

2019 DOWNTOWN PLATTEVILLE ASSOCIATION STRATEGIC PLANNING



Platteville Main Street invited board members, committee members and downtown stakeholders to participate in a strategic planning session in March of 2019. The group participated in a series of activities as part of an evening session to confirm the organization's vision and mission, and to set new short and long-term goals for the organization to continue the positive momentum which has carried downtown forward in recent years.



The group reconfirmed the organization's mission and goals as follows:

- **Mission:** The Mission of the Platteville Main Street Program is to enhance community identity, heritage and pride through the revitalization, restoration and business development of downtown and making Platteville's Main Street the focal point of the community.
- **Goals:**
 - **Organization:** A strong organization provides the stability to build and maintain a long-term effort.
 - **Design:** Rehabilitated buildings, attractive storefronts, properly designed signage, clean and functional streets and sidewalks all help to create an environment where people want to shop and visit.
 - **Economic Restructuring:** Improving the competitiveness of Main Street's traditional merchants, creatively converting vacant space to new uses and recruiting new complimentary businesses.
 - **Promotion:** Promotion involves marketing an enticing image to shoppers, investors and businesses.

They also identified several items for which they are most proud of the organization and downtown, which included several common themes:

- Significant new investment in recent years
- Core group of dedicated board and committee members
- New 'crop' of downtown business owners committed to downtown

PROCESS & BACKGROUND

The 2019 strategic planning process was designed to build on previous efforts, including the previous 2010 Downtown Plan and the 2018 Main Street Work Plan, among others. The organization has made significant progress in successfully implementing recommendations from these plans, and this progress and changes in local economic and business conditions were used as a basis for future planning.

Summary of 2010 Plan

The following focus areas and objectives were identified for downtown Platteville:

Housing:

- Promote redevelopment
- Enforce codes (health/safety)

Historic Preservation:

- Encourage proactive efforts by owners
- Develop promotional material
- Establish Business Improvement District

Urban Design:

- Adopt design standards
- Offer financial incentives
- Extend streetscape
- Improve wayfinding

Economic Development:

- Cross market with nearby communities
- Promote retail on street level
- Organize special events
- Develop recruitment strategy (clusters)
- Establish downtown UW presence
- Make strategic public space decisions

Parking & Transportation:

- Establish parking authority
- Parking structure, permitting, short-term
- Allow fee in lieu of parking
- Bike/ped/traffic study & plan

Many of these items have been accomplished or have been included in City and Main Street work plans. The economic value of downtown continues to grow, and today represents \$3.1 million annually in City/County tax revenues, including a significant share of commercial activity, as illustrated in the table below, even though geographically, downtown only accounts for 2% of the municipal land area.

	City	Downtown	Market Share
Assessed Value	\$664m	\$47m	7%
Businesses	877	168	19%
Employment	5,422	669	12%
Population	12,326	709	6%
Retail Sales	\$178m	\$40m	23%
Restaurant Sales	\$22m	\$6.5m	30%
Hotel Rooms	225	121	54%

During the most recent year, Platteville Main Street has accomplished the following:

- Supported projects totaling \$2.3 million in improvements
- Coordinated 792 volunteer hours valued at \$18,000
- Recruiting or supported 7 new businesses
- Oversaw expansion of the mural program
- Purchased a power washer and expanded cleaning programs
- Implemented a public space recycling program
- Revamped and enhanced the monthly mingle event
- Hosted Around the Corner crew and public screening
- Won four statewide awards for local initiatives

While Main Street has not sought to create a business improvement district, they are able to leverage significant public and private sector support on behalf of their efforts, with contributions comprising the bulk of their income, supplemented by events and some charitable grants. Organizational overhead makes up a slightly larger share of expenditures than other organizations, but otherwise the budget is fairly standard for similarly sized programs.

2019 PLANNING

The group began with an exercise to identify opportunities and challenges that they view as potentially important to the community or organization's health over the next five years. These include opportunities that can be leveraged as well as challenges that may need to be mitigated. The results are included in no particular order in the following bulleted lists.

Strengths and Opportunities

- Higher density development equals more people at all hours of day/weekend
- UW Engineering program expansion will draw individuals to the community
- Strong partnerships with the City facilitate coordinated efforts
- Family friendly amenities support a diverse demographic base
- The library is well-received and offers robust programming
- The arts are emerging as a cluster downtown
- Strong group of core volunteers and engagement from the downtown community
- Increasing diversity and engagement with diverse audiences
- New business owners = reinvigorated downtown = more energy
- Alumni connections and retention is an opportunity
- Destination businesses bring traffic and create cluster opportunities
- Wifi expansion and increased online presence by Main Street and businesses increases awareness
- Opportunities to make connections with others are the core of a Main Street experience
- Platteville could become a retirement destination for the surrounding area

Challenges

- Housing - lack of units overall, options in certain types
- Building age and cost to renovate, need for maintenance
- Need to retain and grow destinations
- Community needs a shared vision for the future to work together
- Family friendly businesses and spaces could expand/connect
- Need to emphasize retail on the street level
- The old Steve's building remains vacant and challenging
- Awareness of Main Street within the community, recruit new volunteer groups
- Non-bar related nightlife and entertainment is lacking
- Need to expand 'Main Street' area as development patterns/opportunities emerge. Redevelop fringe areas that are underutilized.
- What happens with the TIF runs out – funding and incentives

20 Year Vision

The group also identified aspects of downtown that they would envision as changed in the future, should the community be successful in implementing the elements identified in this plan. The group was encouraged to identify specific things that would be visible or measurable in the future such that a similar stakeholder group could measure progress and quantify achievements relative to the goals. The group was then asked to identify specific priorities that they felt should be considered for the following year's work plan, either to begin work toward a long-term goal or to immediately address an opportunity or concern. The following were identified, ranked by the number of votes received (indicated in parenthesis).

- Preserve Historic Buildings (5)
- Storefronts full (3)
- New housing types - condos and townhomes (3)
- Public spaces attractive and well maintained (3)
- Expanded year-round programming (2)
- More color/visual interest/art in downtown (2)
- Buildings restored and well maintained (2)
- Full service restaurant operating, other targeted business/goods i.e. bakery (2)
- Create an endowment fund (2)
- More diverse business mix - including immigrants, Amish (1)
- Maintain and grow the population of the entire community (1)
- Increase youth presence downtown (1)
- Foster property value growth (1)
- Cultivate/recruit downtown brand ambassadors (1)
- Establish a downtown gateway
- Enhance pedestrian environment on side streets
- Increase university presence downtown
- Establish a succession plan for staff, board and businesses
- Continue accessibility upgrades downtown
- Expand event partnerships to grow capacity
- Add events with business engagement/expand engagement at existing
- Increased tourism (market museum, connect with airport, etc)
- Establish community-wide (or at least downtown-wide) event calendar

Work Planning

After identifying top priorities for the coming year, the group broke into groups to establish more specific objectives and action items associated with the three broad categories of goals identified in the planning process, which were:

- 1) Establish broad based support for Main Street activities
- 2) Support and encourage property improvements and development
- 3) Cultivate diverse business base and year-round activity



Each group developed three specific objectives and associated measurable outcomes related to the broad-based goal. They also identified a one-, three-, and five-year high-level work plan for achieving desirable outcomes.

Establish Broad-Based Support for Main Street

Activities: Ambassador program, Volunteer recruitment/recognition, Business cross-promotion

Measurement and Tracking: Volunteer numbers and hours, business participation in events, ambassador program established.

Goal: Create ambassador program for downtown.

Initiative 1: Develop info guide for downtown – business offerings, tourist activities

Partners: Business School, Tourism, Businesses

1-Year Activities: Create information guide for downtown including business offerings and events. Recruit volunteers and businesses to participate in ambassador training (focus on front line staff). Hold training sessions, potentially with Tourism.

3-Year Activities: Expand ambassador program outside downtown, consider representation at regional events- mobile kiosk, etc.

5-Year Activities: Refresh, revise and re-engage.

Initiative 2: Encourage cross-promotion among businesses and with events/activities.

1-Year Activities: Host employee business walk series to help employees get to know each other and experience other downtown businesses. Provide sample referral or engagement ideas for non-retail businesses. Incentivize/reward referrals and event engagement.

3-Year Activities: Establish welcome wagon for new businesses – existing business owners and/or business service professionals to welcome, introduce main street and engage new businesses to ensure success.

5-Year Activities: Refresh and re-evaluate program.

Follow-up Comments & Recommendations:

Educating new businesses and property owners about the downtown is equally important. Downtown Janesville created a Downtown Owners Manual, and Downtown Miami has a 'Who You Gonna Call?' guide to downtown that increase awareness of Main Street resources and help connect businesses/property owners to resources.



Support and Encourage Property Improvement and Development

Activities: Educate property owners on historic value and resources, understand individual property challenges, Identify expansion/redevelopment areas, Recruit new owners/acquire properties where needed.

Measurement and Tracking: Property appreciation, private investment, new development

Goal 1: Promote historic pride and understanding among community, property owners

Initiative 1: Create educational campaign, research property history

1-Year Activities: Publish Platteville property history book and online guide. Host seminars/presentations on unique aspects of history for community (incorporate main street information).

3-Year Activities: Explore interactive walking tour to reach broader audience.

5-Year Activities: Promote projects that have taken place, recognize success stories.

Initiative 2: Facilitate maintenance, renovation and infill development downtown

1-Year Activities: Complete research on property conditions and needs (fast fix versus large projects), identify and summarize existing funding sources

3-Year Activities: Develop plan/move forward to create supplemental gap funding (endowment, local investment fund) where needed. Provide training for property owners on utilizing available tools. Market available properties to new owners/market tax credits to investors. Identify priority development sites/properties.

5-Year Activities: Recruit qualified developers to undertake priority/challenging projects using research information and local incentives to generate interest.

Follow-up Comments & Recommendations:

Multiple communities utilize scavenger hunts, trivia and other contests to increase engagement with downtown. Architectural scavenger hunts (paper copies or via social media) are popular, but have expanded to include 'Instaquests' utilizing Instagram. Fond du lac coordinates with Marion to host an instaquest for new students each fall. Examples of both are below.

Architectural Scavenger Hunt!

ADULT CONTEST

Stroll through Downtown Saline and look up, down and all around at the architectural details that so richly contribute to the defining character of our city. Saline's early architects and developers had a keen eye for subtle nuances that make so many of our buildings unique, valuable and worth preserving.

Have fun identifying each building then turn your entry form in to the Saline Main Street tent at Summer Music Series or to the Saline Main Street office at 121 E. Michigan Ave, next to the Downtown Depot. Boundaries include Henry to McRay on Ann Arbor Street, and Harris to Lewis on Michigan Avenue.

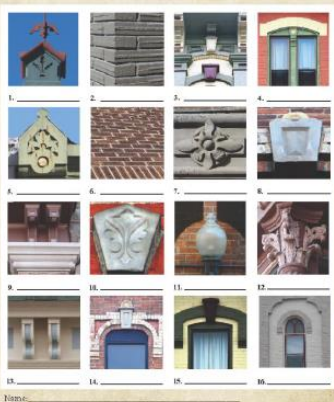
All completed entries will be eligible for a drawing for a \$50 gift certificate to a Downtown business of your choice. Turn your entry in by August 31, 2014.

Winners will be notified by Saline Main Street.

Presented by:  Sponsored by: 

Name: _____
Address: _____
Phone: _____ Email: _____

I want to be kept informed about Community activities. Please add me to your email list!



Official 2016 InstaQuest Challenge List

All answers must posted to Instagram and must include the following:
 Tag @visitdowntownmadison on Instagram
 #instaquest
 #teamname (if registered as a team)
 If challenge is at a business, either tag the business on Instagram or # for the business.

#	Challenge	Instagram # or Username to tag biz	Points Awarded	Got it!
1	Head to Madison's famous pizzeria, Ian's Pizza on State and snap a picture of their many specialty pizzas.	@ianspizzamadison #ianspizza	5	
2	Explore the diversity of culture and cuisine on State Street! Head into Fugu and stand by their glass cabinet by the register. Create and post a video saying "I love China" in formal Chinese (Wó ài zhōngguó).	#fugulove	5	
3	Take a selfie with your favorite cow on the patio - the black & white; Gurnsey; or brown Swiss.	#statestreetbrats	5	
4	Social Media Clue		20	
5	SURPRISE		20	
6	What is the Robot Reading? A Room of One's Own wants you to find out! Head to their book store to search for this challenge.	#aroomofonesown	5	
7	Earn 10 points for a pictures of you/your team on your way to your next challenge by riding BiCycles to get there.	@madison_bicycle	10	
8	Watching over the Capitol Square is a large stick figured man. Can you find him? Instagram a pic of this sculpture for BiG points.		15	
9	There are very few examples of the famous Luxford Glass in Wisconsin, and one of the best examples is at the Irish Pub. Take a picture of this famous glass!	#theirish	5	
10	Social Media Clue		20	
11	Some things get stuck in the past. ~ Take a picture of one of the clocks from 1912 (relocated from the Capitol) that is permanently set at 4:12.	@fromagination	5	
12	If the line is short enough, take a photo with a team member; if its busy just snap a shot of the dated menu.	@chipotlemexicangrill	5	
13	It's time for a selfie! Go to the Wisconsin Historical Museum and grab a picture with their mascot, Harley the Hodag.	#WHMHodagselfie	5	
14	Looking down State Street you can view The University of Wisconsin's Bascom Hill. For major points, snap a picture of the hill. But there's a catch: you have to take this picture from the Capitol's observation deck.		20	
15	On the 100 block of State Street is a very old YMCA sign. Head to 122 State where the sign is painted, and post a picture of this piece of history.		5	
16	Craving something sweet? Post a selfie sampling Kilwin's double dark chocolate fudge, it's to die for	@madkilwins	5	
17	The Madison Museum of Contemporary Art has a beautiful rooftop garden. Step inside this free museum and snap a picture of the rooftop.		5	
18	The facade and Marquee of the old Capitol Theatre is still featured in the area. Head to the Overture Center and find where the Marquee is incorporated into the building.		10	
19	Downtown Madison is home to 2 beautiful lakefront terraces. Create a collage with a picture at Monona Terrace and a picture at the Terrace at Memorial Union on Lake Mendota for major points.		10	
20	Earn 5 points for each picture you insta from a DIFFERENT downtown BiCycle Station. (There are 5 of them.)	@madison_bicycle	25	
21	While you're at Monona Terrace, can you spot the replica model of the terrace? Hint: it's by the administration offices.		5	
22	There are only 3 houses left on State St. Two of them are fairly obvious; 521 State St. which is Soinnie, and 417 State St. which is Sacred Feather. The third is less obvious, 544 State office, which is under a disguise. Grab a picture of all three and build a collage for triple points.		15	

Establish Diverse Year-Round Businesses and Attractions

Activities: Fill storefronts with active businesses, retain key businesses, recruit businesses to meet identified gaps and establish year-round event/activity calendar to minimize seasonal impacts

Measurement and Tracking: Entrepreneurs engaged in training programs, number of new business starts, storefront vacancy, seasonal events/activities and attendance

Goal 1: Support entrepreneurial pipeline to fill vacant spaces and transition retiring businesses

Initiatives: Entrepreneurial resource development, University partnerships

1-Year Activities: Compile information on existing entrepreneurial resources, create downtown startup guide/resource database. Understand existing business succession plans. Identify existing retail/restaurant/service gaps.

3-Year Activities: Grow/formalize existing entrepreneurial support network and funding. Match identified gaps with existing businesses or available spaces, work with University to provide necessary data/training to support gap sectors/create workforce. Match emerging entrepreneurs with retiring business owners.

5-Year Activities: Explore entrepreneurial pipeline development – incubators/farmers market, popups, consignment options, etc.

Follow-up Comments & Recommendations:

Goal 2: Create all-season, all-weather activities & events

Initiatives: Examine existing event calendar, identify gaps, establish self-guided interactive activities available year-round or seasonally

1-Year Activities: Convene marketing partners to compile and examine existing event calendar (library, museum, hotels). Publish information in central location and make available to business owners. Create strategic plan to coordinate activities seasonally and cross-market/promote. Expand successful events (wine walk, make music) or strategically add new ones to fill gaps (fat tire fest)

3-Year Activities: Identify underutilized spaces or missing connections to create activity during off-peak times. Extension of trail to dog park, large scale park games, interactive murals, climbing wall, etc.

5-Year Activities: New destination business open, programming additional areas/downtown fringe.

Follow-up Comments & Recommendations:

De Pere voyageur park survey: The City earmarked \$125,000 for improvements to the incredibly underutilized Voyageur Park near downtown. A stage and restroom facilities were envisioned, but before engaging an architect, two surveys were conducted. The first surveyed event organizers in the community regarding stage size, loading and power considerations, along with typical size and anticipated frequency of use, while the other surveyed residents and business owners in immediate proximity to the park to identify potential challenges and specific concerns. As a result, the stage can be designed with maximum flexibility and open to coincide with programming needs, and some potential concerns (such as trash and loading zone parking) can be addressed in the planning phase.

Placemaking: Although there are any number of events that can drive traffic in the winter, establishing a handful of permanent or seasonal installations that let visitors explore downtown on their own schedule (including after hours, etc) is a cost-effective way of filling gaps in activity and increasing visitor stays (and thus spending) downtown. The below images are examples of some of this type of installation that might be appropriate for Platteville.



Benchmarking Success & Tracking Progress

Once Platteville Main Street has established a set of targeted objectives and activities, it will be important to effectively track and communicate progress on these measures. Because Main Street already tracks and reports progress to local partners and the Wisconsin Main Street on many measures, this tool will increase opportunities for the organization to succinctly display its core areas of focus and accomplishments. The ability to demonstrate successful achievement of previously identified goals can also help the organization solicit additional funds and assistance from other organizations with similar missions. The image below illustrates a sample benchmark graphic which could be adapted by Main Street to illustrate its successes.



