
**Downtown Crozet in Motion
Strategic Plan
Downtown Crozet Initiative, Inc.
Crozet, Virginia
May 2018**

Prepared by:

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For:

Downtown Crozet Initiative, Inc.
Deliverable for DHCD Commercial District Affiliate Grant; County of Albemarle, Fiscal Agent

Background

Patricia Groot of Groot Consulting and Grant Services was retained by the Downtown Crozet Initiative, Inc. (DCI), a newly formed nonprofit, to assist with its organizational development and create a strategic plan. Mary Beth Bowen of Hive Creative Group was also retained to improve the DCI website and Facebook communications, and reinstate a DCI monthly blog. Under the grant awarded from DHCD under the Commercial District Affiliate program, DCI committed to learning more about the Main Street Program and incorporated those principles into the strategic plan. The elements of this strategic plan include a workplan, budget, economic restructuring, scope of work and fundraising plan. During the second planning session, the Board of Directors opted to refine three Catalyst Transformation Strategies as a workplan. Albeit, time only allowed to refine two of the three Strategies as part of this strategic planning process.

It is significant to note that the DCI began as a community planning group in March of 2015. That group, with many of the same members, has formed the nonprofit of today. This report is based on the review of work completed by DCI in all its permutations, six planning sessions with the Board of Directors, of which three sessions included community members, driving and walking tours of the area, and review of various materials and planning documents.

DCI IS VISION-DRIVEN

Relying on the public engagement experiences and recognizing the benefit of expanding the DCI focus to all of Downtown, DCI decided to incorporate as a nonprofit, and the organization crafted a vision, mission and goals to reflect this broader view.

DCI's source of community Vision developed from public engagement experiences occurring from 2014 to 2017:

- 11 CCAC and CCA Meetings 2014-2017
- Planning Commission Meeting June 12, 2014
- Formation of Community Planning Group (DCI) March 2015
- Public Meeting and Design Charrette May 27, 2015
- Public Meeting to Review New Designs June 11, 2015
- 23 DCI Meetings 2015-2017
- DCI Landscape Architect Interviews & Hire June 2016
- Public Plaza Design Review Open House Dec 8, 2016
- DCI – Mahan Rykiel Design Review April 12, 2017

DCI's Vision Statement reads:

Our vision is to be a proactive community development organization that serves as a catalyst for making Downtown Crozet a vibrant commercial and residential area where economies are strengthened, partnerships are created, historic sites are preserved, arts and culture thrive, affordable housing is available, trust is built, divides are bridged and people of all ages become involved in the community.

DCI's Mission Statement reads:

Our mission is to foster a high quality of life in Downtown Crozet by securing resources to ensure that future downtown redevelopment preserves the best of the original character while serving the needs of a growing population. To that end, DCI, Inc. will support economic vitality and community development in Downtown Crozet and facilitate many of the recommendations of the Albemarle County Crozet Master Plan.

PLAN REVIEW

In developing this report, the following documents were reviewed:

- [Crozet Historic District](#) (Preliminary Information Form)
- [Crozet Master Plan](#) (Albemarle Comprehensive Plan 2010)
- [2017 Crozet Community Survey](#) (representative sample)
- Albemarle Economic Development Plan
- Albemarle County Target Industry Study
- Historic Preservation Strategies Report: Community of Crozet Architectural Resources Study 2008
- Barnes Lumber Property Development Plans– Plaza highlighted in Phase 1
- Albemarle County Existing and Target Industry Study (2012)

It is significant to note that the Crozet Community Survey reinforces at least three key assertions found in the Crozet Master Plan from 2010. They are 1) the primary and most important center in Crozet is the Downtown area, 2) The Master Plan recommends that Downtown continue to serve as the focal point for cultural and commercial activities in Crozet, and 3) new commercial and employment growth should be directed Downtown...a mixture of residential, commercial, office, R&D, and flex/light manufacturing in the redevelopment of the [former]lumber yard property. This reaffirms the community's commitment to a vibrant Downtown commercial district.

MARKETING

Following the community engagement meetings and events around the review of the Mahan Rykiel Design for the proposed town center Plaza, the community was primed with an expectation of what was to come for Downtown revitalization. To move the plan forward, the road infrastructure needed to be built simultaneously with the Plaza. The project moved into negotiations between the County and the developer with the added element of securing state grant funding. The private sector is not always prepared for the length of time the process takes, particularly since it takes months for grant decisions to be made and for all the intertwined pieces of the financial negotiations to fall into place. About the same time, DCI became a DHCD: Commercial District Affiliate and received funding to create this strategic plan. Since January, DCI's focus has been turned inward more than is customary with the focus on planning. Having formulated a detailed plan, DCI is now poised to again be keeping the community informed of the progress being made.

Mary Beth Bowen of Hive Creative Group is rejuvenating the DCI web page and will begin posting blogs. She will be providing guidance to an Intern who begins in June and will be responsible for the Facebook page and blogging. This intern also has extensive experience in event planning. As a bonus, she is a long-time resident of Crozet having grown-up there. DCI leadership, Groot Consulting and Hive Creative

Group have partnered with the Office of Economic Development to contribute to the *People of Albemarle* program by sharing links to videos DCI will be producing about Crozet businesses. The media consultant working with the County is volunteering time to also produce a few video PSAs to be combined with blogs that will help keep the community informed about what is happening Downtown. Ms. Bowen has also trained the DCI Board on how to contribute to the website and has asked the Board to help develop content for the site. Another goal of marketing is to respond to the community's questions and concerns in a timely and transparent manner.

INVENTORY

Following the guidance of the Main Street Transformation Strategies, an inventory of businesses was compiled. All known Downtown businesses were grouped, along with Crozet business centers that are competitors: Old Trail, Blue Ridge Shopping Center and Clover Lawn. Businesses were grouped by NAICS codes to conduct a rudimentary gap analysis for types of services present in the commercial district and each shopping area. Sufficient detail for posting an online directory of all Crozet businesses has been gathered and is a future DCI goal; to convert the spreadsheet to a searchable online format. During this process it became clear that to assess the surplus and deficit for services, more detailed data is essential. We know what businesses exist, but we do not know the market beyond anecdotal data. The Esri Tapestry data refined for Crozet beyond what is available online will be pursued as part of a market study tailored to the Main Street program.

ASSET BASED ECONOMIC DEVELOPMENT

Again, following the guidance of the Main Street Transformation Strategies, a list of Downtown and surrounding area assets was compiled.

Asset-based economic development builds on existing local resources to strengthen local and regional economies. Asset-based economic development focuses on how a community's natural environmental, socio-cultural, and economic advantages can be leveraged into sustained economic growth, while building capacity both within communities and across regions.¹ This differs from identifying gaps and deficiencies in the local economy.

There are five keys to asset-based economic development:

1. Analyze past community successes
2. Leverage the power of associations and informal linkages within the community
3. Build empowerment and ownership in the process via partnership and community participation
4. Establish practices that place priority on community collaborative efforts
5. Engage people as citizens (rather than clients) in development and how to make local governance more effective/ responsive

After conducting the inventory, DCI will want to evaluate the identified assets and their potential benefit by:

1. Looking at how the assets can be leveraged (aka take maximum advantage of asset)
2. Determining what the value of developing a particular resource or asset will be

¹ Read, Anna, ICMA. "Asset-Based Economic Development: Building Sustainable Small and Rural Communities," Briefing paper from the ICMA Center for Sustainable Communities

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3. Determining who the development of a particular asset will benefit
 4. And evaluating what additional inputs will be needed to fully leverage (aka take maximum advantage of) the asset

Asset Definition – In this context, asset is defined as the physical location of structures, natural environment, historical importance, and activities that attract customers and tourists to Downtown Crozet. The purpose of identifying assets located in Downtown is to plan on how the maximum advantage of an asset (leverage) can be realized – in other words, how can assets be leveraged into sustained economic growth.

DCI’s goal is to support economic vitality and community development by supporting and attracting new businesses to Downtown and assisting Downtown businesses in supporting and promoting activities in the Crozet growth area. This includes promoting assets that are a reasonable driving distance from Crozet. That is, close enough for Downtown Crozet to be used as starting point for excursions or a “refueling” stop for travelers. Essentially, what assets will bring customers to Downtown Crozet?

ASSET INVENTORY

Crozet enjoys the benefit of many assets, many focused on family-friendly, entrepreneurial, and tourism related businesses. This assessment is what led to the selection of the Transformation Strategies. What is also observed is a lack of public art, a dedicated dance or theater performance structure, and a Crozet Museum. There is some potential for converting the Field School to a performing arts center if the current school relocates. The proposed town center Plaza will fulfill the gap for outdoor performances, and a stage is included in the design.

COMMUNITY ENGAGEMENT

- [Downtown Community Investment, Inc \(DCI\)](#)
- [Crozet Community Association \(CCA\)](#) – forum
- [Crozet Community Advisory Committee \(CCAC\)](#) – Board of Supervisors appointed
- The Board of Trade - nonprofit
- [Milestone Partners](#)
- [Real Crozet VA](#)
- [Crozet Gazette](#)
- Albemarle County Supervisor – White Hall District
- Albemarle County Planning Commission Liaison

PHYSICAL ASSETS –

Downtown Crozet

- Future Plaza and development of Barnes Lumber 20-acre property
- Library & Crozet Avenue Streetscape
- Library
- Piedmont Place (4-story, mixed-use retail, restaurants, offices, residents)
- Future road infrastructure on Barnes Lumber property
- Buckingham Railroad (CSX Railroad)
- Crozet Volunteer Fire Department
- Crozet Volunteer Rescue Squad
- Crozet Historic District -highlighted sites follow:
 - Whistle Stop Restaurant (currently) (1200 Crozet Ave)
 - Fruit Cold Storage facility (formerly); currently [Mountainside Senior Living](#)

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- Blue Goose Building (1186 Crozet Avenue)
 - Crozet Train Depot (currently visitor center/artisan co-op)
 - [Crozet United Methodist Church](#) (Gothic Revival)

Crozet & Albemarle

- Buckingham Railroad (CSX Railroad)
- Crozet Public Schools (Elementary, Middle, High)

Crozet & Albemarle – Historic Properties

- [Tabor Presbyterian Church](#)
- Field School (formerly Crozet Elementary)
- [Crozet Historic District](#) (includes portions of Downtown)

AGRITOURISM

Downtown Farm to Table

- [Crozet Farmers Market](#)
- [Fardowners Restaurant](#)
- [Mud House](#)
- [Greenhouse Coffee](#)
- [Smojo Smoothies & Juice](#)

Downtown Wineries/Breweries/Cideries

- [Starr Hill Brewery](#)

Crozet & Albemarle - Orchards/Farms

- [Henley's Orchard](#) (nectarines, peaches, apples)
- [Chiles Peach Orchard](#) (and more)
- [KellyBronze Turkeys](#)
- [Currituck Farm Beef](#)

Crozet & Albemarle - Wineries/Breweries/Cideries

- [King Family Vineyards](#)
- [Glass House Winery](#)
- [Grace Estate Winery](#)
- [Knight's Gambit Vineyard](#)
- [Pollak Vineyards](#)
- [Septenary Winery](#) at Seven Oaks Farm
- [Stinson Vineyards](#)
- [Moss Vineyard](#)
- [White Hall Vineyards](#)
- [Pro Re Nata Farm Brewery](#)
- [Bold Rock Tap Room at Chiles Peach Orchard](#)
- Potter's Craft Cider (Free Union)

ATTRACTIONS & OUTDOOR RECREATION

Downtown

- Crozet Greenway & Trail Network
- [Crozet Cubs Bicycle Club](#)
- Crozet Depot- art gallery & visitors center
- [Crozet, Wayland's Farm \(W170\)](#) – VA Historical Marker
- [Crozet Bicycle Shop](#) (rentals, service, sales)
- [Crozet Running](#)

Crozet, Albemarle

- [76 Bikeway](#)
- Beaver Creek Lake & Reservoir Boat Ramp
- Claudius Crozet Park
- Crozet Dog Park
- Crozet Western Park
- Mint Springs Valley Park
- Old Trail Golf Club
- Miller School [VAHS MTB](#) - interscholastic mountain bike race
- Patricia Ann Byrom Forest Preserve
- Blue Ridge Heritage Project Memorial (Albemarle memorial located at Patricia Ann Byrom Forest Preserve)
- [Virginia Birding & Wildlife Trail](#) (Monticello & Rivanna Loop)
- [Innisfree Village](#) – a lifesharing community of adults with and without disabilities
- Montfair Resort Farm
- VA Historical Marker – [Miller School \(W-225\)](#)
- Misty Mountain Camp Resort
- Crozet Arts - art school
- Greenwood Gourmet Grocery

Nearby Crozet

- Appalachian Trail
- Shenandoah National Park
- Blue Ridge Parkway
- Wintergreen Resort
- [Claudius Crozet Blue Ridge Tunnel](#) (under development)

EVENTS/FESTIVALS

Downtown

- Crozet Artisan Depot – Second Saturday Receptions; part of VA Artisans Trail Network
- Crozet Volunteer Fire Department July 4th Parade
- Third Thursday Depot Acoustic Jam Session
- Crozet Christmas Parade – Crozet VFD

Crozet, Albemarle

- Crozet Arts & Crafts Festival
- Crozet Community Orchestra Concerts
- Crozet Spirit Walk and Fall Festival – Field School
- Crozet Car Show – Claudius Crozet Park
- Misty Mountain Music Festival
- Miller School of Albemarle [VAHS MTB](#) mountain bike race
- [Crozet Running Trail 5K](#) (mountain trail) – Crozet Trails Crew event
- [Innisfree Annual Music Fest](#)
- Innisfree Annual Holiday Open House
- Henleyfest – Henley Orchard
- The Lodge at Old Trail's Third Thursday events
- Old Trail Friday's After Six

LODGING

Downtown

- Future Hotel anchor for town center Plaza

Crozet, Albemarle

- Rooster Hill Bed & Breakfast
- The Inn at Sugar Hollow Farm
- Afton Mountain Bed & Breakfast
- Montfair Resort Farm
- [Glass House Winery Bed & Breakfast](#)
- [Stinson Vineyards Bed & Breakfast](#)

LOCAL ECONOMY

Services

- Barbershop, Laundry, Cleaners, Grocery, Pharmacist
- Restaurants
- Retail
- Post Office
- Utilities – Dominion, CenturyLink, Comcast, Water & Sewer Authority, Broadband - (CenturyLink, Lumos Networks, Comcast, Direct TV, CVEC)
- Old Trail, Clover Lawn, Blue Ridge shopping areas

Arts & Culture

- Orchestra
- Local Musician Gigs - Restaurant venues
- Artist Depot Gallery; Network of local artists
- Ballet School
- [Crozet Chorus](#)

Media

- Crozet Gazette
- Real Crozet VA

Professional Services

- Real Estate
- Attorneys
- Accountants
- Medical – adult and pediatric practitioners
- Region 10 Community Services Board (mental health)
- Private therapists

Funding Sources

- Banks – Downtown: Bank of America; BB&T; Clover Lawn: UVA Community Credit Union
- Foundations
- Major/Monthly/Annual Donors
- Sponsorships
- County/State Business Incentives
- Grants

HISTORY/PLANS

- Historic Preservationists
- Crozet Historic District (Preliminary Information Form)

- [Crozet Master Plan](#) (Albemarle Comprehensive Plan 2010)
- Albemarle Economic Development Plan
- Albemarle County Target Industry Study
- Historic Preservation Strategies Report: Community of Crozet Architectural Resources Study 2008
- Barnes Lumber Property Development Plans– Plaza highlighted in Phase 1

NON-GOVERNMENTAL ORGANIZATIONS (NGOs)

- Downtown Crozet Initiative
- Crozet Trails Crew
- The Crozet Board of Trade
- Downtown Crozet Initiative
- Crozet Community Association (CCA)
- Crozet Park
- Crozet Trails Crew
- [Community Investment Collaborative \(CIC\)](#) – provides education, mentoring, micro-lending and networking for under-resourced entrepreneurs

Fraternal organizations - Crozet

- Crozet Lions Club
- King Solomon’s Lodge 194 (Masonic)

Fraternal organizations -- Albemarle

- Knights of Columbus
- [Blue Ridge Mountains Rotary Club](#)
- [Albemarle County - Rotary Club](#)
- White Hall Ruritan Club

GOVERNMENT

- Train Depot Visitor Center (Tourism and Adventure Center)
- [Crozet Community Advisory Committee \(CCAC\)](#) – Citizens appointed by Board of Supervisors
- [Albemarle County Economic Development Office](#)
- [Department of Housing and Community Development - Main Street Program](#)
- [Jefferson Area Board of Aging](#) (JABA)
- [Piedmont Virginia Community College Workforce Development](#) (PVCC)
- [Jefferson Area Board of Aging](#) (JABA)
- Elementary, Middle and High School

Assets to Explore:

A list of resources for further exploration has been prepared:

- Becoming an [Appalachian Trail Community](#), a network of communities whose businesses collaborate to provide a destination for hikers to replenish supplies and use other tools/services businesses choose to provide.
- Creating a “green” downtown business district where new structures are LEED or Earth Craft compliant, recycling is standard, and other eco-sensitive practices are in place. For example, the Hotel Floyd (<http://www.hotelfloyd.com/>) in Farmville prominently markets its “green” hotel status. Their occupancy rate success is marked by enabling the opening of a nearby “green” conference center. Recommendations have been to follow the same model in the hopes that similar success will befall Crozet. <https://www.virginia.org/green>

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- Marketing Crozet as a destination for cycling tours given its proximity to the 76 Bikeway. Established in 1976 as part of the Bicentennial, the trail threads its way across 10 states from coast to coast. Ideas range from preparing a cycling event for the 250th anniversary of the signing of the Declaration of Independence in 2026, to creating a connection for Crozet to the upcoming celebration from the proximity to the 76 Bikeway.
 - Promoting the growing wine and brewery industry in the area.
<https://www.visitcharlottesville.org/visitors/things-to-do/vineyards-and-breweries/>
 - Assisting the robust arts community in marketing.
 - Promoting the [local food industry](#) in Crozet, ranging from the long-time peach and apple orchards to the newer farm to table businesses. Apple and peach harvests are a longstanding part of Crozet's commercial history. The downtown building now used for assisted living was once used for crop storage.
 - Petitioning the VA Dept. of Game and Inland Fisheries to add the Crozet hiking trails to the [Birding and Wildlife Trail](#) system, creating a Crozet Loop Trail. This economic development project, introduced by the VDGIF, targets the birdwatching recreational group, many of whom have high disposable incomes.
 - Assessing if any historic buildings in the downtown area – especially those within the boundary of the [Crozet Historic District](#) – would benefit from thoughtful repair and what resources would be needed. Crozet is very mindful of its history. Identifying any benefit to preserving historic assets is important to DCI. As this topic was researched, it became clear that given the wealth of information available, drawing any meaningful conclusions is beyond the scope of this document. Consideration should be given to explore how best to preserve the history of Crozet. One possibility is to create a static museum as part of or adjacent to the DCI office once one is established. There are a few notable historians in Crozet that hold a treasure trove of information and resources that would be suitable to this project.

TRANSFORMATION STRATEGIES

DCI opted to select strategies based on their knowledge of the community and refined them based on anecdotal data. The Entrepreneurial Ecosystems, Family-Friendly Businesses, and Tourist and Tourism Strategies are a good fit and a good starting place given the inventory and assets identified. Downtown Crozet businesses are almost exclusively entrepreneurial. Given the potential for creative placemaking around a new town center that the Barnes Lumber property offers, choosing Entrepreneurial Ecosystems is logical based on current and future businesses. Family-Friendly Business is also a good fit since Crozet is frequented by parents, grandparents and children. Deriving a better sense of what drives this market niche will aid businesses in sales and result in satisfied customers. Crozet is strategically placed as a stop-over for tourists and as a home base for exploring the region, making Tourism and Tourist a good choice for a Strategy. Further refinements will be made to all three strategies once the market study is completed.

RECOMMENDATIONS

1. Determine what additional market information can be obtained to further define the potential markets based on customer profiles and likely driving distances to Downtown. Make use of the refined Esri Tapestry Segmentation profiles tailored to the Downtown Crozet markets. Also assess

the gaps and surplus market segments. Conferring with a consultant familiar with the Main Street Model and marketing studies will expedite obtaining the market information needed.

2. Conduct the market study, then revisit the Transformation Strategies selected to make modifications where indicated by the data.
3. Explore in greater detail the Assets to Explore listed herein and include those markets in the market analysis. Prepare a plan for sharing the findings with the pertinent businesses and determining their interest in providing the services required to attract the particular asset.
4. Create a committee for each of the three Strategies, developing a workplan of action steps for each of the Four Points.
5. Refine the Tourism and Tourist Strategy for Downtown.
6. Develop a more detailed fundraising plan in June, once the financial disposition of the road and Plaza construction are resolved. A case statement for securing funding will be clearer at that time.
7. Develop individual plans for the events referenced in the Entrepreneurial Ecosystem and Family Friendly Business Strategies, including events focusing on Tourism.
8. Continue to explore the Main Street Model, taking advantage of all the resources it has to offer, planning to revise the Crozet in Motion Strategic Plan annually.
9. A comparison of the 2017 Crozet Survey to the MS Business and Customer surveys will help prepare for future surveys and questions that need to be identified.
10. Create a job description for the Executive Director responsibilities, either as an independent contractor or an employee.
11. Celebrate all that you have accomplished.

ATTACHMENTS

- **TRANSFORMATION STRATEGY SUMMARY**

- **2018-2019 BUDGET**

DOWNTOWN CROZET INITIATIVE, Inc.
DHCD: COMERCIAL DISTRICT AFFILIATE
TRANSFORMATION STRATEGIES SUMMARY:¹

Main Street Program

The Main Street program helps communities rebuild and preserve economic vitality in their historic and older downtowns and neighborhood commercial centers. The Main Street Approach consists of three essential, tightly integrated tools:

1. Community vision that is informed by broad and inclusive community input *and* market understanding.
2. Transformation Strategies that incrementally create positive changes in the district's economy. These are implemented through simultaneous activity in four broad areas of work that, together, constitute the "Four Points." In brief:



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- **Design** encompasses a) improving all the physical and visual aspects of the district, b) capitalizing on the unique assets that set the commercial district apart, 2) creating an inviting, inclusive atmosphere that fosters accessible and people-centered public spaces and 4) celebrates historic character.
- **Organization** involves cultivating partnerships and resources; broad community engagement; and leadership and strong organizational capacity for the district.
- **Promotion** is about marketing the district's defining assets by supporting the buy-local experience and using storytelling to communicate unique features.
- **Economic Vitality** promotes business and property development utilizing capital, incentives, and other economic and financial tools to: a) build a diverse economic base, b) catalyze smart new investment and c) cultivate a strong entrepreneurship ecosystem.

3. Impact measurement includes monitoring quantitative and qualitative outcomes such as number of new businesses and new employees or number of changes made to attract a targeted customer base or desired niche businesses.

A *Transformation Strategy* is a statement that guides a district's revitalization initiative and is based on a solid understanding of the district's economy and its position in the regional market. A *Catalyst Strategy* is a generic, off-the-shelf Transformation Strategy provided by National Main Street that can be adapted to a variety of places and circumstances – and it can be refined and customized over time.

The Crozet community has been very involved in the revitalization of Downtown. Regular stakeholder meetings, a design charette, public engagement events, an architectural conceptual design and most recently a representative community survey have contributed to the formation of the Downtown Crozet Initiative's vision for the revitalization of Downtown. Building upon this accumulated history, the Downtown Crozet Initiative (DCI) is incorporating that knowledge as the foundation for the *Downtown Crozet in Motion Strategic Plan*. This

¹ Main Street Model and Transformation Strategies modified for DCI, Inc. from National Main Street (NMS) Catalyst Family Friendly Businesses and other NMS resources

document represents the first steps in refining the MS Catalyst Strategies for Entrepreneurial Ecosystems, Family Friendly Businesses, and Tourism and Tourists that have been selected for inclusion in the *Downtown Crozet in Motion Strategic Plan*.

TRANSFORMATION STRATEGY - FAMILY-FRIENDLY DISTRICT

THE “FAMILY-FRIENDLY” STRATEGY IN A NUTSHELL

Family-friendly commercial districts offer a range of products and services for all members of the family. But the “family-friendly” nature of these districts is defined as much, if not more, by the types of special events they offer, their store hours, and the overall atmosphere of inclusiveness that they provide. Special events provide opportunities for families to have fun together, for children to have a safe environment in which to play, and for young people to build lasting memories of the district. Businesses adapt their merchandise mix, services, and hours to meet the needs of busy families. And the physical characteristics of the district help make the experience of visiting a convenient and engaging one.

More than most other Catalyst Strategies, a Family-Friendly strategy focuses on children. For this reason, family-friendly districts are more likely to be liveliest in the early evening and on Saturdays – versus, for example, districts focusing on entertainment and nightlife, which are more likely to be liveliest later in the evening. Family-friendly districts also often focus on meeting the shopping and service needs of the community’s aging population, providing a walkable place to live, shop, access medical and other personal services, and socialize

WHO ARE THE CUSTOMERS FOR FAMILY FRIENDLY BUSINESSES STRATEGY?

The customers for this strategy are families, of course – and, in particular, families with children at home and/or those helping care for aging parents or grandparents. There are several customer segments to pay particular attention to in planning a Family-Friendly strategy:

Families with babies and young children:

Families with babies and young children generally need inexpensive, convenient services.

They appreciate early-evening activities that include their children, like dining out in family-friendly restaurants or early-evening dance or karate classes.

They need casual places to gather with other young families – places where the parents or grandparents can chat while their children play together

Grandparents and families caring for elderly family members:

There are a number of ways in which older downtowns can meet many of the needs of elderly family members. Because they are compact and walkable, downtowns offer a place for older people to easily access a variety of shops, offices, and services. This makes downtowns a great location for independent living and assisted living facilities – and for moderately priced restaurants and entertainment venues.

While elderly shoppers are not likely to spend much in some product categories (like furniture and home furnishings), they are likely to spend money on medical supplies and personal care.

And, grandparents are among the top customers of infants’ and children’s clothes, toys, games, and equipment, as they usually have more time to shop than their children.

Families with teens:

Teens need fun, social activities in a safe environment. Bowling alleys, movie theatres, game rooms, music shops, snack bars, and ice cream shops can all provide places for teens to get together with their friends – as can corner parks and other public gathering spaces.

Many types of shops can increase teen sales by making part of the shop more teen-friendly, with teen-focused merchandise, décor, music, and in-store promotions.

Downtowns also provide a great laboratory for entrepreneurial, business-minded teens, with coworking spaces, maker spaces, business internships, and summer jobs helping build teens' business acumen and cultivate entrepreneurship.

BENEFITS AND TRADE-OFFS

Besides the obvious benefit of offering products and experiences for all members of the family, a Family-Friendly strategy helps young people develop positive memories of the district – memories that will hopefully translate into lifelong preferences for walkable, mixed-use districts.

The primary trade-off for a Family-Friendly strategy is that it is not generally compatible with a strategy heavily dependent on bars and nightlife. Also, to the extent that a Family-Friendly strategy depends on attracting shoppers from a relatively large geographic area, rather than primarily from walking-distance neighborhoods or from the district's workers, it might place additional demands on downtown parking.

IS THIS FAMILY-FRIENDLY BUSINESS STRATEGY A GOOD FIT FOR YOUR DISTRICT?

Respondents to the 2017 Community Survey found Crozet to be a family-friendly community, rating it 4.2 on a 1 to 5 scale where 5 best described Crozet. While the survey indicated a desire (very important/somewhat important) for more restaurants and bars (74%), retail stores (67%), and a lower interest in professional services (61%), employers offering professional/technical jobs (61%) and more lodging/hotel (%43%), greater insight is needed to determine what makes a business and its location family-friendly.

Survey respondents cited the need for more restaurants and bars however it will be helpful to discover specifics to further define this market segment. While family-friendly strategies are not generally compatible with a strategy heavily dependent on bars and nightlife, Downtown restaurants serving alcohol would not be characterized as nightlife establishments. Only three restaurants have separate bars. They each have a neighborhood pub-like atmosphere and are more of an accompaniment to the food service areas. Of the seventeen Food and Drinking Places serving alcohol, 3 serve only beer and 4 serve beer, wine, and liquor served at a seated meal service. Anecdotally, customers engage in responsible social drinking either in the pub-like atmosphere or as an accompaniment to a meal, behaviors that are compatible with family-friendly meal service. It appears that Downtown Crozet is not heavily dependent on bars and nightlife. More information is needed about what kind of bars residents and visitors want.

Additional information is also needed about survey respondents interest in more restaurants Downtown. Determining if interest is in more restaurants offering “date-night” dining, a wider range of culinary choices or more teen hangouts will better inform new businesses interested in locating Downtown and existing businesses who want to emphasize the family customer base.

Based on observations, shoppers that patronize Downtown businesses drive from nearby subdivisions and areas outside of the Crozet District with very few biking or walking from home or work. Survey respondents

cited the importance of transportation options as (very important/somewhat important) increasing pedestrian safety (93%), greater motorist safety/traffic management (91%), walking as an alternative (87%, and biking as an alternative (76%). These responses coupled with 94% of respondents agreeing that Downtown should be the social and business center of Crozet suggests that Downtown needs to offer safe pedestrian and biking options to create a family-friendly environment.

The inclusion of the town center as part of the revitalization planning is another factor making the Family Friendly Business Strategy a good fit for Downtown. The center will be designed to offer casual places to gather with other young families, with features accessible to parents and grandparents. It will also be an area where teens can gather and engage in suitable activities. The town center will also be where family-focused events are held. The benefits of the town center are documented throughout the community development literature

Parking Downtown is already a problem; 86% of Survey respondents cited a need to increase the amount and ease of parking in the Downtown area. As the revitalization process advances, solutions to parking must be considered.

Anecdotally, the Family Friendly Business Strategy is a good fit for Downtown and in principle is supported by the 2017 Crozet Community Survey. However, an effective implementation plan will require more detailed information. A market study that includes psychographic characteristics of Crozet's market segment including drive time is needed. It will allow personality and lifestyle profiles to be contrasted with demographic, behavioral, and organizational variables, providing a more detailed descriptions of the market segment. Coupling the market study with additional community and business survey data that is specific to family friendly goods and services will provide businesses both new and existing with the tools needed to analyze market niches.

INFORMATION YOU'LL NEED FOR THIS STRATEGY

Effective use of the Main Street Model requires a working knowledge of the market. A full market study is cited as key to accomplishing this goal. There are market research tasks that can be completed in anticipation of completing a full market study. They include:

- **Inventory:** An inventory of all existing businesses in the district has been compiled. Factors gathered include name, address, telephone, contact person, website, Facebook page, parcel and comments about business. Businesses that offer family-friendly products and services are grouped based on personal experience with the businesses.
 - Task:** Review the business groupings for completeness
 - Task:** A more detailed list of products and services needs to be developed.
 - Task:** A tally of the approximate size of each of these businesses (in square feet) and the number of people employed by each business needs to be gathered and recorded.
- **Customers:** Compile demographic characteristics of regional residents – particularly information about household income, age, household size, ethnicity, number of earners, and education levels, number of households with children, adult age ranges, numbers of households that include elderly members. (see: US Census website and/or from third-party geospatial data providers like ESRI or Nielsen PRIZM). Crozet is a Census Designated Place (CDP). In addition to census data, we have an extensive, statistically significant, survey of our community that accurately reflects the interests and attitudes of the residents both inside the Crozet growth area and the nearby neighborhoods. Further analysis is warranted to determine if additional questions specific to businesses and customers need to be asked.

Task: Gather analyze data from the US Census Quickfacts and the American Fact Finder for Crozet CDP, including the categories of Topics, Geographic's, Race and Ethnic Groups, Industry Codes and EEO Occupation codes.

Task: Incorporate demographic analysis in scope of work for the market study

- **Competition:** An inventory of businesses has been compiled for the two shopping centers on Route 250, Old Trail and other businesses. Those areas are easily mapped using Google maps.

Task: Evaluate how these commercial areas compete with Downtown, Charlottesville and Waynesboro.

Task: Articulate how your Family-Friendly strategy is (or can be) differentiated from competing commercial areas. The planned town center Plaza is unique to Downtown and once constructed will be the only gathering place for families and other customers, a feature not present at Clover Lawn or Blue Ridge shopping centers. Creating makers place Downtown will also be a unique feature.

- **Potential barriers:** Several issues exist as potential barriers.

Parking is currently a challenge throughout Downtown. Solutions to parking can be costly, such as parking decks. Improving bicycle access will reduce traffic, replacing parked bikes with parked cars.

- Negotiating safe pedestrian and vehicle railroad crossings poses multiple factors to overcome.
- Not completing construction of the town center Plaza will eliminate the central gathering place, removing the social interaction space that is so desirable for family-friendly customers. New family focused businesses may not be drawn to Downtown without this crucial attraction being built in the heart of the commercial district.
- An autonomous trolley taking customers from car to shops would also be an asset differentiating Downtown from other shopping areas
- A strong economy Downtown will minimize migration of businesses to outlying areas in Crozet.

SAMPLE ACTIVITIES

There are many different activities that DCI and its partners might do to successfully implement a Family-Friendly strategy. The activities you choose should address problems and opportunities that are specific to your district. Start with activities that are relatively easy, then gradually tackle more challenging ones.

Here are some examples:

Design activities:

- Create a central plaza in the new town center slated for construction on the Barnes Lumber property, selecting a unique design that contributes to the Crozet brand.
- Ensure the design for the revitalization of Downtown allow for walkable, accessible paths for both the existing and new areas allowing easy access for strollers, wheeled mobility aids, and pedestrians of all ages. Old and new spaces need to seamlessly connect.
- Develop solutions to providing adequate, accessible parking. As a partial solution to insufficient parking, evaluate implementing an autonomous trolley with predefined stops that will shuttle shoppers from parking to storefronts; perhaps seeking federal funding for a pilot project.

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- Explore creating “pocket” gathering places for teens to hangout, conducive to acoustic musical instruments for music jams, perhaps using the stage planned for the market center plaza.
 - Explore interest in installing outdoor cement chess tables and benches.
 - Add kid-friendly, kid-scale street furniture to public spaces.
 - Sponsor a design competition for high school students to decorate fire hydrants or traffic light switching boxes within the district.
 - Designate restrooms available for public use offering baby-changing and accessible options, or develop a public restroom offering these characteristics.

Organization activities:

- Conduct pedestrian counts on major blocks or entry points in your district at key times of day, noting their approximate age cohorts.
 - Conduct a business survey that determines what services are provided, price range of goods, hours of operation, availability of early-evening hours, etc.
 - Survey the Mom’s club members to ask what suggestions they have about family-friendly places for preschoolers and other age groups; MOPS - Mothers of Preschoolers (MOPS) at *Crozet Baptist Church and the Crozet Play Group on Facebook*.
 - Initiate conversations with high school and middle school students to learn what matters to them about living in Crozet and visiting Downtown. Collaborate with the appropriate classroom teacher to assign the topic as a writing assignment made up of two parts. One is to summarize the student’s thoughts. Part two is homework to have the same conversation with family and friends then incorporate what is learned in the final writing assignment. Integrate the results with the design and promotion of Family Friendly businesses strategy. [from Heart & Soul Talks, Comp Plans that Rock]
 - Explore the feasibility of gathering information from Crozet parents of children who qualify for any of the Albemarle County preschool programs (Bright Stars, Head Start, Title I, ECSE), asking a standard set of questions about what Family Friendly businesses would offer. [from Heart & Soul Talks, Comp Plans that Rock]
 - We have prominent musicians in the area; will they offer a summer skill building experience?
 - Determine what teen friendly activities can be scaled to the Crozet demographic. Assess what skills are being taught in schools that would be a natural extension for continuing development in skills and interest in a topic?
 - Explore developing a museum like the Discovery Museum in Charlottesville, perhaps a satellite center of the existing museum.
 - What can we do to help build STEM skills? Not just a community center, but someplace to build “things” – a maker space.
 - Survey Mountainside residents, and assisted living facility in Downtown. Determine how residents access existing businesses and restaurants.
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- Explore joining with the Albemarle mentor program, offering opportunities for students to obtain experience with local businesses, perhaps developing a “makers place” downtown. Consider approaching the owner of the building currently occupied by Region 10 to discuss future building uses.
 - Explore the need for an internet café to accommodate those whose homes do not have broadband access needed for homework and career exploration
 - Conduct market study, incorporating psychographic and demographic analysis with an emphasis on data related to families

Promotion activities:

- Developing a family friendly restaurant list for families and a brochure for businesses reporting the recommendations from information gleaned from parents.
- Organize a summer camp opportunity events, showcasing what is available for kids out of school in the summer
- Organize a Halloween window painting event for children.
- Ensure that all promotional events include activities specifically for children.

Economic Vitality activities:

- Broaden the products the district offers by adding new product lines to existing businesses. For example, restaurants might package and sell homemade baby food, or a pack-and-ship store might offer gift wrapping and shipping services to help grandparents send gifts to their grandchildren. Determine what additional information can be gathered to define this market niche.
- Ensure there are late-night options for after youth sports practice to grab a bite and hang out? Ice cream? Snack bar?
- Explore options for creating an independent living and or additional assisted living facility downtown, perhaps adapting an older or historic warehouse, or industrial building for this purpose. Establish if there is a market gap as part of the scope of work for a market study.
- Explore what businesses can do to meet the needs of the elder market. Determine how existing businesses who service this niche be supported or if there is a missing product line.
- Identify salons and barbers who cater to the family demographic.
- Create a daycare center within the district, serving district workers and shoppers.
- Explore options to deliver meals or provide car-side service to avoid pressures of drive-up service, relieving pressure of increased traffic Downtown and meeting a need typically met by fast-food drive-in restaurants.

POTENTIAL FAMILY-FRIENDLY PRODUCTS AND SERVICES

Arts and crafts supplies and lessons

“Baby and me” yoga, Pilates, and aerobics classes

Bowling alley

Children’s books

Consignment stores specializing in infants' and children's clothing and equipment

Dance studios

Daycare

Family-friendly movies

Family-friendly cafes and restaurants

Infants' and children's clothing and clothing accessories

Infants' and children's furniture and equipment

Martial arts studios offering children's instruction (karate, judo, Tae Kwando, etc.)

Medical equipment rentals and sales

Music rehearsal rooms

Musical instrument rentals and sales

Sporting goods

Teen-focused clothing, shoes, and clothing accessories stores

Toys and games

MEASURING PROGRESS

The following tools can be used to track your success in implementing the strategy and in measuring its impact on the commercial district as a whole:

- Conduct on-street surveys when you implement this strategy – then, conduct surveys one year, three years, and five years later, asking the same questions. Are more people patronizing the district for its family-friendly businesses and activities? Are their impressions and perceptions of the district improving?

Your surveys should include questions in four specific categories:

- Attitudes and perceptions about the district
- Current shopping habits
- Additional products and services shoppers would like to be able to buy within the district
- Demographic characteristics of those participating in the survey, including home zip code
- Track trends in the number of square feet of retail space in businesses catering primarily to families.
- Ask the owners or managers of a representative sample of businesses catering to families to keep an informal tally of foot traffic, average transaction amount, and gross sales. Interview the owners and managers at regular intervals and hold an annual focus group with them. Are the numbers increasing?
- Track the number of changes (in service offerings or product mix) that businesses have made to serve the Family-Friendly market.
- Choose several intersections or entry points in the district and count the number of people who walk by during 30-minute intervals. Do this at two or three key points in the day (e.g., morning, noon, and evening). Repeat the pedestrian counts at least twice a year, at the same times of day. Are the numbers increasing? Are the age cohorts of pedestrians changing?

TAKING THE NEXT STEP

Over the next year or two, after your Family-Friendly has begun taking root, you should plan to conduct additional research that can help you refine the strategy and adapt it more precisely to your district's particular circumstances. You may tackle some aspects of the market research on your own, or you may choose to engage professional assistance. Whichever route you choose, this additional research should help you answer questions like these:

- What are the boundaries of the primary trade area for this strategy? Are there other geographic areas that you should try to reach?
- Of the businesses that exist in your district that support a Family-Friendly strategy, how many square feet do they comprise, in total? What are their estimated total annual sales, including all selling channels?
- How much do households in the trade area spend on purchases related to children and teenagers? Or to elderly household members?
- What is the estimated regional sales void (or surplus)? If additional sales were captured, how many additional square feet of retail space (if any) could those sales support?
- What is the estimated regional sales void (or surplus)? If additional sales were captured, how many additional square feet of retail space (if any) could those sales support?
- What is the profile of the target customer? What are the profiles of secondary customers? How large is each customer segment, and approximately how much of each segment's spending do you think you can realistically capture in the future?
- What are the nascent trends in this sector? What are the waning trends?

TRANSFORMATION STRATEGY – ENTREPRENEURIAL ECOSYSTEMS

THE “ENTREPRENEURIAL ECOSYSTEMS” STRATEGY IN A NUTSHELL

By most definitions, entrepreneurial ecosystems refer to the strategic alignment of a variety of public and private efforts, including government policies, funding, and finance, human capital, and regulatory frameworks – to provide necessary financial, social, and human capital to foster entrepreneurship in innovative and creative ways. Frequently overlooked in these definitions is the value of place



and the physical environment as central factors in creating and growing successful enterprises. By emphasizing the creation and support of great places and spaces for people to live and work, commercial districts can attract new businesses and new ideas, thus contributing directly to the development of the local entrepreneurial ecosystem.²

WHO ARE THE CUSTOMERS FOR ENTREPRENEURIAL ECOSYSTEMS STRATEGY?

Customers frequenting Downtown are either tourists visiting nearby sites, both from afar and nearby counties; residents and their guests who appreciate the short distance from home to Downtown; commuters; and lunch break shoppers. According to the Crozet Community Survey many customers drive to Charlottesville (32% several times a week; 26% weekly; 24% several times a month), Waynesboro (6% several times a week; 19% weekly; 24% several times a month) or to Crozet shopping areas along Route 250 who compete with Downtown (37% several times a week; 34% weekly; 18% several times a month). Customers frequently shop Downtown: 42% several times a week; 22% weekly; 15% several times a month. At the same time, 98% of respondents support existing small businesses in Crozet and 90% want Downtown Crozet to be a quality commercial center with a diversity of businesses and services. This contrast suggests customers would prefer to shop in Downtown Crozet if the desired goods and services were present.

Shopping trends are requiring customers to adjust to the entrepreneurial business model. No longer can customers of entrepreneurial businesses know in advance the taste of foods prepared by a corporate formula or find the identical item in 5 to 100 other big box stores. A National Main Street publication says it best. “As communities experience this transition in entrepreneurship, there is a corresponding transition in the habits of consumers. The move away from regional shopping malls and sterile big box stores represents a profound shift towards a more bifurcated shopping pattern. On the one hand, shoppers are seeking convenience and lower price points, while there is also a growing desire and willingness to support more experiential and value-add consumer shopping. Acknowledging these changes, and catering to those needs, is critical for commercial district managers. The article goes on to say “a place-based entrepreneurial strategy is needed. **A truly robust local entrepreneurial ecosystem recognizes a location’s physical environment as a critical factor for ensuring small business success.**

² National Main Street explanation

Putting “place” in a prominent position within an entrepreneurship strategy recognizes that historic business districts have the character, building stock, and walkable human scale that provides a competitive advantage within the marketplace and is conducive to the kind of personalized, experiential shopping desired by today’s consumers.”³

In many ways the entrepreneurs are customers of the commercial district. To attract entrepreneurial businesses, Downtown Crozet must have the attributes that these businesses seek. Entrepreneurs who work in a commercial district are likely to need a variety of convenience items, from groceries to carry-out meals and from small hardware items to greeting cards. They also need easy access to personal and professional services, such as hair care, daycare, and medical services. And, they are most likely to need things before work, at lunchtime, and immediately after work as they are leaving for home. The redevelopment plan for Downtown Crozet is design to create

BENEFITS AND TRADE-OFFS

According to the Small Business Administrations’ Office of Advocacy, “small firms accounted for 60% of net new jobs since the end of the recession (mid-2009 to mid-2013).” By definition, small businesses are independently owned and have fewer than 500 employees. Almost 89% of small businesses are sole proprietorships or businesses without employees.⁴ An increase in new jobs is a benefit to Crozet, given the closure of Barnes Lumber, Con Agra Foods, and Acme Visible Records, resulting in over 850 jobs lost from three primary downtown businesses. Redevelopment efforts will likely result in new job creation stemming from entrepreneurial businesses

The entrepreneurial spirit, if cultivated properly will attract both new businesses and customers as Downtown Crozet reemerges as a pastoral destination. With the proposed design of the Barnes Lumber property, the new town center Plaza will complete the “live/work/play” neighborhood feel of Downtown, located near historic properties, restaurants, cafes, and other Third Places desired by entrepreneurs as a group.

The trade-off will be more traffic and the need for more parking. Mini-roundabouts required by VDOT for the construction of the new internal roads will help traffic flow. Plans are to seek grant funding for a pilot program to be relieve parking by implementing an autonomous trolley system, moving customers and workers along predetermined stops from a parking area. If successful, the project could be replicated in other areas nearby and other localities.

IS THIS ENTREPRENEURIAL ECOSYSTEMS STRATEGY A GOOD FIT FOR YOUR DISTRICT?

The overwhelming majority of businesses in Downtown Crozet are entrepreneurial. Expanding the support system that will attract more small, independent businesses is a natural fit for this commercial district. Many customers will not recognize the term “value-added,” an attribute typical of entrepreneurial businesses. But they do recognize and will pay more for what it means – good service, which is a trait already present in Crozet.

The level of collaboration between the citizens, Albemarle Office of Economic Development, Albemarle Community Development Office, Albemarle Planning Commission, Crozet Community Advisory Committee, The Board of Trade, Crozet Community Association, and the Downtown Crozet Initiative is fully developed and can only continue to flourish as we together build a revitalized space around a new town center plaza that is conducive to place-making, new businesses and maker spaces.

³ National Main Street “Entrepreneurial Ecosystems and the Role of Commercial Districts,” page 3

⁴ Ibid. page 2

INFORMATION YOU'LL NEED FOR THIS ENTREPRENEURIAL ECOSYSTEMS STRATEGY

Effective use of the Main Street Model requires a working knowledge of the market. A full market study is cited as key to accomplishing this goal. There are market research tasks that can be completed in anticipation of completing a full market study. They include:

- **Inventory:** An inventory of all existing businesses in the district has been compiled. Factors gathered include name, address, telephone, contact person, website, Facebook page, parcel and comments about business. Businesses that offer products and services that attract entrepreneurial businesses are grouped based on personal experience with the businesses.

Task: Review the business groupings for completeness.

Task: A more detailed list of products and services needs to be developed.

Task: A tally of the approximate size of each of the existing businesses (in square feet) and the number of people employed by each business needs to be gathered and recorded. Also tally the vacant properties and an assessment of their potential use by entrepreneurs, especially for a makers space.

- **Customers:** Compile demographic characteristics of regional residents – particularly information about household income, age, household size, ethnicity, number of earners, and education levels, number of households with children, adult age ranges, numbers of households that include elderly members, types of existing business profiles. (see: US Census website and/or from third-party geospatial data providers like ESRI or Nielsen PRIZM). Crozet is a Census Designated Place (CDP).

Task: Gather and analyze data from the US Census Quickfacts and the American Fact Finder for Crozet CDP, including the categories of Topics, Geographic's, Race and Ethnic Groups, Industry Codes and EEO Occupation codes.

Task: Incorporate demographic analysis in scope of work for the market study

- **Competition:** In addition to the inventory of businesses compiled for Downtown, an inventory has also been compiled for the two shopping centers on Route 250, Old Trail and other Crozet businesses. Those areas are easily mapped using Google maps.

Task: Evaluate how these commercial areas compete with Downtown, Charlottesville and Waynesboro.

Task: Articulate how your Entrepreneurial Ecosystems strategy is (or can be) differentiated from competing commercial areas. Include Charlottesville entrepreneurial clusters generated from the Batten Institute for Entrepreneurship and Innovation, the IX center and other areas.

- **Potential barriers:** Several issues exist as potential barriers.
 - Parking is currently a challenge throughout Downtown. Solutions to parking can be costly, such as parking decks. Improving bicycle access will reduce traffic, replacing parked bikes with parked cars.
 - Negotiating safe pedestrian and vehicle railroad crossings poses multiple factors to overcome.
 - Not completing construction of the town center Plaza will eliminate the central gathering place, removing the social interaction space that is so desirable for entrepreneurs and their customers. New entrepreneurial businesses may not be drawn to Downtown without this crucial attraction being built in the heart of the commercial district. The town center Plaza and the new, architecturally compatible

buildings surrounding the Plaza are key to creating the type of atmosphere that draws entrepreneurial businesses and talented workers.

- Providing low-cost high-speed internet is a must for any business to succeed in this current economy. Gigabit speeds are ideal but must be greater than 25 Mbps.

SAMPLE ENTREPRENEURIAL ECOSYSTEMS BUSINESSES ACTIVITIES

There are many different activities that DCI and its partners might do to successfully implement an Entrepreneurial Ecosystem Strategy. The activities you chosen address problems and opportunities that are specific to Downtown. Start with activities that are relatively easy, then gradually tackle more challenging ones.

Here are some examples:

Design activities:

- Ensure the design of the new town center Plaza will fulfill the community's desire for a gathering place that is suitable for intimate to larger events; comfortable for families – parents, children and grandparents; is accessible to wheeled mobility devices (walkers, wheelchairs, strollers, etc.), attractive to tourists, and a destination for shoppers, families, and tourists. It needs to be a place where visitors want to return.
- Enhance the local digital infrastructure, including cell, fiber and Wi-Fi networks. Negotiate with telecommunications providers to ensure that businesses have access to low-cost high-speed Internet, with Broadband speeds more than 25 Mbps, preferably Gigabit speeds.
- Develop a free Wi-Fi system throughout Downtown. Students, commuters, local business, and tourists expect to be connected during and after work. The psychographic characteristics derived from the planned market study will further define this interest.
- Be willing to drive innovative uses of space beyond retail, such as small-scale manufacturing
- Develop design guidelines and incentives that encourage rehabilitations that foster creativity and high character
- Work with Albemarle County to develop a Technology Zone, offering dedicated incentives and easing the permit process.
- Provide bike racks throughout Downtown.
- Create comfortable public lunchtime and weekend gathering places, centered around the Plaza.
- Work with property owners to identify opportunities to create in-fill and/or upper-floor apartments and condominiums for district workers and others interested in living in the commercial district.
- To ensure the atmosphere of Downtown retains the aura of a rural village, create a review committee to develop architectural guidelines that will offer guidance to property owners and developers.

Organization activities:

- Develop partnership opportunities with the Batten Institute for Entrepreneurship and Innovation; PVCC Workforce Development; Small Business Development Center; Community Investment

Collaborative; young professional groups, tech group; developers; and other entrepreneurship providers.

- Work with regional entrepreneurship technical resource providers to host training workshops in downtown and to develop a network of like-minds.
- Assess feasibility with local businesses of becoming an Appalachian Community, creating an Artisans Trail that complements the Crozet Arts Festival, implementing a Going Green Program, adding the Crozet Trails to the VA Game and Inland Fisheries Birding and Wildlife Trail and forming a marketing network for the wineries and breweries.
- Promoting Downtown Crozet as a destination to the nearby 76 Bikeway (created during the US Bicentennial in 1976) for cycling tours and day trips, devising a cycling event in the year 2026 to coincide with the USA250⁵ Semiquincentennial anniversary celebrations of the signing of the Declaration of Independence.
- Research the Washington and Old Dominion (W&OD)⁶ bike trail to see how they have incorporated signage on the trail with connectivity to off-trail businesses like coffee shops, bike repair, etc.
- Support The Board of Trade, the local businesses association.
- Develop downtown clubs or networking activities for young professionals and entrepreneurs
- Organize a series of “business after-hours” social events where district workers and residents can meet one another and become more familiar with district businesses.
- Invite additional new and/or emerging entrepreneurs onto your board or committees

Promotion activities:

- Develop a brand awareness campaign that features downtown Crozet as a great place for launching and growing entrepreneurial and tech-based ventures. Conduct market study, incorporating psychographic and demographic analysis with an emphasis on data related to entrepreneurial businesses.
- Conduct events designed to promote, encourage and showcase entrepreneurship. Examples include Barnes Lumber Property in Motion, Buy Local campaigns, Small Business Saturday, Recreation Resource Fair, Breakfast Tour of Vineyards & Breweries, Tour of the Orchards, Farm to Table, pop-up retail and “Shark Tank” events.
- Run feature articles on new entrepreneurs locating to your district.
- Partner with Albemarle County Economic Development and the Economic Development Authority to produce a *People of Crozet Video Series*, a subset of the [People of Albemarle Video Series](#) highlighting stories of innovative businesses, people and place in Albemarle County, accompanied by a blog post.
- Create targeted entrepreneurship marketing materials that outline local ecosystem resources rate
- Run a social media contest for favorite, most innovative or quirkiest district entrepreneur

⁵ <http://www.usa250.org/>

⁶ <https://www.novaparks.com/parks/washington-and-old-dominion-railroad-regional-park>

- Schedule promotional activities immediately after work, when the district’s workers and residents returning home from work are most likely to be available.
- Explore development of [Traipse Map](#) Tour of Downtown Crozet, a destination marketing app. Conduct a scavenger hunt, sending shoppers on a quest to gather a list of certain items stocked by stores – shoppers will learn about what goods and services are offered.
- Obtain sponsors for a month-long arts festival, incorporating events for all ages and all local visual and musical arts, similar to a mini-Spoleto held in Charleston SC and Spoleto, Italy⁷

Economic Vitality activities:

- Develop a tool kit of resources (both financial and technical) that specifically target the development of entrepreneurial ventures, including a section for tech-based businesses.
- In the interest of recognizing the tendency for entrepreneurs preferring to walk or bike to work, evaluate the feasibility of a market constructing housing and co-working spaces.
- Develop a business recruitment marketing piece geared toward entrepreneurs, including tech-based interests. Work with local property owners and developers to expand leasable office space geared toward entrepreneurial and tech-based ventures.
- Create a Downtown Incubator, Accelerator, Shared Office or Drop in Space similar to what is offered at IX in Charlottesville; resource for home businesses.
- Recruit and Encourage development of Third Space businesses, that is, spaces people frequent other than home or work.
- Support efforts to attract a boutique hotel to Downtown.
- Offer technical assistance workshops in support of small business development. Going Global; Succession Planning; Product Diversification, Social Media and the Internet Marketing.

POTENTIAL PRODUCTS AND SERVICES

CONVENIENCE

Groceries
 Restaurants
 Pharmaceuticals
 Health and beauty products
 Office supplies
 Daycare
 Dry cleaners
 Postal/pack-and-ship service
 Medical and dental services

Accounting and tax services

Banking services

Gas stations

Hair care

THIRD SPACES

Bars/Brewery

Cafes

Drop-In-Spaces

Shared Space – Incubator/Accelerator

Maker Spaces

⁷ <https://spoletousa.org/>

MEASURING PROGRESS

The following tools can be used to track your success in implementing the strategy and in measuring its impact on the commercial district as a whole:

- Conduct on-street surveys when you implement this strategy – then, conduct surveys one year, three years, and five years later, asking the same questions. Are more people patronizing the district for its family-friendly businesses and activities? Are their impressions and perceptions of the district improving?

Your surveys should include questions in four specific categories:

- Attitudes and perceptions about the district
 - Current shopping habits
 - Additional products and services shoppers would like to be able to buy within the district
 - Demographic characteristics of those participating in the survey, including home zip code
- Track trends in the number of square feet of retail space in businesses catering primarily to families.
 - Ask the owners or managers of a representative sample of businesses catering to independent small businesses to keep an informal tally of foot traffic, average transaction amount, and gross sales. Interview the owners and managers at regular intervals and hold an annual focus group with them. Are the numbers increasing?
 - Track the number of changes (in service offerings or product mix) that businesses have made to serve the Entrepreneurial market.

Choose several intersections or entry points in the district and count the number of people who walk by during 30-minute intervals. Do this at two or three key points in the day (e.g., morning, noon, and evening). Repeat the pedestrian counts at least twice a year, at the same times of day. Are the numbers increasing? Are the age cohorts of pedestrians changing?

TAKING THE NEXT STEP

Over the next year or two, after your Entrepreneurial Ecosystem Strategy has begun taking root, you should plan to conduct additional research that can help you refine the strategy and adapt it more precisely to your district's particular circumstances. You may tackle some aspects of the market research on your own, or you may choose to engage professional assistance. Whichever route you choose, this additional research should help you answer questions like these:

- What are the boundaries of the primary trade area for this strategy? Are there other geographic areas that you should try to reach?
- Have the entrepreneurs created a network of support?
- Of the businesses that exist in your district that support an Entrepreneurial strategy, how many square feet do they comprise, in total? What are their estimated total annual sales, including all selling channels?
- How much do households in the trade area spend on purchases related to customers of different ages and points of origin

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- What is the estimated regional sales void (or surplus)? If additional sales were captured, how many additional square feet of retail space (if any) could those sales support?
 - What is the estimated regional sales void (or surplus)? If additional sales were captured, how many additional square feet of retail space (if any) could those sales support?
 - What is the profile of the target customer? What are the profiles of secondary customers? How large is each customer segment, and approximately how much of each segment's spending do you think you can realistically capture in the future?
 - What are the emerging trends in this sector? What are the waning trends?

TRANSFORMATION STRATEGY -CATALYST STRATEGY BRIEF FOR TOURISTS AND TOURISM

The following strategy will be further refined for the Downtown Crozet commercial district over the course of the next six months. The Strategy is suitable to Downtown Crozet given the proximity to the Shenandoah National Park, Blue Ridge Parkway, George Washington National Forest, Claudius Crozet Tunnel (park under construction), the potential for becoming an Appalachian Community, promotion of the rich agricultural history of the area including the emergent wine, beer and cider industry, farm to table mentality, a destination for day and touring cyclists along the 76 Bikeway, a burgeoning arts community and increasingly a wedding destination site. The brief is offered as provided by National Main Street without any refinements except that the Main Street Model is not repeated here as it has been stated in the beginning of this document.

THE “TOURISTS AND TOURISM” STRATEGY IN A NUTSHELL

A Tourists and Tourism strategy addresses people who visit the district from elsewhere, usually to experience something unique to the place, such as history or architecture, arts and culture, or shopping. The strategy generally builds on something that is already associated with the place, whether or not the attraction is in the commercial district itself. The attraction could be small and discrete (such as a historic figure's birth home) or it might be more diffuse or regional (like a Route 66 trail or the wine country of Northern California).

Sometimes the commercial district itself is the draw, if it is noted for its atmosphere, shops or restaurants. But often, in traditional commercial districts that have a tourism component to their economy, the district itself is not the primary driver of visitation. In these cases, the commercial district provides tourists with amenities and retail services that people need while they are traveling, or it provides supplemental activities that enrich their visit. Virtually all commercial districts serving tourists offer restaurant dining and some convenience items; many offer lodging options (if the destination typically involves an overnight stay). Because these districts serve a non-resident population, there is a greater need for clear way-finding signs to parking and attractions, and online and printed guides to local businesses.

When trying to increase tourism in the context of Main Street revitalization, *authenticity* is a market differentiator. In most cases, that implies a district where independent businesses are an important driver (if not the majority) of retail and dining activity – and, it follows, a district where chain businesses are not the focus. Even in places where “authenticity” might not be immediately apparent (places like Disney World in Orlando or the Las Vegas Strip, for example), there are often nearby historic business districts that would like to capture a portion of the tourism economy. For these places, authenticity matters, too.

WHO ARE THE CUSTOMERS FOR THIS STRATEGY?

Tourism is a vast category and its participants do not fit any one customer profile. Tourism includes visitors to historic places, cultural tourists, weekend/second home-owners, resort-goers, conventioners, business travelers, outdoors enthusiasts, and many others. Each of these types of tourism can exist at varying price points. Tourists may be regional or international and their preferences and interests may vary widely. Some may be interested in shopping and dining in a historic downtown and others may not. Articulating your visitors’ typical demographic profile will help you to align your commercial district’s offerings with what your tourists want. The quality common to virtually all tourists is that they come from somewhere else. Therefore, they are probably less familiar with your commercial district than locals and they will benefit from information that helps them learn about its offerings.

BENEFITS AND TRADE-OFFS

A primary economic benefit of tourism is that it brings outside consumer spending to the community. These are “imported sales,” over and above the buying power of households in the immediate trade area. As a result, commercial districts that attract tourists can often support more restaurants and retail than the local population could support on its own. Tourism can also be an important generator of local jobs and employment, both directly and indirectly related to the hospitality industry.

There can be a trade-off to attracting large numbers of tourists: Locals may not be happy about an increase in visitors if it makes the district feel “less local,” if it gets crowded, if prices go up, if it becomes hard to find housing, if short-term rentals (like AirBnB) bring a transient character to neighborhoods, or if the influx spurs gentrification. In more

extreme cases, the business mix may shift in ways that are not helpful to residents, such as an increase in stores selling t-shirts and souvenirs.

IS THIS STRATEGY A GOOD FIT FOR YOUR DISTRICT?

The following questions are intended to help “take the temperature” of your commercial district. To answer them, you simply need to be familiar with your district and its environs. The questions are qualitative, and we want you to answer them in the context of what you already know. We are asking you to simply mark the scale to help you visualize whether your district is well-suited for pursuing a Tourists and Tourism strategy. Remember, this strategy is a starting point. As you do more research in the future, you can make it more nuanced and focused.

Knowing what you already know about your district, which of the paired characteristics best describes your district?

There is no tourism to speak of	We are a major destination <input type="checkbox"/>
The potential market is relatively small	The potential market is relatively large <input type="checkbox"/>
The district competes with many others for visitors	The district has few competitors for visitors <input type="checkbox"/>
We would need new buildings/infrastructure	Our existing buildings/infrastructure are a good fit <input type="checkbox"/>
We would need a whole new mix of businesses and amenities to serve tourists	We have most of the businesses and amenities tourists need <input type="checkbox"/>

DCI Multi-Program Line Item Budget - Draft

Revenue	Total Budget	2018			2019
		Donors	DHCD/MS	TBD grants	Detail
Grants					
DHCD Commercial District Affiliate MS	\$ 10,000	\$ -	\$ 7,000	\$ 3,000	\$ 50,000
Contributions (define)					
Annual 1/6 \$5/1K, 20 \$500, 60 \$100, 500 \$10	\$ 32,000	\$ 32,000	\$ -	\$ -	\$ 32,000
Monthly 60 \$10/month	\$ 7,200	\$ 7,200			\$ 7,200
Milestone Partners restricted to social media/marketing	\$ 4,800	\$ 4,800			\$ 4,800
Fees for services	\$ -	\$ -	\$ -	\$ -	
Sales	\$ -	\$ -	\$ -	\$ -	
Fundraisers and events	\$ 4,000	\$ 4,000	\$ -	\$ -	\$ 5,000
Endowment	\$ -	\$ -	\$ -	\$ -	
Interest income	\$ -	\$ -	\$ -	\$ -	
Miscellaneous	\$ -	\$ -	\$ -	\$ -	
Total cash revenue	\$ 58,000	\$ 48,000	\$ 7,000	\$ 3,000	\$ 99,000
Total in-kind revenue	\$ -	\$ -	\$ -	\$ -	
Total Revenue	\$ 58,000	\$ 48,000	\$ 7,000	\$ 3,000	\$ 99,000

DCI Multi-Program Line Item Budget - Draft

				2018				2019
				Total	Donor/	DHCD/MS	TBD grants	
Expenses	Detail			Budget	Events			Detail
Staff salary and benefits				\$ -	\$ -	\$ -	\$ -	
	Executive Director	Interim - consultant 1-3 years		\$ -	\$ -	\$ -	\$ -	
	Subtotal salary benefits			\$ -	\$ -	\$ -	\$ -	\$ -
Contract services								
	General consulting/grant writing	Groot Consulting & Grant Svces.		\$ 15,000	\$ 9,643	\$ 5,357		\$ 20,000
	Recurring Marketing (\$600/mo)	Hive Creative Group		\$ 7,200	\$ 5,557	\$ 1,643		\$ 8,000
	Intern Stipend (@\$15.00/hr; 320hr/yr)	Intern		\$ 4,800	\$ 4,800			\$ 5,000
	Market Study	TBA						
	Subtotal contract services			\$ 27,000	\$ 20,000	\$ 7,000	\$ -	\$ 33,000
Occupancy (rent and utilities)								
	Subtotal occupancy			\$ -	\$ -	\$ -	\$ -	\$ -
Insurance								
	Event liability	estimated for 6± annual events		\$ 2,500	\$ 2,500			
	Directors and Officers	estimated for 15 members		\$ 4,000				\$ 4,000
	Tenant Insurance	estimated for future office		\$ 1,000				\$ 1,000
	Subtotal Insurance			\$ 2,500	\$ 2,500	\$ -	\$ -	\$ 5,000
Legal, accounting								
	general counsel			\$ 3,000	\$ 3,000			\$ 3,000
	general account/tax filing			\$ 400	\$ 400			\$ 400
	audit			\$ 500	\$ 500			\$ 500
	Subtotal legal, accounting			\$ 3,900	\$ 3,900	\$ -	\$ -	\$ 3,900
Equipment								
	laptop			\$ 900			\$ 900	
	HDMI cables			\$ 40			\$ 40	
	Laser printer (Black)			\$ 200				\$ 200
	Color all-in-one inkjet printer			\$ 25				\$ 250
	Subtotal equipment			\$ 940	\$ -	\$ -	\$ 940	\$ 450
Supplies								
	postage			\$ 100	\$ 100			\$ 100
	accounting software	Quickbooks for nonprofits @\$50/mo		\$ 600				\$ 600
	mailing software (DonorPerfect 1,000 records)	\$90/mo		\$ 1,080				\$ 1,080
	bulk mail (indicia) permit			\$ 220				\$ 220
	annual bulk mail fee			\$ 220				\$ 220
	overnight service (FedX)			\$ 150	\$ 150			\$ 300
	general office			\$ 400	\$ 400			\$ 600
	Subtotal supplies			\$ 650	\$ 650	\$ -	\$ -	\$ 3,120

DCI Multi-Program Line Item Budget - Draft

Printing and copying				
stationary		\$ 150	\$ 150	\$ 150
second sheets		\$ 50	\$ 50	\$ 50
thank you cards		\$ 200	\$ 200	\$ 200
Subtotal printing & copying		\$ 400	\$ 400	\$ 400
Telecommunications				
telephone purchase cell phone		\$ 600		\$ 600
telephone service \$100/month service		\$ 1,200		\$ 1,200
Subtotal telecommunications		\$ 1,200		\$ 1,200
Travel and meetings				
Virginia Main Street Downtown Intersections				
Mileage 100 mi @ \$0.54/mi		\$ 162	\$ 162	\$ 162
Subtotal travel & mtgs		\$ 162	\$ 162	\$ 162
Marketing and advertising				
Event advertising	\$500 each event, estimated 6	\$ 3,000	\$ 1,500	\$ 1,500
Beverages and food supplies	\$500 each event, estimated 6	\$ 3,000	\$ 1,500	\$ 1,500
ABC license	Pro Bono from restaurant			
Food for 250+		\$ 2,000	\$ 1,000	\$ 1,000
Kids activities (face painting, kettle com, etc.)	\$250 each event	\$ 1,500	\$ 750	\$ 750
Event coordination; design graphics; draft & distribute press materials				
Contractor - Special Event Marketing	(@ \$97/hr) 18 hr/event(6)	\$ 10,476	\$ 5,238	\$ 5,238
Intern - Special Event Marketing	(@ \$15/hr) 18 hr/event(6)	\$ 1,620	\$ 810	\$ 810
Window clings	500	\$ 405	\$ 405	\$ 405
Materials		\$ 1,000	\$ 1,000	\$ 1,000
Subtotal marketing & advertising		\$ 12,203	\$ 12,203	\$ 12,203
Staff training/development				
Quarterly MS "Rev-Up" meetings @\$15/per 2 attendees, 4 times a year				
		\$ 240	\$ 120	\$ 120
Virginia Main Street Downtown Intersections				
Registration includes meals	\$125 full; \$100/day	\$ 325	\$ 325	\$ 325
Lodging	2PM@\$119/PM- 3people	\$ 714	\$ 714	\$ 714
Subtotal staff training/development		\$ 1,159	\$ 1,159	\$ 1,159
Membership fees				
Center for Nonprofit Excellence		\$ 100		\$ 100
National Main Street		\$ 350		\$ 350
Cvile Area Chamber of Commerce		\$ 260		\$ 260
Subtotal membership fees		\$ 710	\$ -	\$ 710

DCI Multi-Program Line Item Budget - Draft

Fees						
Domain name (annual)	\$ 144				\$ 144	\$ 144
1023 filing	\$ 850		\$ 850			
SCC initial filing	\$ 75		\$ 75			
SCC annual filing	\$ 25		\$ 25			\$ 25
PO Box annual fee	TBD					
Subtotal fees		\$ 1,094	\$ 950	\$ -	\$ 144	\$ 169
Total cash expenses		\$ 51,918	\$ 41,924	\$ 7,000	\$ 2,994	\$ 61,473
In-kind						
List item		\$ -	\$ -	\$ -	\$ -	
List item		\$ -	\$ -	\$ -	\$ -	
Total in-kind expenses		\$ -	\$ -	\$ -	\$ -	
Total Expenses		\$ 51,918	\$ 41,924	\$ 7,000	\$ 2,994	\$ 61,473
Revenue over Expenses		\$ 6,082	\$ 6,076	\$ -	\$ 6	\$ 37,527