	Multiple Well Executed Events	Growing sustainable food production		Migrants from Front Range looking for more affordable retirement communities
TIF	Dinosaur history			
Regional Hospital				
Historic Tax credits				
Summer tourists = economic infusion of money				

Cañon City Community Attributes

The Cañon City Main Street Advisory Committee participated in a second exercise focused on understanding the Town's potential. The attributes exercise asked participants first to rate where they thought Cañon City stands today in relation to different attributes that contribute to the successful reinvestment and revitalization potential of downtown areas. Participants were asked to rate Cañon City attributes on a scale of 1 to 5. A rating of one indicates there is not a strong presence of that attribute in the community presently, while a 5 rating indicates a strong presence. During the visioning portion of the workshop, participants were asked to return to the attributes table and indicate where they would like Cañon City to be in the future, within the next 3 to 5 years. Again, participants rated where they would like Cañon City to be in the future by using the rating scale. The consultants acknowledge that some attributes such as geographic location and access are not things that will likely shift over time but highlight the need to overcome those obstacles with targeted planning efforts. Table 2 represents the results of this planning exercise with the Cañon City Main Street Advisory Committee.

Table 2: Cañon City Community Attributes

ATTRIBUTES	DESCRIPTION	PRESENT		FUTURE	
		Rating from 1 to 5		Rating from 1 to 5	
Geographic Location	Remote access to community versus direct access & wayfinding signage	3			4.5
Size of Community Population	Number of seasonal residents versus year-round residents	3			4.5
Visitation Levels	Indirect visitation versus Cañon City as a primary destination	3			5
Volunteer Interest/Community Partnerships	Little to no existing volunteers and community organizations versus a high level of engagement and participation by volunteers and organizations	4			5
Board Effectiveness/Capacity	Newly formed Board with limited time, training and focus versus high functioning Board with expertise and time commitment	3			5

ATTRIBUTES	DESCRIPTION	PRESENT		FUTURE	
Events and Attractions	Low versus high number of annual events & regular attractions		2.5		5
Business Climate/Development	Regulatory & code challenges with redevelopment & re-use versus business-friendly support to encourage development	1			5
Customer Identity/Niche Markets/Market Potential	Need to identify customer types, niche markets and potential businesses versus understanding of target market	1			5
Infrastructure: Buildings, roads, sidewalks, access, lighting, aesthetics	Ease and desirability of locating businesses in existing buildings with sufficient infrastructure to support pedestrian, bicycle and vehicle access and circulation throughout the district	1			4.5
Town of Cañon City recognition as a destination	Low level of marketing, PR and promotional information about Cañon City as a destination versus high regional knowledge of its significance as a destination	1			5
Change Readiness	Low or high commitment, capacity and financial capability to invest in re-building and enhancing Cañon City Main Street		3		5

Mission

One of the key components of the Cañon City Strategic Planning workshop involved developing a Mission Statement for the Cañon City Main Street Program. Mission Statements are an integral element of Strategic Planning as they define the focus of what the Program and Advisory Committee does, its purpose, its audience (the intended population), its impact and benefit of the work completed. The Mission Statement is different than the Vision Statement. The Mission Statement focuses on the purpose of the Cañon City Main Street Program and Advisory Committee, while a Vision Statement defines an aspirational picture of the preferred future. A Vision Statement answers the question, “If the organization fulfills its mission, what will the future look like?”

The Cañon City Main Street Strategic Planning Workshop asked participants to undertake development of their Mission Statement through a series of group exercises. Exercises began with storytelling. Storytelling is a comfortable way for participants to share their ideas about the work they do for the Main Street Program. Participants were asked to consider the following questions in telling their story: *“What does it look like when we’re doing our best work?”* *“What would it look like when we’re doing our best work?”* Key words from each participant’s stories were captured on flip charts. Similarities in words used were grouped to identify primary themes and is represented in Table 3 below. From these exercises a clear focus for the Cañon City Main Street Mission Statement emerged.

Table 3: Cañon City Themes for Mission Statement Development

Our Cause	Community betterment Support & Encourage Business Owners Local driven Have fun! Enhance services for residents Create a Business-Friendly Environment Empowers artisans, visitors and residents
Our Actions	Support & Encourage Improve steadily Foster local energy Be more business friendly Collaborate Empowers a sustainable and hospitable environment Cultivate Build community Create opportunities Create events Coordinate and unify people and resources Recruit and retain resources
Our Impact	A Place to gather Vibrant downtown full of life Cohesive attitudes downtown Business Growth Leave it better than we found it Making Canon City the best it can be

Cañon City Main Street Advisory Committee Mission Statement

Following the Mission Statement exercises, the group crafted a series of Draft Mission Statements using the themes table. The drafts were reviewed by the group and a decision was agreed upon to adopt the following Mission Statement:

“Cultivating a vibrant business and Main Street environment that attracts artisans, residents and visitors.”

Vision

Development of a Vision Statement for the Cañon City Main Street Advisory Committee was the third activity for the workshop and the Strategic Planning process. Distinct from an organization's Mission Statement that focuses on purpose, the Vision Statement describes the aspirations of the group's identity and what it would like to accomplish in the long-term future. The Vision Statement describes what the Cañon City Main Street Program and Advisory Committee wants to BECOME.

From both a programming and planning perspective it is important to have a Vision Statement. Its benefits are many, as summarized below, but its primary focus is on providing the organization and the community with a focus and a sense of direction. It serves as a touchstone for the organization, so even when activities, membership and projects shift over time, the focus of the organization is continuous. Vision Statements help to:

- Empower people and focuses their efforts
- Focus energy for greater effectiveness
- Raise the standard of excellence
- Give hope for the future
- Bring unity to the community
- Raise commitment level
- People set priorities and make decisions

The Cañon City Main Street Advisory Committee participated in several exercises for development of the Vision Statement. Committee Members first undertook a visualization activity where they were asked to visualize talking to a reporter from a major state/regional newspaper who is interviewing them because of Cañon City's great reinvestment/redevelopment success and award-winning Main Street in Cañon City. Participants were asked to share answers to the following three questions:

- What does the headline of the story read?
- Why did Cañon City win the award?
- What did you do or achieve?
- What specific examples of Cañon City's successes would you share with the reporter?

They then worked together to discuss their ideas and key words that represented Cañon City's success. A summary of their results is provided below.

Vision Attributes:

- Shared vision
- Consolidated efforts
- Pointed in the same direction
- Created vibrant economy
- Economic growth
- Historic downtown
- Great community to do business
- Revitalize
- Transform

- Balanced

Vision Scenario from group participants:

The Great Escape

- A perfect day in Cañon City along Main Street:
 - Bike friendly
 - Pocket parks
 - Live music
 - Shopped local arts and market
 - Spend the night
 - Downtown is a resort life , all-inclusive experience for work and play, local authentic experiences

Part 2 of the Visioning exercises focused on having participant return to the attributes worksheet and rate where they would like to be in the next 3-5 years (see *Table 2 for future ratings*).

Cañon City Main Street Advisory Committee Vision Statement

After completion of the visioning exercises, group participants agreed to take the results of their work together and develop language for their Vision Statement. The group reviewed the draft language and agreed upon the following Vision Statement:

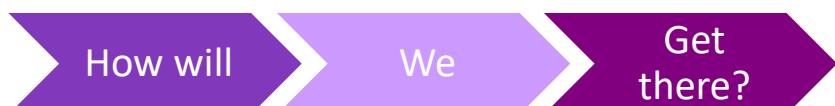
“Fostering local entrepreneurship in a business-friendly environment honoring our historic district.”

Transformation Strategies

The second portion of the workshop focused on development of

Transformation Strategies (Goals) that will be used to guide the efforts of the Cañon City Main Street Advisory Committee and Main Street Program over the next 3 -5 years. Transformation Strategies are a critical element of the Strategic Planning process because it defines how an organization will work towards achievement of their Vision. Achievement of Vision is accomplished by establishing goals that define what the Program will focus its energy on, and objectives, which identify how to approach goal achievement. A Transformation Strategy was defined as possessing the following attributes:

- Provides community focus for the next several years
- Economically grounded: Tied to individual community context (unique attributes), market support and local outcomes



- Articulates a clear, action-oriented path forward
- Can include long or short-term strategies
- Supported by specific projects, programs and/or activities that create the Annual Work Program

Each strategy encompasses purpose, customers, benefits, tradeoffs and other considerations

Important to the development of Transformation Strategies is obtaining an understanding of the local community dynamics in Cañon City. These factors often help communities better understand what strategies will help them to specifically advance the Vision of their organization. Some of these factors are listed below.

- Market Opportunities
 - Local, niche, regional
- Customers in Main Street Area
 - Type: demographics, visitor, resident, worker
 - Volume: Low, medium, high
 - Day/night
 - Weekday/weekend
 - Tourist Attraction/Event Oriented
 - Demand for Products/Services in Main Street Area
- Infrastructure to Support Implementation of Transformation Strategy

The Cañon City Main Street Advisory Committee was asked to use the information collected from our work together to craft Transformation Strategies that acknowledge their current conditions, the desired path for the future and reflect the strengths the community offers. They discussed what an appropriate future business mix should look like in the future and how to attract people to their Main street Area. The Committee identified its potential customers, markets and infrastructure needed for revitalization of their Main Street area. This discussion helped to formulate their specific Transformation Strategies. The following represent the four Transformation Strategies identified by the group.

Cañon City Main Street Advisory Committee Transformation Strategies

1. Increase the Occupancy of Businesses to create a balanced & vibrant commercial district
2. Increase event awareness and identify new events to attract people to downtown on a year-round basis
3. Coordinate goals of multiple entities (businesses, event boards, chamber, etc.) to create alignment, cohesion and maximize impact
4. Market & Promote Downtown to residents, visitors and region

Cañon City Main Street Advisory Committee Objectives to Achieve Goals

Transformation Strategies identify the broader goals of the Cañon City Main Street Program and Advisory Committee. Development of objectives helps the organization define the path forward. Table 4 represents the objectives that will be undertaken by the Committee to advance each of the Transformation Strategies. Objectives are organized using the Main Street Four Point Approach to emphasize how the Committee activity addresses critical elements of downtown revitalization.

Table 4: Cañon City Main Street Program Transformation Strategies & Objectives

TRANSFORMATION STRATEGIES (GOALS) & OBJECTIVES	FOUR POINT APPROACH (Economic Vitality, Organization, Promotion, Design)
1. Increase the Occupancy of Businesses to create a balanced & vibrant commercial district	
OBJECTIVE: Develop economic tools & incentives to attract a balanced mix of businesses	
OBJECTIVE: Develop case studies to showcase and market opportunities along Main Street	
OBJECTIVE: Make it easier to open a business on Main Street (update codes and regulations)	
Identify catalytic projects to attract/recruit investment to downtown	
OBJECTIVE: Update Zoning and building codes to provide flexibility for reinvestment in existing buildings	
OBJECTIVE: Make it easier to open a business on Main Street (update codes and regulations)	
2. Increase event awareness and identify new events to attract people to downtown on a year-round basis	
OBJECTIVE: Create and publish a consolidated event calendar for the community/region	
OBJECTIVE: Create several large-scale signature events (seasonal) to kick off season, a series of small events to keep a steady flow of people to downtown (regional vs local/community)	
OBJECTIVE: Capitalize on area regional events and bring them to Canon City	

TRANSFORMATION STRATEGIES (GOALS) & OBJECTIVES	FOUR POINT APPROACH (Economic Vitality, Organization, Promotion, Design)
OBJECTIVE: Launch familiarization tours/ trips to attract regional buyers (Marketing goal)	
3. Coordinate goals of multiple entities (businesses, event boards, chamber, etc) to create alignment, cohesion and maximize impact	
OBJECTIVE: Foster & Cultivate Business Relationships to promote the community as a whole	
OBJECTIVE: Create a Quarterly Meeting to synchronize events and coordinate Planning	
OBJECTIVE: Create a coordination/planning checklist	
4 . Market & Promote Downtown to residents, visitors and region	
OBJECTIVE: Engage downtown businesses	
OBJECTIVE: Enhance marketing coordination for national, state, regional and local levels	
OBJECTIVE: Launch familiarization tours/ trips to attract regional buyers	
OBJECTIVE: Industry focused marketing strategy	
OBJECTIVE: Market Assessment to identify market types, demand, saturation	

Annual Work Program

The Cañon City Main Street Advisory Committee participated in a second planning workshop in June 2020 to identify specific actions necessary to carry out the Committee's Transformation Strategies and Strategic Plan. The Annual Work Program provides the Committee with a specific method for tracking progress for the Cañon City Main Street Program on an annual basis. It enables Committee members to identify actions, prioritize, schedule, budget and amend activities for the program. It is anticipated that the Committee will use the work program as a part of their regular meetings to review actions and progress and make inroads into the revitalization of downtown Cañon City Main Street. The following section describes the components that make up the Annual Work Program and can be used as an ongoing planning tool to develop subsequent work programs.

Defining Actions

1. What the action will accomplish
2. Resources required to accomplish the action
3. Key person(s) responsible for the action
4. Criteria for successful completion of the action

Opportunities & Constraints

- Consider unique opportunities to capitalize on events, resources, existing complementary activities that could be advanced through partnerships or sharing of resources
- Constraints are obstacles that may get in the way of advancing an action due to timing, capacity, funding, or any physical obstacles

Budget

- Annual work program should reflect true costs of actions (update as cost estimates are available)
- Should be tied to overall budget for the local Main Street Program
- Costs of implementing actions should not extend beyond the annual budget

Key Performance Indicators & Metrics

Measure: a dimension, attribute or amount, in a quantified observation

Metric: a measure used for comparison or prediction. Two or more measures used together

KPIs/Metrics: Help assess the value of actions and help identify outcomes associated with work

What you should know and be tracking about Main Street Activities?

- Who are the direct beneficiaries of your work?
- What value do you add?
- How do you know when you're doing well?
- What is the current level of performance?

Sample Metric Areas

Increased visibility (Media/PR/ Word of Mouth)

- Business downtown
- Volunteer expansion
- Increased partnerships
- Increased visitation
- Funding eligibility
- Core Group effectiveness

Timing & Schedule

- Actions should be organized with a firm start/end date & can include:
 - Short-term actions: can be achieved in one year or less
 - Incremental actions: advancement of a longer-term action
 - Multi-year effort: not appropriate for Annual Work Program

Status: Assessing Progress

- Quarterly updates provided by the Committee
 - Evaluate progress
 - Amend actions
 - Reallocate resources as priorities shift, opportunities arise
 - Verify completed actions
 - Reflect changes in updated Annual Work Program
 - Started
 - Not started
 - Ongoing
 - Complete
 - Program Constraint (budget, people, process)
 - Stopped/Removed

Prioritization

Determining Priorities Among Competing Actions

- Strategic Fit
 - Alignment with Goals/Objectives
 - Market positioning
 - Capabilities
- Economic Impact
 - Revenue potential
 - Cost/benefit
 - Low cost
- Feasibility
 - Technical
 - Financial Resources
 - People Resources

P1= High Priority

- Unique and/ or Catalytic opportunities
- Time sensitive
- Low-hanging fruit
- Low resource use

P2= Medium Priority

- Precursor to future work
- Next reasonable step

P3= Low Priority

- Complex
- Multiple coordinated efforts needed
- Resource intensive

Guide to the Layout of the Annual Work Program:

The Annual Work Program is organized in a table format to enable the Committee to identify and track activities on an ongoing basis. Sections of the Annual Work Program are separated by the individual Transformation Strategy. The Cañon City Main Street Advisory Committee's Transformation Strategies are listed below and are represented in the Annual Work Program.

1. Increase the Occupancy of Businesses to create a balanced & vibrant commercial district
2. Increase event awareness and identify new events to attract people to downtown on a year-round basis
3. Coordinate goals of multiple entities (businesses, event boards, chamber, etc.) to create alignment, cohesion and maximize impact
4. Market & Promote Downtown to residents, visitors and region

The following describes the abbreviations used for development of the Annual Work Program Table.

- Priorities and their ranking are abbreviated as P1, P2 AND P3
- P1 = High Priority; P2 = Medium Priority and P3 = equals low priority
- The Main Street Four Point Approach categories are abbreviated as follows: EV = Economic Vitality; O = Organization; D = Design; and P = Promotion
- Status of Action Items is described by the following terms: Started; Not Started; Ongoing; Completed; Program Constraint; Stopped/Removed

Annual Work Program

This Annual Work plan should be updated regularly to reflect changes and updates, such as during Committee meetings. It should formally be reviewed at least annually to evaluate progress, identify changes (e.g. budget, legislation, community topics) and impacts to strategic plan, and confirm plans for the subsequent year(s).

Objective	Action	Responsible	Budget	Success =KPI/Metric	Timing: Q1-Q4	Priority	Four Point Approach	Status
Transformation Strategy #1: Increase the Occupancy of Businesses to Create a Balanced & Vibrant Commercial District								
Develop tools & incentives to attract businesses (Economic & Urban Renewal)	<ul style="list-style-type: none"> Approval process for Urban Renewal & Taxing Agencies 	Rick, Ryan, Council		Create a TIF fund to spur future investment by offering reinvestment incentives	Q2-Q3	P1	P, EV	Ongoing
Develop case studies to showcase and market opportunities along Main Street	<ul style="list-style-type: none"> Identity projects to represent case studies <ul style="list-style-type: none"> Collect project Data Compile Case Studies Identify Funding to do work Compile production and advertising costs to determine budget. 	Ryan, Rick, Ashley coordinate w/Main St AC	In kind & future \$ TBD	Completed Case Studies	Q3-Q4	P2	P, EV	
Make it easier to open a business on Main Street (update codes and regulations)	<ul style="list-style-type: none"> Create a package of business recruitment tools & incentives Determine methods to get the message out 	Greg, Rick, Ryan, City Council, Ashley		# terminated projects, # of successful openings % of prospects converted to openings	Q3-Q1/2021	P2	O,P	
	<ul style="list-style-type: none"> Identify a business ambassador contact 	Rick, Ryan, MSPM		Appointment of an ambassador	Q3		O	

Objective	Action	Responsible	Budget	Success =KPI/Metric	Timing: Q1-Q4	Priority	Four Point Approach	Status
Identify catalytic projects to attract/recruit investment to downtown	<ul style="list-style-type: none"> Develop public form/survey to pull information from owners interested in having a case study done about their properties. Create selection committee to evaluate and select the top submissions. 	Ryan, Brad, Rick, Margo, Stan	\$100.00	Establish a group of 3 committee members. Creation of a proposed project list.	Q3-Q4	P1	O, D,	Planning
Update Zoning and building codes to provide flexibility for reinvestment in existing buildings	<ul style="list-style-type: none"> TBD, Work with city staff to direct and monitor building code changes. Monitor comp plan progress pertaining to zoning. Monitor existing zoning practices. 	Ryan/, Rick, City Council, Mandy, Ashley	TBD	Compare changes to or reductions in time-to-process, such as #days to closure for permits.	Q3-Q2/2021	P2	O	Ongoing

Transformation Strategy #2:

Increase Event Awareness and Identify New Events to Attract People to Downtown on a Year-Round Basis								
Create and publish a consolidated event calendar for the community/region	<ul style="list-style-type: none"> Evaluate partnering with Fremont360 or similar platform (royalgorgeregion.com) Create relationships with nonprofits and agencies. Meet with boards to coordinate events. Identify vendors/media to produce and publicize events. Contact existing CVBs to research platforms. 	Margo, Pam, MSPM, Mandy		Establishment of a calendar and incorporation/integration with community organizations	Q4	P2	O, P, EV	
Create several large-scale signature events (seasonal) to kick off season, a series of small events to keep a steady flow of people to	<ul style="list-style-type: none"> Evaluate existing events. Determine how many events per season. Evaluate themes that match community demographic. 	Pam, Rick, Margo, Mandy,		Event failure rates, Event longevity rate Sponsorship \$\$ per event Sponsor rate per event	Concept deck finalized Q3 Sponsor s	P1	EV, O, P, D	Planning

Objective	Action	Responsible	Budget	Success =KPI/Metric	Timing: Q1-Q4	Priority	Four Point Approach	Status
downtown, include both regional and local/community events	<ul style="list-style-type: none"> Inquire about event ideas that have not been possible and copartner. 5. Create sponsorship plan and outreach plan. 			TBD	secured by Q4/Q1			
Capitalize on area regional events and bring them to Canon City	<ul style="list-style-type: none"> Identify top industries and interests in Fremont County. (History, Dinosaur Experience, Car shows, prisons, water science study, aerospace and technology). Identify industry groups, associations events, etc. on the front range. Determine best methods to promote CC area to planning organizations. Evaluate success/format of Rural Philanthropy Days. Evaluate 3-day events for various industries/interests. Consider coordination/partnership with local tour businesses. 	Stan, Margo, Brad, Rick, Mandy, (Assign research with milestones for review)		List of top tourism industries in Fremont county, CO and surrounding states.	Start Q4 - ongoing	P2	O, P, EV, D	
Launch familiarization tours/ trips to attract regional buyers (Marketing goal)	<ul style="list-style-type: none"> Follow-up with Unbridled/Margo on a program they are preparing. 	Margo, Mandy, Rick with FCTC.					P, EV	Planning
Transformation Strategy #3:								
Coordinate Goals of Multiple Entities (Businesses, Event Boards, Chamber, Etc.) to Create Alignment, Cohesion & Maximize Impact								
Foster & Cultivate Business Relationships to promote the community as a whole	<ul style="list-style-type: none"> Create industry advisory groups and mayor's industry advisory council. 	Rick, Carla, Ryan, Pam, Brad, Greg		Creation and population of IAGs	Q2-Ongoing	P1	P, D, EV	Ongoing

Objective	Action	Responsible	Budget	Success =KPI/Metric	Timing: Q1-Q4	Priority	Four Point Approach	Status
	<ul style="list-style-type: none"> ● Share/educate businesses and community on mission/vision of the main street strategic plan. ● Evaluate consumer analytics; develop promotional plans accordingly, (industry sector-by-sector??) 			Documentation of overall industry objective/goals as supplement to main street strategic plan. (living document)				
Create a Quarterly Meeting to synchronize events and coordinate Planning	Determine organizations to invite;	MSPM,	\$400	Meeting schedule with attendees.	Q3	P2	O	Planning
Create a coordination/planning checklist	Evaluate existing checklists (Unbridled samples) and modify for project needs.	MSPM, Margo, Pam, Carla		Functioning and distributed checklist	Q4	P3	O	Planning
Transformation Strategy #4:								
Market & Promote Downtown to Residents, Visitors and Region								
Enhance marketing coordination for national, state, regional and local levels	1. Evaluate local interests (FCTC, TechSTART, businesses, etc.), weaknesses and strengths. 2.	Brad, Rick, ...			Q4	P3	P, EV	
Engage downtown businesses	1. Create and meet with Industry Advisory Groups; 2. Hire Main Street Program Manager (MSPM) position.	Brad, Rick/MSPM, Pam, in partnership with DBA			Q1	P3		
Launch familiarization tours/ trips to attract regional buyers		Margo, Stan, Brad, Rick					P, EV	

Objective	Action	Responsible	Budget	Success =KPI/Metric	Timing: Q1-Q4	Priority	Four Point Approach	Status
Industry focused marketing strategy	<ol style="list-style-type: none"> 1. Engage IAGs; 2. Evaluate existing local industries; 3. Analyze consumer analytics as they pertain to individual industries 4. Evaluate industry marketing practices (message, media types, successes if possible, reach, etc.) of other communities; 5. Evaluate target audience and appropriate message media. 5. Propose/Create multiple messages and formats; 6. Determine need for outside professional marketing services, create agency relationships and cost estimates to finalize budget. 	Brad, Rick (??)	\$20,000 (?)		Q4	P3	EV, P, D	Planning
Market Assessment to identify market types, demand, saturation	<ul style="list-style-type: none"> ● Evaluate existing market presence; ● Perform Buxton consumer analytics research to determine leakage and potential interests of visitors; ● Evaluate existing and potential sites; events sites, industry and commercial sites, etc. 	Rick, Brad, Ryan, ...			Q3-Ongoing	P2	O, D, P	

