



Main Street Refresh – Transformation Strategy Development

Proposal for:

Wyoming Main Street

- *Rock Springs, WY*
- *Cheyenne, WY*
- *Green River, WY*

Prepared by

Matthew Wagner, Ph.D.

Vice President of Revitalization Programs

National Main Street Center

53 West Jackson Blvd. Suite 350

Chicago, IL 60604

312-610-5617

www.mainstreet.org

Introduction:

Through initial discussions with leadership from the Wyoming Main Street Program and Rock Springs Main Street, we have developed the following proposal that is reflective of the deliverables we believe may be of interest to the communities of Rock Springs, Green River and Cheyenne. It is critical to note that while a significant component to this proposal includes the collection and analysis of market data, it unto itself is not a market analysis. The Refreshed approach suggest that the importance in moving a district revitalization effort requires a balance between many inputs such as market data, community engagement, existing business mix, existing anchors and key place based assets, factored in by regional and national economic trends.

Why study your market?

Every community has a unique set of place-based assets, anchors, and consumer markets that help to define a healthy business district. Enhancing those efforts through a targeted economic development strategy requires a more thorough understanding of the marketplace. One of the best ways to help retain existing businesses and recruit new ones is by preparing information about the specific customers who are currently served or who could be served by you business district. The local commercial revitalization program provides a very important benefit by developing a comprehensive analysis of the district market that aligns vision and consumer data with transformation strategies that drive the organization's revitalization programming. Most market analysis consultants perform their work and provide local community leaders simply with information. The National Main Street Center's approach is to work hand-in-hand with organization leaders to understand the market data coupled with community engagement, and develop comprehensive and execution driven Transformation Strategies to deliver economic development results. This approach accomplishes several goals.

- Builds local knowledge and understanding of your district's economy in order to create a foundation for successful revitalization;
- Identifies current strengths of the business mix and existing business clusters
- Supplies relevant consumer data to the revitalization program so it can help existing businesses become stronger
- Identifies opportunities for future business attraction and business cluster expansion
- Aligns the work for the 4-Point Approach around Transformation Strategies that reflect the market and community vision.
- Builds a strategic framework for niche development, including real estate development, business development, promotions, marketing, branding, etc.

Process

A. Phase 1

Provide initial catalyst **Transformation Strategies** that reflect the business district's position in the local and regional retail/entertainment and housing market using the inputs of stakeholder engaged vision, consumer and business data, and market data. The transformation strategies are further informed by the district's competitive advantages and disadvantages relative to other local and regional markets. This includes a review of currently available market information for the district and analysis of secondary data analysis. The transformation

strategies will describe primary and secondary markets from which the district has the best advantage to draw customers. It will also describe the products and services district is in the best position to offer these customers and provide an analysis of the potential for growth in the retail, office, entertainment, and housing sectors. Tools used to develop these “starter” transformation strategies will include an initial visual assessment of the district, interviews with key stakeholders, market data through ESRI and/or Nielsen data sets, along with any provided market studies.

B. Phase 2

Develop a comprehensive **District Economic Vitality Work Plan**. Revitalizing a commercial district requires focusing on the underlying Economic Vitality of the district. This work is rooted in a commitment to making the most of a community’s unique sense of place and existing historic assets, harnessing local economic opportunity and creating a supportive business environment for small business owners and the growing scores of entrepreneurs, innovators, and localists alike. The Economic Vitality work plan will focus on the following elements:

- a. recommendations for business retention, expansion and recruitment activities;
- b. recommendations on district market and consumer niches for the district
- c. identification of space opportunities by location including underutilized/vacant sites and buildings/infrastructure needs;
- d. recommendations for niche promotion and marketing activities;
- e. And, identification of potential implementation resources and stakeholder partners necessary for success.
- f. Recommendations on possible current activities that could be ended/stopped or given to another stakeholder organization to allow for more focused resources on the Strategy(s).

Deliverables

- A. **District Transformation Strategies.** A written summary of catalyst business development strategies with business and customer group opportunities identified.
- B. **Economic Vitality Work Plan.** A written work plan of comprehensive recommendations for action including, but not limited to partnership opportunities, niche promotion and marketing activities, key design enhancements and projects, private or public, commercial or residential, which could potentially catalyze other economic development investment. In addition, the EV Work Plan would help guide the organization through an activity framework with future budgeting, capacity needs, resource needs, and timelines.
- C. **Metric Development.** As a follow-up to the Work Plan, each activity or group of activities should have either a qualitative and/or quantitative metric along with a baseline to better understand if work efforts are truly making a difference on the selected Transformation Strategies. Thus while there will continue to be general economic variables such as net new businesses or net new jobs

created, an artists district strategy might also have a more focused metric on number of artist work/live studio spaces developed.

- D. **FINAL Executive Report.** Following the presentation, the National Main Street Center will incorporate feedback into an executive report.

Timeline (Note: Total project completion in 90 days)

Project Component	Timing
Pre-Visit: Community Survey; Zip Code Trade Area Analysis and Data Pulls	Week 3 Completion
Initial Site Assessment Visit (Tour and Stakeholder Meetings)	Week 4 Completion
2 nd Visit – Transformation Strategy Alignment – Economic Vitality Work Plan Development/Metric Development	Week 8 Completion
Final Report Development	Week 10 Completion
Webinar - Report Presentation and Feedback	Week 11 Completion
Final Report Delivery	Week 12 Completion

Pricing

The total cost for the Market Vision and Strategy Assessment is \$6,500 per community. Travel and data collection fees are not included in the pricing.

Project Staffing

Matthew Wagner, Ph.D. recently joined the National Main Street Center as Vice President of Revitalization Programs. In this role, he is responsible for driving the Center’s field service initiatives including the development and delivery of technical services for downtown and commercial corridor programs across the U.S. Dr. Wagner’s professional background involves nearly 25 years of private sector, non-profit management and teaching experience in the area of downtown revitalization, real estate development, market analysis, entrepreneurship and economic development.

Prior to his work at the National Main Street Center, Dr. Wagner had a dual role of Director, Global Community Affairs, and President of Johnson Redevelopment Corporation at SC Johnson, a \$10 billion global consumer products company (Glade, Raid, Windex, Ziploc, etc.) Since 2011, he had international responsibilities driving the company’s \$35 million philanthropy strategy in sustainability and workforce/economic development areas. Dr. Wagner provided entrepreneurial guidance and leadership to the company, directing the creation of the Lily Pad retail venture featuring SC Johnson branded merchandise for visitors and consumers, to which he received an Officer’s Award. Furthermore he served as President of Johnson Redevelopment Corporation, SC Johnson’s real estate holding company invested in more than 1 million sq.ft. of retail, office and manufacturing space for third-party tenants. In this role he had responsibility to manage a \$4 million P&L and \$3 million in annual capital allocations.

Dr. Wagner has served a leader in the area of downtown and commercial corridor revitalization, directly guiding two nationally recognized downtown revitalization efforts. In Sheboygan Falls, WI, he led

downtown redevelopment activities resulting in the community being named one of the first five Great American Main Street Award winners. As Executive Director of the Downtown Racine Corporation (Racine, WI), Dr. Wagner led a downtown planning and implementation initiative that resulted in more than \$100 million in new private investment earning honors from the International Downtown Association, Sierra Club, and the American Institute of Architects for downtown planning. In addition, he has served as a Senior Program Associate at the National Main Street Center providing direct technical assistance to numerous downtowns and commercial corridor districts, with a specialization in economic restructuring activities, including market analysis, real estate development, downtown planning, and business recruitment and retention activities.

Aside from his professional experiences, academically Dr. Wagner has completed his Ph.D. with a focus on urban economic development and entrepreneurship. He is a Fulbright Specialist Scholar, recently completing a teaching assignment on social entrepreneurship at the University of Hyderabad, India.

Furthermore, Dr. Wagner has a long history of program and service delivery in the area of small business development. As a testament to this work, he has been awarded the U.S. Small Business Administration's Wisconsin Champion for Women's Businesses, for his efforts to support women entrepreneurs. Additional short-term engagements have included service with the White House Council for Auto Communities Economic Development and Entrepreneurship Policy and Michigan State's University Future Innovation Research Strategy Team.

About the National Trust Main Street Center®

The National Main Street Center is a subsidiary of the National Trust for Historic Preservation. The Trust is a private, nonprofit corporation based in Washington, DC and sanctioned by the United States Congress to be the national voice of the historic preservation movement. The National Trust for Historic Preservation developed the Main Street Approach® to downtown revitalization in 1977, used by over 2,000 communities nationwide and the National Main Street Center was a pioneer in developing market analysis methodologies relevant to the unique circumstances of traditional downtowns and commercial districts.

The National Main Street Center focuses its work in traditional downtowns and neighborhood commercial districts, providing a wide range of services to communities of all sizes and socio-economic conditions. Our consulting services are concentrated in four primary areas: diagnostics, training and education, problem-solving and consultation, and evaluation. Having worked with thousands of downtowns and neighborhood commercial districts in every state in the country, the National Main Street Center is uniquely positioned to provide a national perspective on revitalization issues, combined with the ability to offer both innovative and tried-and-true solutions that help communities develop strategies to address the very real problems facing their traditional commercial districts.

Clients

Throughout our thirty five year history, the National Main Street Center has successfully advised organizations charged with bringing back small and mid-sized downtowns, larger city centers, historic urban business district neighborhoods, and fast-growing communities facing intensive growth pressures. The commercial districts with which we have worked each begin with different levels of economic health: depressed and desolate, moderately healthy, and successful but in need of a comprehensive management system. Similarly, we assist revitalization programs at all stages of development, ranging

from those in the initial stages of revitalization to those that have had formal revitalization programs in place for years. Our work helps communities create local coalitions to address revitalization, strengthen and attract businesses, attract new customers, improve the physical environment, and find sources for funding it all. We have not only developed the Main Street Four Point Approach®, but have refined it over the years to be relevant and applicable to a variety of communities and organizations. A selection of our current clients includes the following organizations:

- Colorado Main Street
- Michigan Main Street
- Main Street West Virginia
- Tennessee Main Street
- Wisconsin Main Street
- Virginia Main Street
- New Mexico Main Street
- DC Main Streets

Market Assessment and Economic Vitality Clients

Current:

The National Main Street Center is currently providing market data collection and economic vitality work planning services to the following communities:

- Salt Lake City, UT
- Orinda, CA
- Fayetteville, NC
- Detroit (Jefferson-Chalmers Business District)
- Lexington, Kentucky
- Miami (Little Haiti Business District)
- Gary, Indiana
- Philadelphia (Tacony Business District)