



downtown strategies

# Purcellville, Virginia

Downtown Strategic Visioning Workshop Proposal

October 25, 2021

Pricing Valid for 60 Days

## RETAIL STRATEGIES

# Executive Summary

In a fast-paced world with 24/7 technological connectivity, residents and visitors alike are seeking to return to the nostalgic, slower pace of Main Street America. Downtown is the gathering place of your community, where citizens, consumers, and tourists embark to experience the unique character of your place, its values, and pace of life. Successful Downtowns are positioned to serve as powerful catalysts for private investment and showpieces of public infrastructure improvements.

Downtown Strategies exists to assist communities in taking the next, or first, step in their Downtown's journey. Through our Downtown Strategic Visioning Workshop process, we evaluate the five pillars of your downtown's mix: Market Analysis, Policy & Administration, Design, Tourism & Promotion, and Economic Vitality to provide a true roadmap to revitalization.

For our Clients, we identify and create a tailored strategy to enhance, revitalize, and mobilize your community's efforts. When properly fueled, your Downtown can be a powerful economic, tourism, and quality of life engine and our team of professionals can help you define your potential.

Revitalizing and rejuvenating Downtown communities is a complex task and we are committed to helping you achieve it.

## Industry Leaders

- 150 years of retail real estate experience
- Direct connections to retailers & developers
- Hands-on approach

## Industry Involvement



## Our Beliefs

Much of our success is the result of our shared beliefs. These truths drive our team every day and remind us that the citizens of every client community are the true beneficiaries of our efforts.

## We Believe

...every community deserves a place for neighbors to catch up over a cup of coffee

...it takes a community to build a community, and every client, partner, broker, developer and retail representative we connect should be treated as our own neighbors

...honesty is our most important asset, and it will pay off for everyone in the long run

## DOWNTOWN STRATEGIES

# Critical Factors for Success

Creating a strategic plan is a crucial first step in determining the vision and path for your downtown.

Oftentimes, community leaders are fearful of investing in a master plan that will ultimately “sit on a shelf”.

With Downtown Strategies, we meet communities where they are. We build on your existing plans and ideas rather than reinventing the wheel and duplicating efforts.

*What we deliver, you can implement.*

## Critical Factors for Successful Implementation of a Strategic Plan

### Community Buy-In

Support from your immediate team isn't enough to see transformational change within your community. Our workshop session generates the needed community buy in from stakeholders (property owners, business owners, merchants, community leaders, elected officials, etc.) to ensure that all parties with a vested interest believe in the vision and are committed to successful implementation.

### Communication

Once stakeholders leave our session, they're excited, eager, and ready to contribute to the successful implementation of the overall vision. Consistent communication between our team, your team, and stakeholders is critical to maintain the momentum and commitment.

### Implementation Support

Our implementation support keeps your team on track by providing accountability, benchmarks, and success stories to share with the community and stakeholders throughout the life of the partnership.

### Resources

Downtown Strategies was founded to fill the gap between what community leaders can execute themselves and master plans. Our approach focuses on practical, actionable, and implementable asset-based and market driven solutions that allow for quick wins and continued success for your team.

In our Strategic Plan, we provide strategies and recommendations based on three stages of time and monetary investment:

- little to no cost with immediate impact – just time and energy!
- minimal investment that requires proper partnerships & persistence
- long-term investment for substantial projects

This allows for your team to build capacity, assemble funds, and generate partnerships that allow for the successful implementation of our plan.

## DOWNTOWN STRATEGIES

# Our Process

## Roadmap to Revitalization

Downtown Strategies exists to assist communities in taking the next, or first, step in their Downtown's journey. Revitalizing and rejuvenating Downtown communities is a complex task and we are committed to helping you achieve it. We identify and create a tailored strategy to enhance, revitalize, and mobilize your community's efforts.

When properly fueled, your Downtown can be a powerful economic, tourism, and quality of life engine and our team of professionals can help you define your potential and empower you to achieve it.

## The 5 Pillars

Through our Downtown Strategic Visioning Workshop, we assess the five pillars of your downtown's mix: Market Analysis, Policy & Administration, Design, Tourism & Promotion, and Economic Vitality to provide a true road map to revitalization.



### Market Analysis

uncover and define the economic potential in your Downtown.



### Policy & Administration

set the foundation for smart growth.



### Design

thoughtful design supports a community's transformation.



### Tourism & Promotion

power your economic engine.



### Economic Vitality

creating opportunity for investment.

## Bowling Green, Kentucky

"The Downtown Visioning Workshop allowed for stakeholders, those most invested in Downtown Bowling Green, to voice their vision for downtown as well as having an open discussion about the challenges to achieving those visions. Retail Strategies has shown to be a professional organization geared toward the success of Bowling Green. They have demonstrated that they have the relationships and expertise to produce positive results."

*Brent Childers,  
Director of Neighborhood and Community Services*

PRESS RELEASE

## Orange County, Virginia Brings on Downtown Strategies as Downtown Development Partner for the Town of Orange

**BIRMINGHAM, AL (March 9, 2021)** – In a joint partnership between the Orange County Economic Development Authority, and LoveOrangeVirginia (formerly Orange Downtown Alliance Inc.) an accredited Main Street program, and Downtown Strategies, a division of Retail Strategies, has been selected as its partner for downtown revitalization and strategic visioning for the Town of Orange. The partnership will focus on the Town of Orange, conducting a market and real estate analysis on the area to then formulate a strategic plan. This partnership will include a Strategic Visioning Workshop with stakeholders.

“LOVEOrangeVirginia (LOVe), in its growing partnership with Orange County, is delighted to be working with Downtown Strategies on this effort to strengthen the economic vitality of the Town of Orange,” said Charlotte Cole, LOVe Executive Director. “As an accredited Main Street program, our focus is to support small independent businesses, cultivate an entrepreneurial environment and work with all stakeholders to continue making the Town a desired business location. Through the generous support of one of our donors to fund this project, we will gain important insight to guide that work.”

“Our team has been working with Orange County to identify areas where our solutions could be useful for community development,” said Beth Miller, portfolio director at Retail Strategies. “After some discussion, Downtown Strategies became a priority for the client. The Town of Orange has a quaint downtown area that has a lot of potential. We are excited to begin working on behalf of the town to revitalize and develop the downtown Orange.”

The Retail Strategies team will host an in-market workshop with business owners, merchants, community leaders, and elected officials to gain feedback and allow dialogue to provide immediate assistance to those needing it most. The team will then execute a market and real estate analysis taking a deeper dive into the Town of Orange. A customized Downtown Strategic Plan will be developed with specific strategies focused on policy, design, tourism, and economic catalyst opportunities for the downtown area.

“Orange County is pleased to be bringing Downtown Strategies into the Town of Orange. Orange looks forward to the continuation of economic development and growth through this new partnership.”

**Rose Deal**

Director of Orange County VA  
Economic Development



## DOWNTOWN STRATEGIES

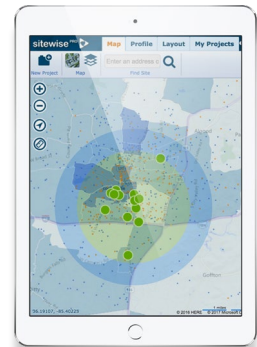
# Scope of Services

## STRATEGIC VISIONING WORKSHOP

- We begin the process with a detailed kick-off call to introduce ourselves and examine the current status of your Downtown area.
- An electronic community input survey will be circulated to gain insight on your Downtown's past, present, and future conditions.
- Next, we host an in-market stakeholder input session with property owners, merchants, business owners, community leaders, and elected officials to gain feedback and allow open dialogue.

## MARKET ANALYSIS

- Identification of market trade area using mobile data analysis
- Trade area demographics (population, income, housing, etc.)
- Market and retail GAP analysis for trade area (i.e. leakage and surplus)
- Tapestry lifestyles – psychographic profile of trade area
- Consumer Spending Pattern Reports
- Commute Patterns Report
- Identification of priority business categories for entrepreneurship, recruitment and/or local expansion
- Downtown Building Inventory
- Downtown Walkability Assessment
- Downtown Neighborhood Demographics



## DOWNTOWN STRATEGIC PLAN

Your downtown will be evaluated and a customized, strategic, asset-based, and market driven plan will be presented to your team. This plan will include practical, actionable, and transformational strategies defined and developed considering the following:

- |                               |                                   |                                  |
|-------------------------------|-----------------------------------|----------------------------------|
| • Connectivity & Walkability  | • Transportation & Parking        | • Supporting Entrepreneurs       |
| • Landscaping & Streetscapes  | • Messaging & Branding            | • Incentives & Financial Tools   |
| • Public Art                  | • Hospitality                     | • Zoning & Codes                 |
| • Historic Preservation       | • Retail & Restaurant Recruitment | • Identifying Partnerships       |
| • Special Events & Promotions | • Backfilling Vacancies           | • Catalyst Projects              |
| • Wayfinding Signage          | • Real Estate Analysis            | • Community Input Survey Results |



# Market Analysis Overview

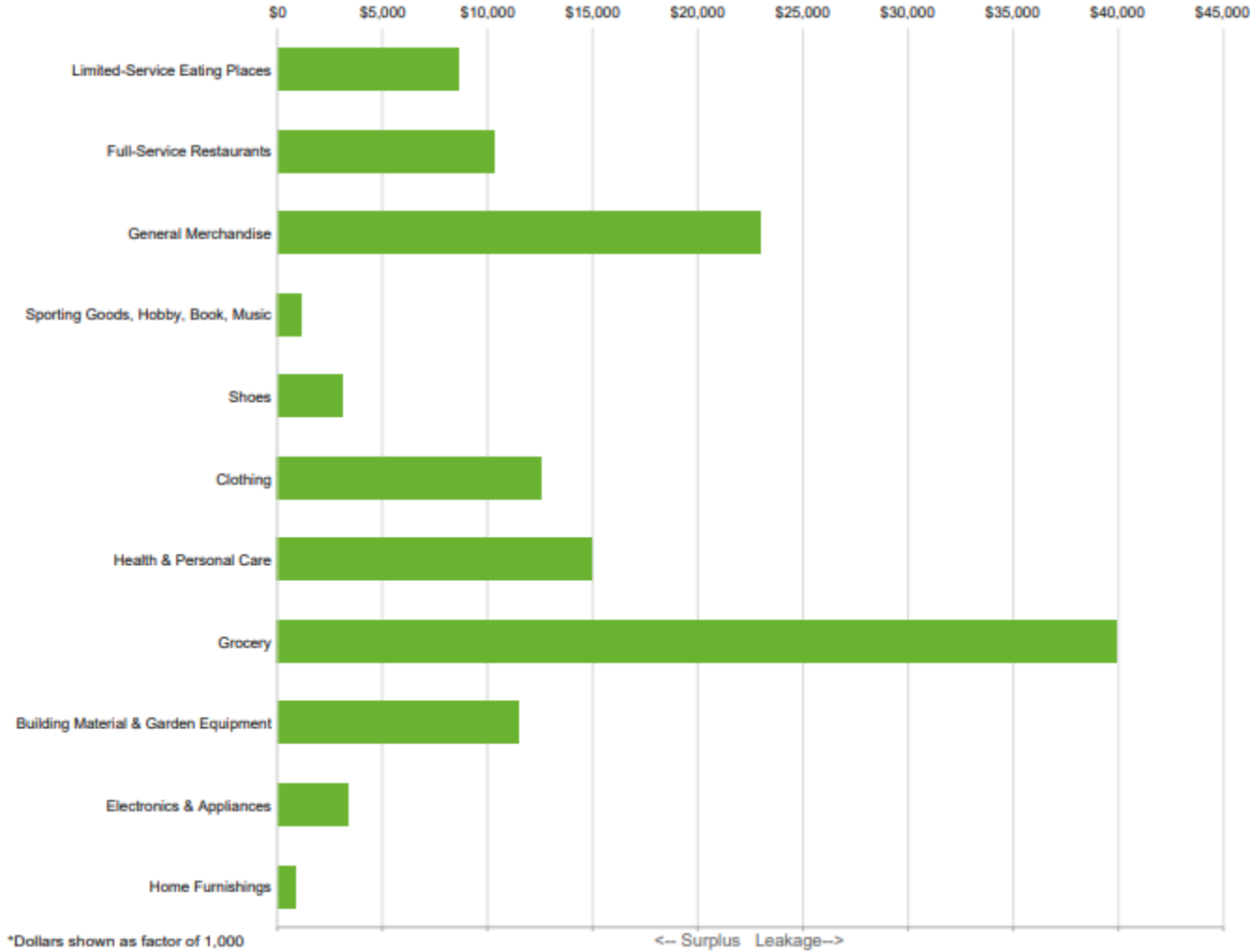
Harris Teeter	3 miles	5 miles	0-5 min	0-10 min	2020
Harris Teeter					

DEMOGRAPHIC  
OVERVIEW

Current Year Estimated Population	16,244	27,562	9,046	22,559
Number of Households	5,217	8,960	2,963	7,272
Average Home Value	\$ 759,880	\$ 831,995	\$ 685,463	\$ 783,196
Population Growth % ('20-'25)	1.7%	3.6%	0.8%	3.2%
Current Year Average Age	38.7	39.5	37.9	38.9
Current Year Median Household Income	\$ 142,408	\$ 147,118	\$ 136,262	\$ 143,824
Current Year % Bachelor's Degree	59.0%	59.5%	57.6%	59.4%
Number of Businesses	550	654	426	615
Total Number of Employees	5,354	6,191	4,101	5,872
Daytime Population	15,327	21,370	9,728	19,038

Opportunity Gap within 10 min

CONSUMER DEMAND AND SUPPLY (OPPORTUNITY GAP)



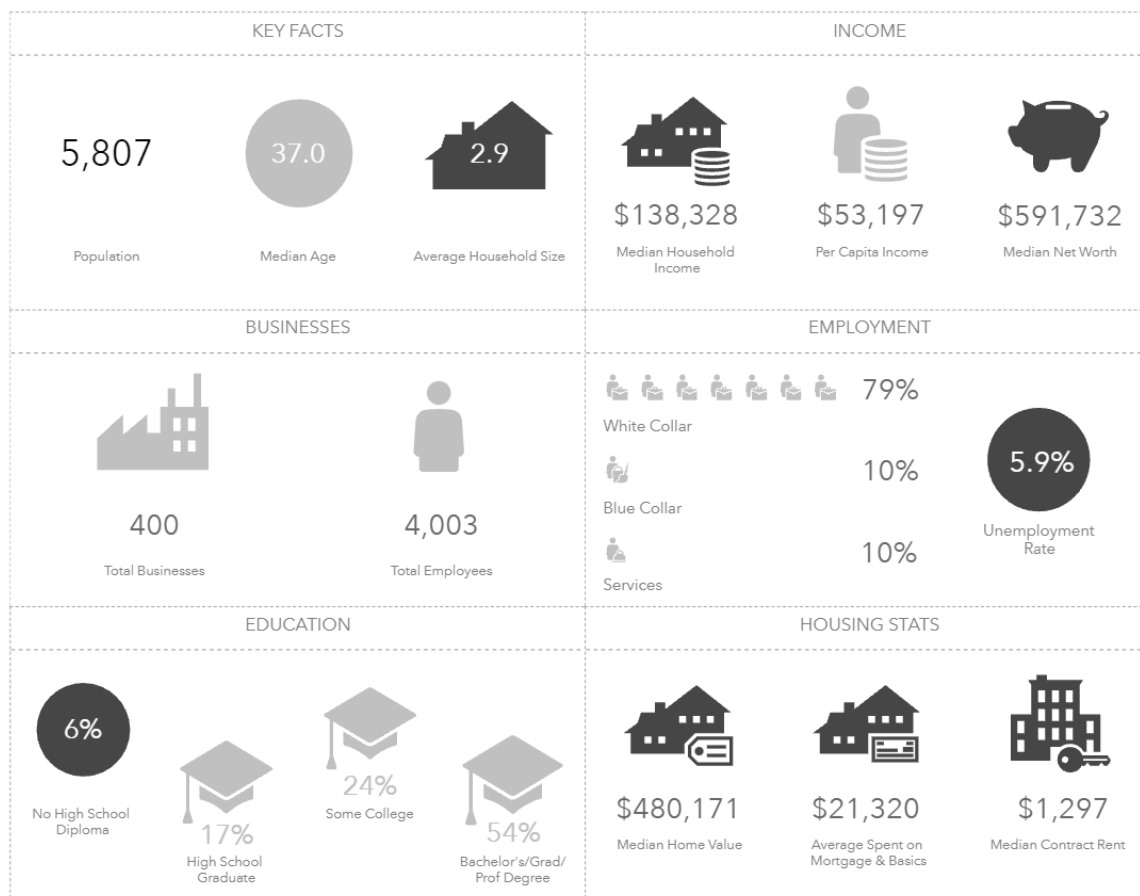
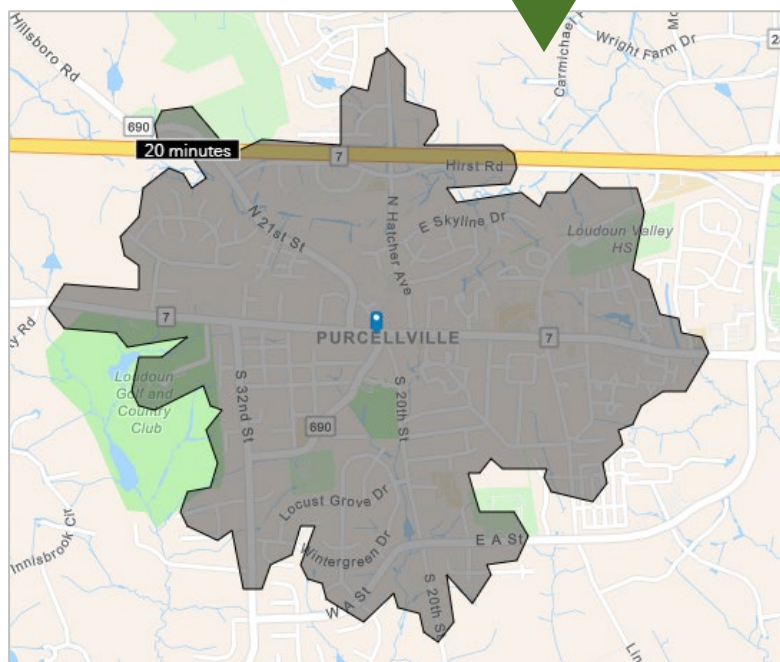
# Walkability Assessment

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## What's your Community's Walk Score?

A walkable downtown is highly desirable by consumers, local businesses, and municipal leaders. But what makes a walkable downtown and how do you improve your community's walkability?

A community's walk score is determined by analyzing 3 factors: **walkable distance** between boundaries, presence of a **comprehensive network of pathways** designed for pedestrians and cyclists, and variety of restaurants, retailers, and service providers **necessary for regular life**.



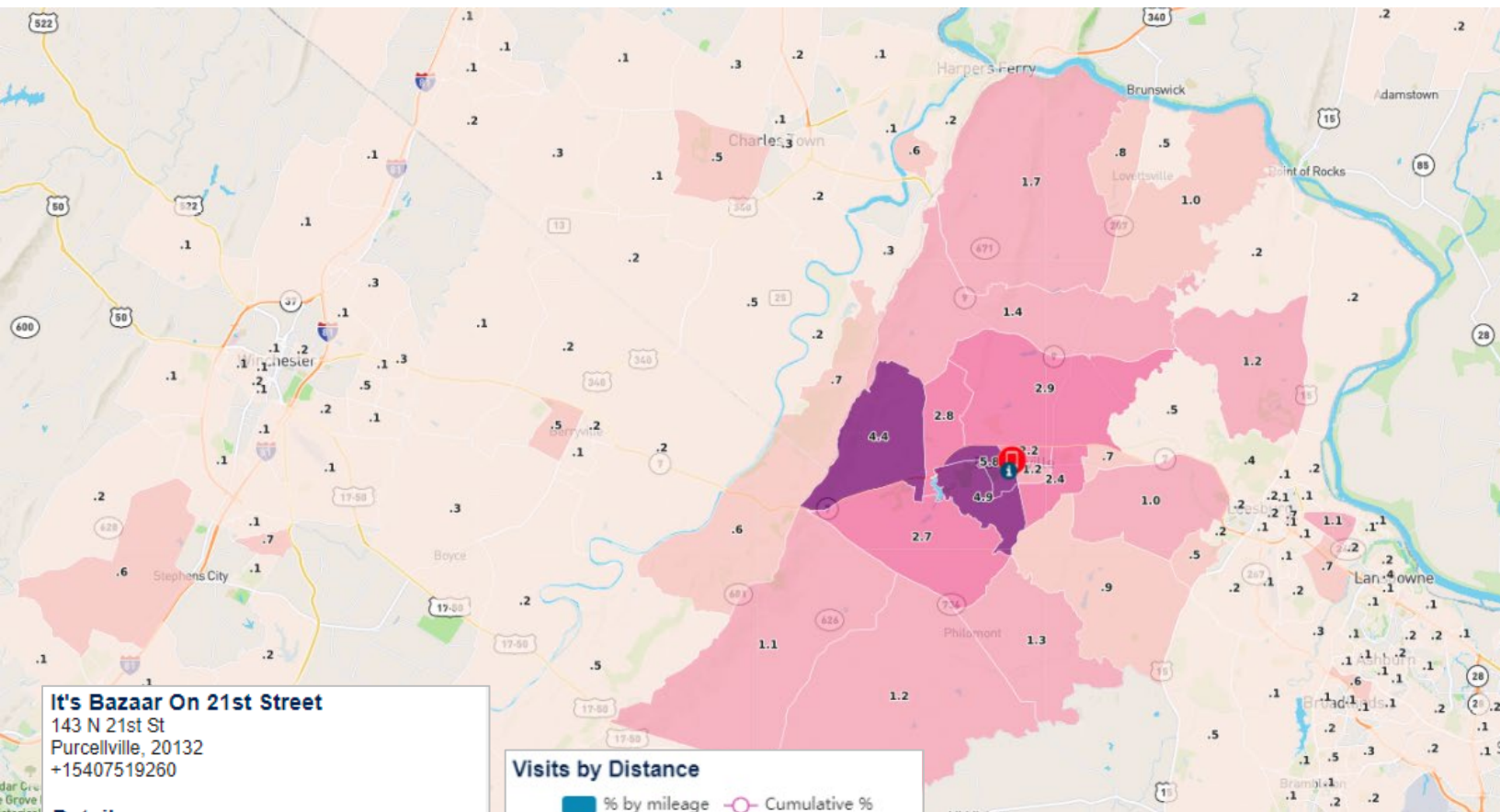
90-100	<b>Walker's Paradise</b>
	Daily errands do not require a car
70-89	<b>Very Walkable</b>
	Most errands can be accomplished on foot
50-69	<b>Somewhat Walkable</b>
	Some errands can be accomplished on foot
25-49	<b>Car-Dependent</b>
	Most errands require a car
0-24	<b>Car-Dependent</b>
	Almost all errands require a car

The following demographics represent the **population of residents** within a **20-minute walk time** of the Downtown Study Area. A walk time from one Downtown boundary to the next that exceeds 20 minutes is not considered walkable.

Keep these figures in mind when imagining the possible economic impacts of developing your Downtown into a walkable destination.



# Mobile Insights & Tourism Summary



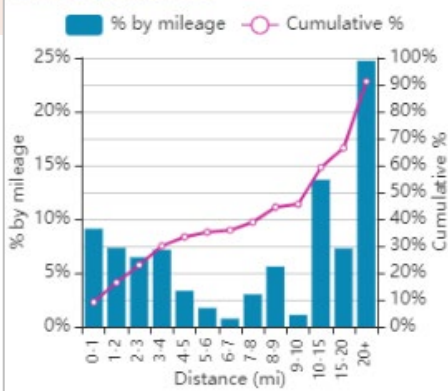
## It's Bazaar On 21st Street

143 N 21st St  
Purcellville, 20132  
+15407519260

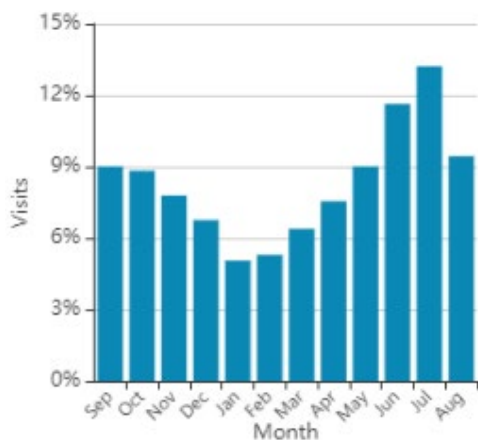
### Details

Top Category	Used Merchandise Stores
Sub Category	Used Merchandise Stores
Median Dwell Time	20.46 min
Median Distance from Home	9.0 miles
Annual Visits	1,940 visits
Monthly Visits	139
Monthly Visitors	117
Tourist Visits	9.6%

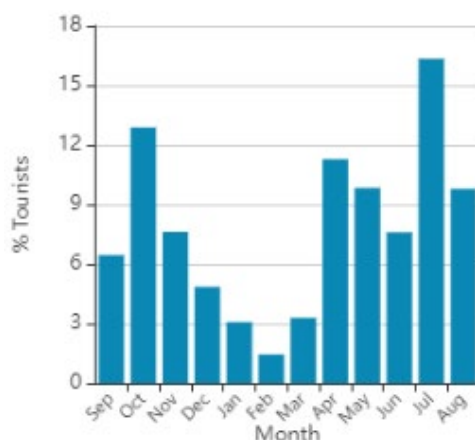
### Visits by Distance



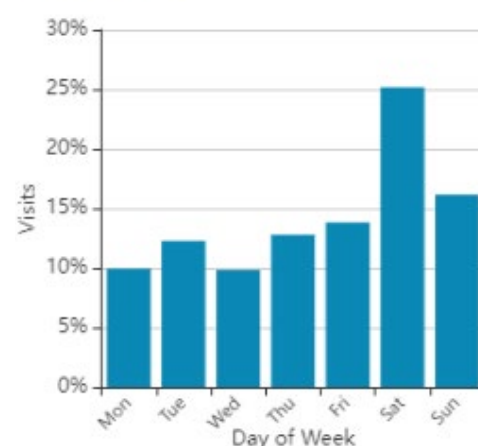
### Visits By Month



### % Tourists by Month



### Visits by Day



## DOWNTOWN STRATEGIES

# Your Team

**Jenn Gregory, President, Downtown Strategies**[jgregory@retailstrategies.com](mailto:jgregory@retailstrategies.com)

Jenn is the president of Downtown Strategies, where her focus is on community development for our client communities. Through her Downtown Strategic Visioning Workshop process, Jenn advises communities on market analysis, tourism, economic vitality, and design updates for downtown areas. She also directly assists small businesses in client communities with elevating their digital presence, enhancing their omni-channel marketing strategies, and understanding market challenges in a post-COVID world.

She joined Retail Strategies with a 13-year career in community development and downtown revitalization. She previously served as the Chief Executive Officer of the Greater Starkville Development Partnership, a community development umbrella organization that consists of the Starkville Area Chamber of Commerce, Starkville Visitors & Convention Council, Oktibbeha County Economic Development Authority, and Starkville Main Street Association. She first joined the Partnership in 2009, where she was Vice President for Tourism Development. She held the positions of Chief Operating Officer and Interim Chief Executive Officer before assuming the CEO position full-time in January 2013.

**Elliott Cook, Director of Real Estate, Downtown Strategies**[elliott@retailstrategies.com](mailto:elliott@retailstrategies.com)

Elliott specializes in retail recruitment and focuses on the identification of companies to fill the product and service gaps within each city's trade area. His primary role is to leverage industry relationships and knowledge to assist retailers' expansion in our client communities.

Prior to joining the Retail Strategies team, Elliott worked as a Property Manager for Retail Specialists. Elliott also worked for Vornado/Charles E. Smith Realty Trust in the Washington, D.C. area, and served as an aide to United States Representative Spencer Bachus in his legislative office on Capitol Hill.

**Laura Marinos, Director of Client Services, Downtown Strategies**[laura.marinos@retailstrategies.com](mailto:laura.marinos@retailstrategies.com)

As the Director of Client Services, Downtown Strategies Laura oversees the day-to-day management and implementation of services for downtown clients. She specializes in market research, strategic plans, project coordination, and team operations for the Downtown Strategies division of Retail Strategies. Acting as a liaison between clients and the operations team, Laura's attention to detail and knack for processes make for an excellent client experience.

Prior to this role, Laura was the Director of Marketing for Retail Strategies where she was responsible for client onboarding, trade shows and conferences, market research, and GIS mapping. Laura has been with the company since 2012 and an integral part of building the company and its culture.

## DOWNTOWN STRATEGIES

# Partnership Timeline



## Day 1-30

- Kick-off Call
- Strategic Visioning Workshop scheduled
- Community provides requested materials



## Day 30-60

- Market Analysis completed
- Electronic community input survey created and circulated by City
- In-Market Strategic Visioning Workshop
- Walking and windshield tour of Study Area

**Strategic Plan** created and delivered



## Day 60-120

**Includes:**

- Market Analysis
- Building Inventory
- Results from community input survey
- Market driven and asset-based transformation strategies

## Implementation Support (Add-on)



## Day 120-365

- Development & Implementation support of **Strategic Vision**
- Downtown **Real Estate Analysis** deliverable
- Support via email and Zoom to assess progress, troubleshoot roadblocks, etc.
- Data and analytics available upon request

## DOWNTOWN STRATEGIES

# Investment

The total fee for completion of work is due upon execution of agreement. Project fees are due within 30 days of receipt of the invoice.

Should the Client request a special assignment, additional work, and/or additional travel needs not specifically referenced in the contract, we will prepare written authorization to be signed by the Client in advance of commencing any additional work.

**Pricing valid for 60 days**

Service	Workshop	Implementation Support	Total
Strategic Visioning Workshop	\$25,000		<b>\$25,000</b>
Strategic Visioning Workshop + Implementation Support	\$25,000	\$20,000	<b>\$45,000</b>
Strategic Visioning Workshop + Implementation Support <b>(Add-on after Initial Contract)</b>	\$25,000	\$25,000	<b>\$50,000</b>

## Client Responsibilities

- Community will designate a project liaison who will serve as Downtown Strategies' primary contact during the partnership.
- Community will provide information relevant to the project such as prior studies and any other plans that may influence the development of the Downtown Strategic Plan.
- Community will circulate invitation to Stakeholder Input Session to Stakeholders, Property Owners, Merchants, and Community Leaders and send reminders to ensure excellent attendance.
- Community will provide city or organization logo and Downtown boundaries for Study Area and Market Analysis.

Strictly Private & Confidential

MERCHANT STREET

DOWNTOWN STRATEGIES

Thank you

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