



Downtown  
**Roanoke**<sub>NC</sub>

2017-2018 WORK PLAN

FINAL

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## OVERVIEW

### MISSION/PREAMBLE

Stemming from the belief that an economically strong, vibrant, clean and safe downtown is essential for the health of the entire Roanoke Valley and its surrounding region, **THE MISSION OF DOWNTOWN ROANOKE, INC. (DRI) IS TO MAKE DOWNTOWN ROANOKE THE PREFERRED PLACE TO WORK, LIVE AND PLAY.**

The City of Roanoke collects a special district assessment from Downtown property owners within the downtown service district in order to provide services not being offered uniformly throughout the entire city. These supplemental services include, but are not limited to, economic development and events/promotional activities intended to foster business retention, business recruitment, and developer recruitment, as well as to promote sound management and community relations in the downtown area.

DRI receives the majority of its funding from contracts with the City of Roanoke which makes DRI the primary provider of the supplemental services and event management.

### STRATEGIC DIRECTION

As a responsible steward of the public trust and in keeping with our mission, DRI commits itself as an advocate for the following:

- Downtown shall be the preferred location for business.
- Public space shall be attractive and functional.
- Downtown shall be readily accessible.
- Downtown shall be clean and safe.
- Downtown shall be the primary location for cultural attractions, entertainment, festivals, shopping, and dining.
- Downtown shall be the center of government.
- Downtown shall be a great place to live.
- The history and vitality of the Farmers Market shall be preserved and enhanced.
- Downtown Roanoke shall improve with quality real estate development.

## FUNDING

DRI has five main funding sources to support its initiatives. First, as the management entity for the Downtown Special Assessment District, DRI receives funding from **assessments** paid by Downtown property owners. Under its contract with the City of Roanoke, DRI provides services not being offered uniformly throughout the entire city. Second, as a membership organization, it receives dues from voluntary **members** throughout the community who want to invest in the future of Downtown. Third, DRI generates revenue through **earnings** from advertising, fees, and sponsorships. Fourth, as the managing entity of the Historic Roanoke City Market, DRI collects rent from individual **vendor contracts** which are used exclusively for the management and promotion of the Market itself. Finally, DRI generates revenue through earnings from Special Events and the Special Event Contract with the City of Roanoke dedicated to produce and support events.

## PARTNERS

DRI works with a range of vital organizations to fulfill its mission. Partners include government agencies as well as business, community, civic and cultural organizations.

DRI is an active member of the **ROANOKE ECONOMIC DEVELOPMENT COALITION**. Through membership in the coalition, DRI seeks to maximize resources, reduce mission overlap, and align priorities (when they impact Downtown) with major economic development, marketing, and tourism partners including the Roanoke Regional Chamber of Commerce, the Roanoke Regional Partnership, Salem-Roanoke County Chamber, Roanoke-Blacksburg Technology Council, the Roanoke Valley-Alleghany Regional Commission, and Visit Virginia's Blue Ridge.

## 2017-2018 STRATEGIES AND ACTIONS

**“DOWNTOWN SHALL BE THE PREFERRED LOCATION FOR BUSINESS AND REAL ESTATE DEVELOPMENT”.**

### **PRIORITY ACTION ITEMS:**

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- Work with brokerage community to generate a database to assist in growing office space occupancy.
- Complete a Downtown Housing Study to determine saturation point; include downtown housing trends, critical to the development and lending communities.
- Develop a strong partnership with the City’s Department of Planning, Building and Development to revise the Downtown Plan. Represent the interests of downtown stakeholders through participation in the planning initiative for new investment, and its re-establishment as a major open space amenity and attraction for visitors to downtown.
- Develop a quarterly newsletter that emphasizes business related activities within the downtown district.

### **CONTINUING ACTIONS:**

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- Continue partnership with Cox Communications and the City of Roanoke to support Downtown Wi-Fi.
- Expand participation and sales of the Downtown Gift Card program to include all downtown retail and restaurants.
- Every month, DRI will visit downtown businesses for formal business visits as part of the City and DRI’s economic development retention efforts. DRI will follow up with businesses regarding questions or concerns they have.
- DRI will create and distribute an Annual Report to all DRI members and will utilize the report for marketing and fundraising purposes.
- Maintain searchable office, retail, development and property database—either in partnership with other economic development organizations or independently—to improve economic development marketing online.

- Maintain “Business Welcome Kits” and distribute to brokerages and new businesses that open in the Downtown District.
- With strong support from downtown retailers, plan and market the 5th Annual Downtown Sidewalk Sale in late August 2017 as a signature showcase of local shopping. Investigate the feasibility and coordinate a second shopping day/weekend such as a Downtown Open House to stimulate spending in the spring.
- Set and distribute upcoming dates for quarterly retail and restaurant meetings in part to develop additional marketing initiatives and maintain strong communication with those stakeholder groups.
- Continue to leverage the DRI Economic Development Committee, including representation from major brokerage firms, to identify large blocks of available office space, drive priority of marketing efforts, determine how best to support the brokerage community and better understand the needs of employers and employees in downtown.
- Continue and expand vacant store front activation efforts to improve the visible impact of vacant structures in downtown, especially west of Jefferson and in the Downtown West district.
- Maintain DRI’s position as a repository of critical information for the development community including the local development process and available grants/incentives for developers. Facilitate and implement a new Beautification Grant for property owners and businesses within the downtown district.
- Create a program to highlight downtown retail in the Market Square by establishing a weekly “Pop-Up Market” space in Market Square during the summer months.
- Continue to implement the Downtown Retail Strategy to guide DRI’s retail recruitment efforts. Targeted prospects should be non-duplicative of the existing retail mix, and instead filling new niches throughout the downtown. For retail in particular, make quarterly trips to markets within a 3-4 hour radius of Roanoke to canvass for potential new retail.

**“PUBLIC SPACE SHALL BE ATTRACTIVE AND FUNCTIONAL”**

**PRIORITY ACTION ITEMS:**

- Develop a comprehensive Regional Wayfinding program with emphasis on Downtown Roanoke. Identify potential funding sources for implementation. Work with the City of Roanoke, Visit Virginia’s Blue Ridge and other stakeholders to implement the program.

- Work with the City of Roanoke to develop an on-street parking meter pilot program (90 days) in the core, help to establish the preferred technology needed for such a program, and assist in marketing parking options in downtown. Work with Park Roanoke and the City of Roanoke to develop a comprehensive marketing campaign to promote parking in downtown.
- Expand the solar compacting stations with the installation of additional models further down Jefferson Street to connect to the Bridges development and expand into West Station.
- Investigate the feasibility of adding a new trash compactor in the western part of downtown to accommodate the growing population of residents and businesses in that area.

#### **CONTINUING ACTIONS:**

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- Continue partnership with the City of Roanoke’s Arts Commission to identify priority areas for public art and assist in the implementation of the Art Walk in Elmwood Park. DRI will work with the City of Roanoke’s Art Commission to identify potential funding sources for the program, such as grants or other partnerships.
- Continue to identify new financial resources for the improvement and maintenance of “greenscaping” elements, such as hanging baskets and planters, in partnership with the City of Roanoke.
- Create and execute the organization’s marketing plan to include significant marketing priorities such as strengthening the Downtown brand, holiday shopping, and parking.
- Continue financial partnership with the Carilion Foundation, City of Roanoke, and others to operate existing Star Line Trolley service.
- Work with community and neighborhood organizations, the Roanoke Valley-Alleghany Regional Commission, the City of Roanoke, and other stakeholders to identify barriers to accessing Downtown Roanoke, and opportunities for improving the connections between adjacent neighborhoods.
- Maintain an appointment to the Greater Roanoke Transit Company Board of Directors.
- Continue to participate in the City’s “Mobility Task Force” focusing on downtown parking and alternative transportation solutions. As appropriate, take a leadership role in the implementation of action items from the task force.
- Continue to market DRI’s standard and mobile actuated websites, specifically parking search functions, as a consumer information portal for parking and transportation information.

- Continue to manage, report and monitor usage, and oversee the trash compactor program in partnership with the City of Roanoke. Work with property management to ensure fobs are registered to the property and collected as residents move.
- Coordinate with the City of Roanoke in maintaining a program of starling/pigeon abatement.
- Meet quarterly with the City's Department of Public Works; as needed, assist in implementation of action items derived through that partnership.
- Meet monthly with Roanoke City Police Department officials; continue to advocate for additional deployment of police resources in Downtown.
- Continue to support the bike share program in downtown and assist with expanding the program throughout the district.

**“DOWNTOWN SHALL BE THE PRIMARY LOCATION FOR CULTURAL ATTRACTIONS, ENTERTAINMENT, FESTIVALS, SHOPPING AND DINING”**

**PRIORITY ACTION ITEMS:**

- Manage and promote the portable downtown ice rink located in Elmwood Park that will operate from November through January to attract visitors to downtown during the winter months. Partner with the City of Roanoke Parks and Recreation in regards to set-up, break down and storage of rink. Investigate expanding to meet needs of citizens and improve connection to downtown retail and restaurants with discount card. Increase additional rental opportunities and programming.
- Recruit participants and produce a downtown “Restaurant Week” in January 2018 for restaurants. Continue the social media component to encourage repeat diners. Explore addition of breakfast and/or “open house” brunch option to tie in downtown retailers.
- Hold “Dickens of a Christmas” as the preeminent holiday celebration for the region and major showcase of downtown shopping and dining destination. Continue partnerships with the City Market Building and The Taubman Museum of Art and expand festival events to include the Virginia Museum of Transportation, and Center in the Square. Investigate the possibility of adding a Winter Carnival component to the festival in order to celebrate its 35<sup>th</sup> year.
- Transition the City of Roanoke Christmas Parade to the Saturday following the second Friday of Dickens of a Christmas due to the Franklin Road Bridge construction and surrounding required street closures.

- Produce the City’s “St. Patrick’s Day Parade and the Downtown Shamrock Festival” in March 2018. Substantially increase involvement of Downtown restaurants, retailers, and cultural organizations to maximize the economic impact of the Festival.
- Produce the “Party in Elmwood” event series beginning in May 2017 in Elmwood Park. Increase involvement with downtown restaurants and retailers to maximize the impact of the series. DRI will work to increase business involvement through nightly sponsorships.
- Produce the “Party in the Market” held in Charter Hall, Market Building, mid-January through March. Coordinate the addition of Market Building restaurants to serve as vendors for the event.
- Complete the 2017 “Movies in the Market” located in Market Square from May through August.
- Host the DRI Annual Meeting in June 2018 for DRI members and Board of Directors.
- Expand the Downtown Employee Appreciation Event to engage downtown employees in summer 2017.
- Produce a Halloween Costume Contest for downtown employees in October 2017. Work to expand the number of participants and involve downtown businesses to provide items for prizes.
- Investigate the feasibility of adding multiple interactive art installations throughout the downtown district in order to activate underutilized space and highlight the importance of placemaking.
- Work with the City of Roanoke and the Special Event Policy Committee to create an event policy that will set parameters for all event planners and provide necessary guidelines to those interested in holding events downtown.

#### **CONTINUING ACTIONS:**

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- In cooperation with the Berglund Center and City of Roanoke, develop and produce a concert series featuring national acts in Elmwood Park in order to activate the Elmwood Park Amphitheatre.
- Develop a series of programs to activate Market Square at least once a month during the summer season, (i.e. musicians, pop up beer garden, street performers, etc.)
- Work with independent event planners to keep annual events downtown and foster new

events in all areas downtown. Continue as the special event permitting agent for the City of Roanoke.

- Continue implementation of a social media strategy using various outlets (weekly e-blasts, Facebook, Twitter, etc.) as drivers for consumers and stakeholders to the website as a central hub of information.
- Maintain a comprehensive event listing, including the Berglund Center, to be hosted on DowntownRoanoke.org.
- Continue to leverage the marketing agreement with the Berglund Center to showcase Civic Center programming in Downtown and utilizing the Berglund Center as a marketing vehicle for downtown messaging.
- Assist Festival in the Park with permitting.

## **“DOWNTOWN SHALL BE THE CENTER OF GOVERNMENT”**

### **CONTINUING ACTION ITEMS:**

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- Maintain relationships with decision makers at various levels of government to secure future support for downtown locations/relocations of government offices.
- In cooperation with major regional partners, advocate for the optimal location of city and local divisions of state and federal governments within downtown.
- Continue monitoring a database of relevant government agencies and their lease status in order to position DRI as an advocate for their relocation or retention at the appropriate time.

## **“DOWNTOWN SHALL BE A GREAT PLACE TO LIVE”**

### **PRIORITY ACTION ITEMS:**

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- In conjunction with residential Property Managers and the Roanoke City Police, hold monthly meetings in order to keep residents up to date on key changes happening in downtown.

### **CONTINUING ACTIONS:**

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- Produce a social event for residents and other stakeholders three times a year in order to highlight Downtown as the premier place to live, work, and play.

- Continue and expand outreach efforts to downtown residents; continue downtown living marketing efforts through social media, enhanced web presence and PR. Promote Downtown Roanoke as the region’s most exciting and diverse neighborhood.
- Maintain "Resident Welcome Kits" for distribution to new downtown residents via property managers and promote Downtown Roanoke as the region’s most exciting and diverse neighborhood.

**“THE HISTORY AND VITALITY OF THE FARMERS MARKET SHALL BE PRESERVED AND ENHANCED”**

**PRIORITY ACTION ITEMS:**

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- Identify and secure philanthropic funding sources in order to continue with the SNAP match program for 2017-2018 and promote this program to various social service departments.
- Create downtown market exclusive dinner in late August/early September to highlight locally sourced foods and local restaurants in order to raise awareness of the SNAP Program and highlight the Farmer’s Market.
- Offer at least one Social Media training opportunity for market vendors to help promote their products.
- Offer a training opportunity from a financial institution for market vendors to better understand the benefits of accepting credit cards and requirements for merchant services.
- Create an Incentive Program to encourage new growers on the market, as well as an incentive for current growers for referring potential vendors.
- Investigate the cost of providing market vendors with branded boxes or bags for display or products.
- Work to recruit additional farmers on the market.

**CONTINUING ACTIONS:**

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- Complete the 2017 City Market Saturdays (May through September) event series and Harvest Festival to add vitality and originality to the Farmers Market on Saturdays. Plan, capitalize, and launch the 2018 City Market Saturday’s series in May 2018.
- Continue to implement management changes (e.g., enhanced vendor signage) to protect the “Virginia Grown” brand and increase customer confidence and sales.

- Maintain a ratio of producers and food vendors to crafters through the continued recruitment of local producers to the market.
- Coordinate seasonal special events including “Greening the Market” and participation in the St. Patrick’s Day parade to mark seasonal changes on the Market.

## **STAFF RESPONSIBILITIES**

### **PRESIDENT AND CEO**

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The President of Downtown Roanoke, Inc. is responsible for staff development, establishing work programs, budget development, work assignments, and direction of the activities and programs of the organization.

### **RETAIL AND TENANT RECRUITMENT SPECIALIST**

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The Retail and Tenant Recruitment Specialist is responsible for the continued advancement of Downtown Roanoke as the preferred retail and office destination in the region. The manager develops and implements strategies related to retail recruitment and retention, growth of residential opportunity, developer recruitment, and positioning downtown as the region’s premier business destination. Additionally, the manager coordinates with relevant government departments and partner organizations to ensure maximum return for downtown on existing economic development programs.

### **MARKETING AND COMMUNICATIONS SPECIALIST**

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The Marketing and Events Specialist develops and implements the annual marketing plan, oversees the development and production of advertising and promotional materials, coordinates media activities and is responsible for content management of the DRI web site and related social media. The Marketing and Events Specialist may provide assistance in planning/managing special events on the City Market and assists in populating DRI’s on-line event calendar.

### **FARMERS MARKET MANAGER**

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The primary responsibilities of the Farmers Market Manager are the day to day operation of, recruitment of new vendors to and development of strategic and marketing plans for the Historic City market and to keep the President/CEO sufficiently briefed of all development therein.

## EVENTS MANAGER

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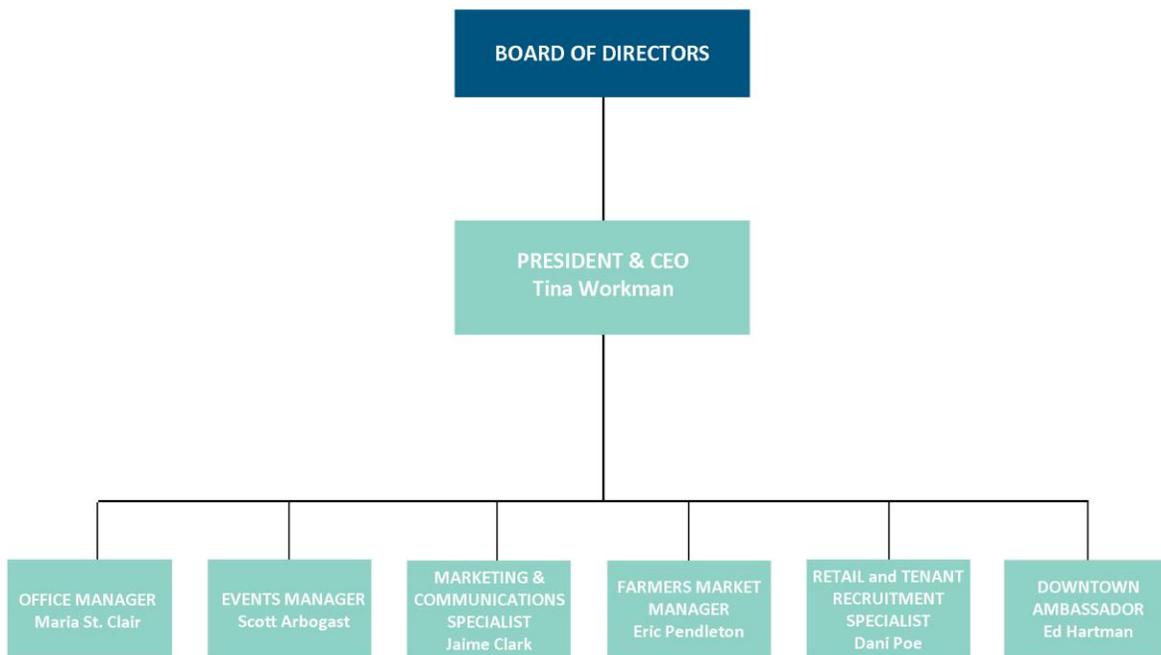
The Events Manager is responsible for all aspects, including the planning, coordination, sponsorship and execution, of DRI's event repertoire, and is responsible for fulfillment of DRI's special event permitting obligations and the management of DRI staff resources dedicated to events.

## OFFICE MANAGER

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The Office Manager is responsible for organizing and coordinating office operations and procedures in order to ensure organizational effectiveness and efficiency. The Office Manager provides administrative support for the DRI staff, Board of Directors, committees, and members in general operations and organization, scheduling and correspondence, and other areas when needed.

## DRI ORGANIZATIONAL CHART



## FY 2017-2018 DRI BUDGET

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**Downtown Roanoke, Inc.**  
**Fiscal Year 2017-2018 Budget**

REVENUE		FY 2018
Ordinary Income/Expense		
Income		
4000 · Downtown Service District		597,000.00
4005 · City Event Contract		135,000.00
4050 · Program Revenue		
4015 · Contract Revenue -RFDI	200.00	
4017. Grants	5,000.00	
4105 · Annual Meeting Income		
4110 · Attendance Fees	1,500.00	
4115 · Sponsors	1,000.00	
Total 4105 · Annual Meeting Income	2,500.00	
4137 · Pigeon and Starling Management	2,500.00	
4138 · Wireless in Downtown	2,400.00	
4141 · Gift Certificates	8,000.00	
Total 4050 · Program Revenue		20,600.00
4100 · Event Revenues		
4130 · Event Rev.		
4132 · Dickens - Vendors	15,000.00	
4133 · Dickens Carriage Rides	3,000.00	
4134 · Dickens Sponsorship	47,500.00	
4136 · Movies	4,000.00	
4137.1 · Party in Elmwood Park	114,200.00	
4137.2 · Saint Patrick's Day	45,000.00	
4145 · Event Revenue-Other	155,500.00	
Total 4130 · Event Rev.		384,200.00
Total 4100 · Event Revenues	384,200.00	
4160 · Interest Revenues		
4166 · Interest Income - Checking	150.00	
Total 4160 · Interest Revenues		150.00
4200 · Membership Dues		25,000.00
4205 · New Initiatives Rev.		1,000.00
4206. Ice Rink		110,000.00
4207. Ice Rink Sponsorship		15,000.00
4300 · Other Revenues		
4305 · Unbudgeted Income	1,000.00	
Total 4300 · Other Revenues		1,000.00
<b>Total Revenue</b>		<b>1,295,650.00</b>

EXPENSES			
		<b>5000 · Economic Development</b>	
		5002 · New Initiatives	40,000.00
		5004 · Trolley	30,000.00
		5009.1 · Gift Certif.Exp.	10,000.00
		5016 · Wireless in Downtown	10,000.00
		5000 · Economic Development - Other	25,000.00
		<b>Total 5000 · Economic Development</b>	<b>115,000.00</b>
		<b>5005 · Event Expense</b>	
		5006 · Annual Meeting Expense	4,000.00
		5007 · Dickens Expense	50,000.00
		5012 · Movies Expense	4,000.00
		5012.1 · St. Patrick's Day	36,000.00
		5012.2 · Party in the Park	93,000.00
		5014.Ice Rink Operating Expense	106,000.00
		5015 · Other Event Expense	165,500.00
		<b>Total 5005 · Event Expense</b>	<b>458,500.00</b>
		5013.1 · Contract Labor--Administrative	2,500.00
		<b>5014 · Clean &amp; Safe</b>	
		5014.1 · Pigeon and Starling Management	7,500.00
		5014.3 · Cigarettes/Litter	0.00
		5014.4 · Clean & Safe New Initiatives	50,000.00
		<b>Total 5014 · Clean &amp; Safe</b>	<b>57,500.00</b>
		<b>5020 · Salaries &amp; Benefits</b>	
		5025 · Employee Benefits	63,625.00
		5040 · Gross Wages	309,864.68
		5060 · Payroll Taxes	29,064.00
		<b>Total 5020 · Salaries &amp; Benefits</b>	<b>402,553.68</b>
		<b>5100 · Advertising Expense</b>	<b>75,000.00</b>
		5101 · Event Marketing	2,500.00
		5102 · Marketing Special Projects	15,000.00
		5105 · Public Relations	3,500.00
		<b>6000.1 · General &amp; Administrative Office</b>	
		5118 · Other Printing	2,736.00
		6000 · Office Supplies	8,250.00
		6001 · Equipment - Rental/Maintenance	8,000.00
		6003 · Office Rent	42,516.72
		6004 · Telecommunications	6,009.37
		6005 · Web site	5,235.00
		6006 · Other G & A Office Expense	1,000.00
		6080 · Postage	1,500.00
		<b>Total 6000.1 · General &amp; Administrative Office</b>	<b>75,247.09</b>

	<b>6010 · Professional Fees</b>		
	6012 · Insurance	23,000.00	
	6040 · Dues & Subscriptions	3,000.00	
	6045 · Legal and Professional Fees	1,500.00	
	6046 · Audit Fees	5,000.00	
	6047 · Accounting Services	14,000.00	
	<b>Total 6010 · Professional Fees</b>		46,500.00
	<b>6050 · Depreciation Expense</b>		7,089.00
	<b>6059 · Finance Charges</b>		
	6060 · Interest Expense	110.00	
	6772 · Bank Service Charges	3,500.00	
	<b>Total 6059 · Finance Charges</b>		3,610.00
	<b>6090 · Write Offs</b>		1,925.00
	<b>6600 · Travel/Entertainment/Education</b>		
	6605 · Employee Training/Education	1,500.00	
	6607 · Employee & Community Meetings	4,808.11	
	6610 · Employee Travel - Economic Dev	9,000.00	
	6617 · Workshop Planning/Retreat	1,000.00	
	6600 · Travel/Entertainment/Education - Other	0.00	
	<b>Total 6600 · Travel/Entertainment/Education</b>		16,308.11
	<b>6770 · Other Expense</b>		
	6774 · Taxes and Licenses	485.00	
	6775 · Unbudgeted Expense	1,945.00	
	<b>Total 6770 · Other Expense</b>		2,430.00
	<b>Total Expense</b>		1,285,162.88
	<b>Net Ordinary Income</b>		10,487.12
<b>FARMERS MARKET REVENUE</b>			
	<b>Other Income</b>		
	<b>7000 · Market Management Revenue</b>		
	7001 · Farmer's Market-Misc. Revenue		
	7002 · Farmer's Market Management Fees	21,307.00	
	7004 · Grant Administration Fees	0.00	
	7005 · Mkt. Expense Reimb.	2,184.00	
	<b>Total 7000 · Market Management Revenue</b>		23,491.00
	<b>7010 · Market Promotional Revenue</b>		
	7011 · Farmer's Market Promotional Fee	9,721.00	
	7012 · Grants	3,496.00	
	7013 · Promotional Sales Items	0.00	
	7013.1 · Cost of Tshirts Sold	0.00	
	7014 · Sponsorships & Contributions	5,000.00	
	<b>Total 7010 · Market Promotional Revenue</b>		18,217.00
	<b>Total Farmers Market Income</b>		41,708.00

FARMERS MARKET EXPENSES			
		<b>8000 · Farmer's Market Operational Exp</b>	
		8003 · Supplies & Gen. Expense	2,000.00
		8004 · Transaction Fees	250.00
		8005 · Mkt. Reimb. Exp.	2,184.00
		8006 · Telecommunications	0.00
		<b>Total 8000 · Farmer's Market Operational Exp</b>	<b>4,434.00</b>
		<b>8010 · Farmer's Market Promotional Exp</b>	
		8011 · Advertising & Promotional	9,720.00
		8012 · Misc. Farmer's Market Expenses	1,000.00
		8015 · Seasonal Decorations	800.00
		8016 · Farmer's Mkt. Events	6,000.00
		<b>Total 8010 · Farmer's Market Promotional Exp</b>	<b>17,520.00</b>
		<b>8030 · Salaries &amp; Benefits - Market</b>	
		8002 · Market Manager Salary	27,648.00
		8002.1 · Payroll Taxes-Market Manager	0.00
		8031 · Mgr. Benefits	0.00
		8032 · Medical Insurance	0.00
		8033 · Parking	0.00
		8034 · Payroll Taxes	259,312.00
		8039 · SEP-IRA Contribution	0.00
		<b>Total 8030 · Salaries &amp; Benefits - Market</b>	<b>30,241.12</b>
		<b>Total Farmers Market Expense</b>	<b>52,195.12</b>
		<b>Net Farmer's Market Income</b>	<b>-10,487.12</b>
<b>Total Net Income</b>			<b>0.00</b>