

**BERRYVILLE TOWN COUNCIL
MEETING AGENDA
Work Session
Berryville-Clarke County Government Center
101 Chalmers Court, Second Floor
A/B Meeting Room
Wednesday, February 22, 2017
6:00 p.m.**

Item

Attachment

1. **Call to Order** – Patricia Dickinson, Mayor

2. **Approval of Agenda**

3. **Presentation / Discussion – Berryville Main Street Market Assessment** 1

4. **Other**

5. **Closed Session** – No closed session scheduled

6. **Adjourn**

↑ **Denotes** an item on which a motion for action is included in the packet

Berryville Main Street Market Assessment

Economic Vitality Committee

In Cooperation with Virginia Main Street

October 2016



Agenda

- Introductions
- Berryville Main Street Vision & Mission
- The Main Street Approach
- Highlights from the Market Assessment
- Economic Vitality Committee Objectives and Task Plan for 2016



Berryville Main Street received a downtown investment award in April 2016 from Virginia Main Street to conduct a market assessment for the downtown district.

Above (l-r): Todd Barman, Sue Ross, Kyle Meyer

1. Introductions

Virginia Main Street (VMS)

Todd Barman

VMS Consultant

Barman Development Strategies, LLC

Kyle H. Meyer

Community Revitalization Specialist

Virginia Department of Housing and
Community Development

Berryville Main Street (BMS)

Christina Kraybill, President

Owner, My Neighbor & Me

Sue Ross, Manager

Elizabeth Mock, Design Committee Chair

Owner, Modern Mercantile

Kathy Pierson, Promotions Committee Chair

Economic Vitality Committee Members

Patty Maples, Mary Jo Pellerito

2. Berryville Main Street Vision & Mission



Our vision is to be the premier Main Street organization that is valued for its leadership, partnerships and accomplishments in creating and sustaining a vital downtown.

Our mission is to promote, enhance and support the Berryville Historic District as a vital center of commercial and cultural life for Berryville and Clarke County.

Our activities are focused on cultivating a community market place for products and services offered by independent small businesses and local farms that support and preserve Berryville's historical and cultural aesthetics and character.

3. The Main Street Approach

The Downtown Development Philosophy begins with "...a concrete and compelling vision of a fully functioning market place to attract the entrepreneurs and investors who will eventually realize that vision."

It employs the Main Street Four-Point Approach®: an asset-based economic development strategy that focuses attention on *heritage* and *human* assets.

Built and Cultural Assets

Entrepreneurs, Commercial Property Owners

Community Leaders, Partnerships and Volunteers

Data and narrative are used to create a market position for downtown Berryville; this knowledge is used to create a design of the market place that is both vision and market driven.

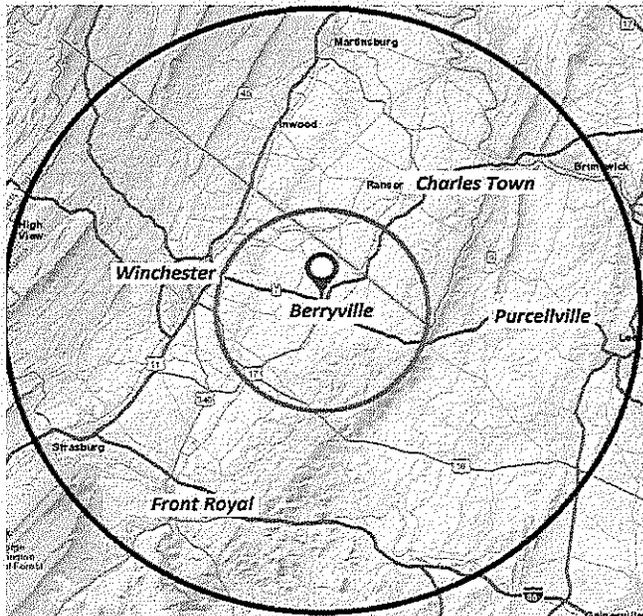
4. Highlights from the Market Assessment

1. Current and Potential Customers
2. Tourism
3. Collective Market Opportunities
4. Best Customers
5. Customer Segmentation
6. Market Position Statement
7. Community Transformation Strategies
8. Support

Market Assessment Highlight #1: Identifying Current and Potential Customers

"We can leverage Berryville's central location between Purcellville, Winchester, Charles Town and Front Royal as a perfect place to meet for people coming from these nearby cities and communities."

Brandon - Cordial Coffee Company



Inner Band: Communities closest to Downtown Berryville – up to 8 miles away comprise Clarke County. Residents from Berryville, Boyce, Millwood and White Post are mostly likely to use governmental and professional services in downtown Berryville, including personal care, wellness, automotive and household services. These customers also regularly frequent local restaurants and some retail.

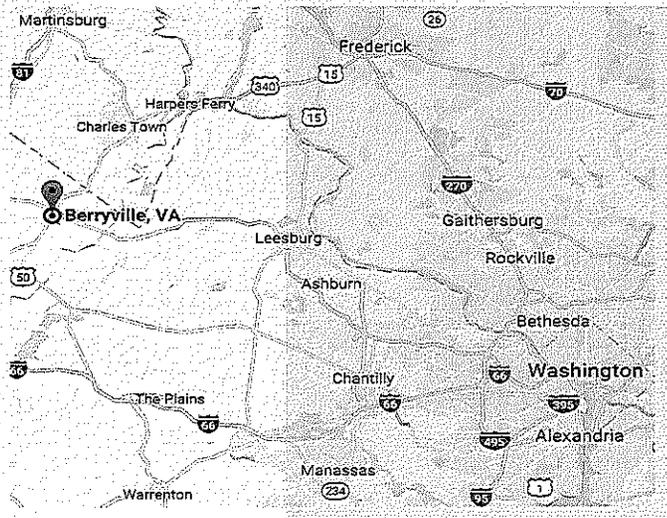
Outer Band: People living up to 24 miles from Berryville may visit Berryville for business, personal services or retail. They are also likely to visit the area for entertainment and events or to eat at local restaurants while in town.

- Round Hill, Bluemont, Purcellville
- Front Royal, Middleburg, Upperville
- Stephenson, Winchester, Stephens City
- Charles Town, Harpers Ferry, Shepherdstown

Market Assessment Highlight #2: Identifying Opportunities for Tourism

"In the past five years tourism has seen big changes. Large numbers of travelers have lost interest in cookie cutter restaurants, lodging and attractions. Instead, they want local food, local attractions and connection to the lifestyles of local people."

Joanne Steele, Nebraska Center for Rural Affairs



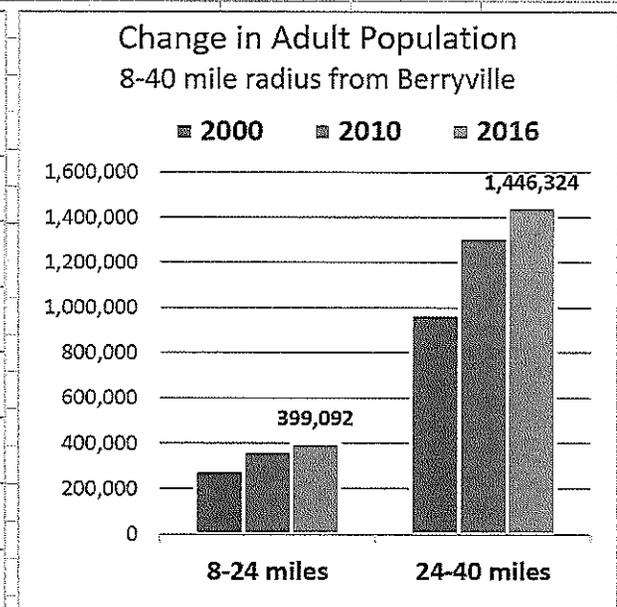
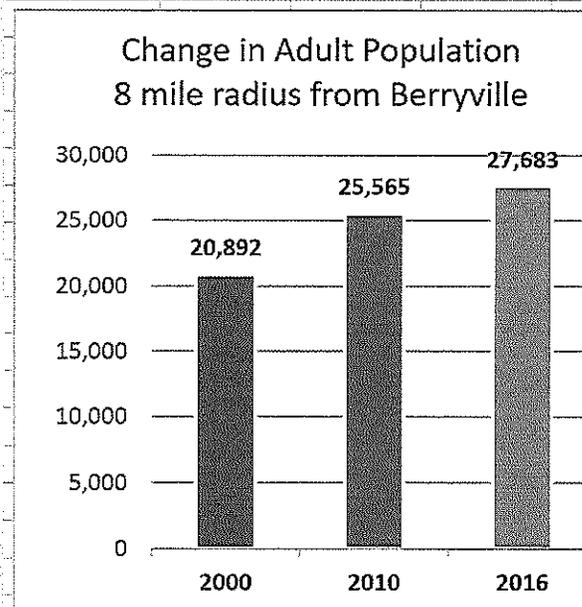
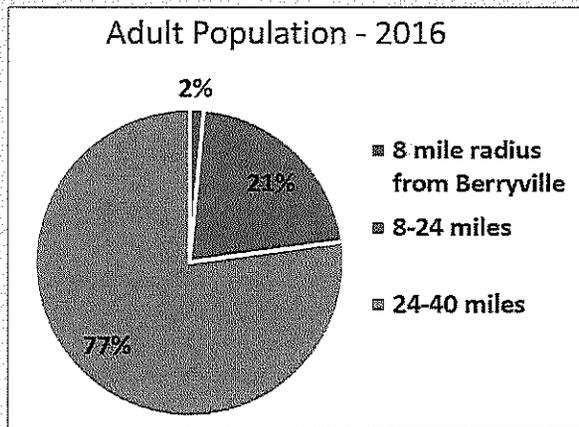
The shaded area represents travelers from points east that are over 50 miles away. Visitors from these areas are most likely to come to Berryville for day-trips with a particular focus in mind.

Activities that appeal to destination travelers include entertainment, events, shopping, historical features and attractions, outdoor recreation in the Appalachians or the Shenandoah Valley, scenic drives on northern Virginia's backroads, and enjoyment of locally grown food and other unique experiences.

- Loudoun, Fairfax, and Prince William counties include the large urban centers of Leesburg, Fairfax, and Manassas
- Dulles includes the airport and destination travelers
- Metro DC, Alexandria and Montgomery County, Maryland (Germantown, Gaithersburg, Rockville and Bethesda) include the largest urban populations but are also the furthest away

Market Assessment Highlight #3: Analysis of Collective Market Opportunities

Demographic, market segmentation and economic data provided by the VMS consultant will be used to build knowledge of current and prospective customers. Having an understanding of the collective base is necessary to **create** a vision for the market place that is market-driven.



Market Assessment Highlight #4: Identifying The Best Customers



GenXUrban
8 Mile Radius- 26%
8-24 Miles - 10%

Middle-aged; live and work within the same county, so have short commutes; well-informed readers and news junkies; enjoy games, hobbies & crafts, museums, rock concerts; walk for wellness



Cozy Country Living
8 Mile Radius- 25%
8-24 Miles - 12%

Empty nesters in bucolic settings; have pets; own multiple vehicles and likely to also have a truck, motorcycle, ATV/UTV; buy American; eat at home; own a wide variety home and garden tools and equipment



Affluent Estates
8 Mile Radius- 17%
8-24 Mile Radius- 20%
24-40 Miles - 41%

Established wealth; are educated, well-traveled married couples owning homes with children in school; Expect quality, invest in time-saving services



Family Landscapes
8 Mile Radius- 9%
8-24 Mile Radius- 27%

Dual-income families in newer suburban or semi-rural communities; DIY-ers; dogs, new cars, tech-friendly; eat out; enjoy sports, trips to the zoo and theme parks



Market Assessment Highlight #5

Customer Segmentation Using ESRI Tapestry Data

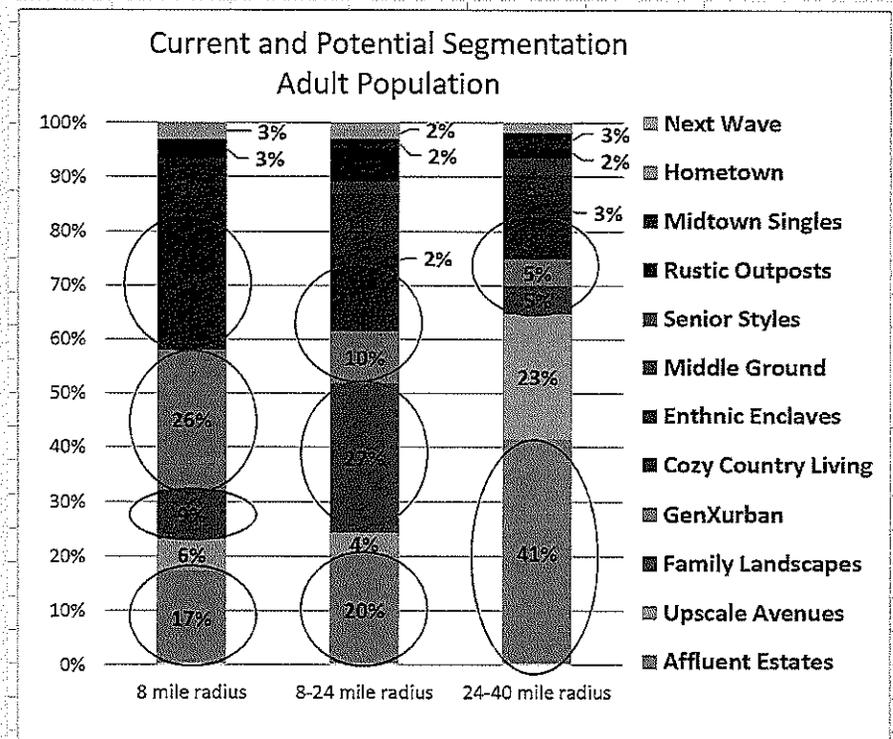
ESRI describes their Tapestry Segmentation data set as "... an accurate, detailed description of America's neighborhoods – U.S. residential areas are divided into 67 distinctive segments based on their socioeconomic and demographic composition," which are further classified into various life style groups.

This chart compares the percentage of adults in each main Tapestry segment for each area within the customer base.

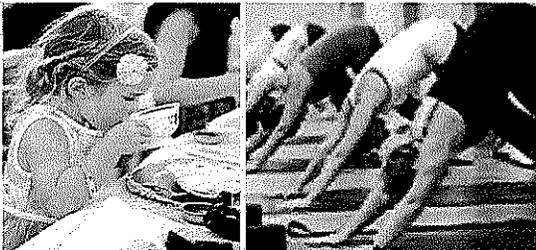
The largest segments in Berryville's customer base have characteristics that make them likely to visit, shop or attend events in downtown Berryville.

In total, these four segments represent:

- 77% of the adult population within an 8 mile radius
- 69% of adults within 8-24 miles
- 58% within 24-40 miles



Market Assessment Highlight #6: Market Position Statement



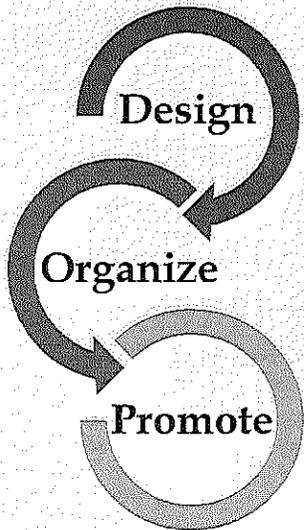
Berryville's small-town ambiance attracts individuals who embrace a healthy lifestyle and seek a more relaxed and personal experience, especially compared with the urban areas surrounding DC. Events and activities on Main Street that give people the opportunity to mix and mingle through music, art, shows and bazaars have proven to be popular draws for all ages.

Main Street's current retail mix is focused on attracting women between the ages of 35 to 55 years old. Expanding the complement of businesses offering locally grown and hand made goods should continue to be pursued. Stores offering home décor, practical, artistic goods and consumables will help to promote Main Street as a market place for unique, high-quality goods and services for the home.

Berryville may also be promoted as a travel destination for independent and local venues and farm-to-table connections. Tourism may focus on bringing visitors for entertainment at the Barns of Rose Hill, the Clarke County Farmer's Market and events at the County Fairgrounds. Additional opportunities include events at local wineries and a year-round market offering farm-to-table and consumable products.

Market Assessment Highlight #6: Community Transformation

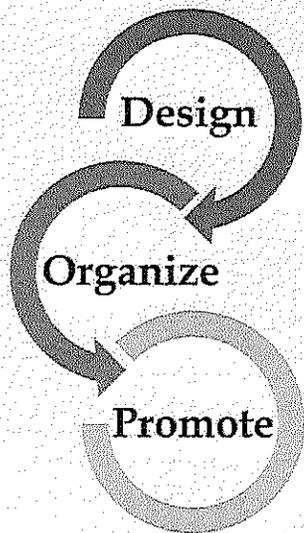
The goal of Community Transformation is to bring positive change for future development. These are broad areas with individual components for improvement that include the physical design, organizational development, customer marketing and promotions. The following transformation strategies for Berryville have been identified by the VMS consultant:



- 1) Develop Berryville as a **one-stop shopping experience** for residents of Clarke County and nearby communities, up to 24 miles away. Advocate development of the downtown core to allow people to shop at a *critical mass* of complementary businesses, to use local services, and to meet friends and family at area restaurants and cafes while only *parking once*.
- 2) Build a 'retreat' brand to attract visitors from areas between 24-40 miles away. Leverage Berryville's **historical and cultural assets**, along with our complement of **small and independent business**. Consider focusing on people seeking healthy travel experiences. Visitor's interests may include art and music, architecture, collectibles, history, organic and local food and wine, and outdoor experiences.

Transformation Strategy #1

Strengthen Berryville's Convenience-Driven Economy



Design

- Create business “clusters” (in close proximity) so that shopping is convenient
- Develop a parking management plan that reinforces the need to park only once
 - Concentrate vehicle parking at the entrance to a walkable district
 - Provide short-term parking near convenience businesses.
 - Address improvements for smoother, more efficient traffic and pedestrian circulation

Organize

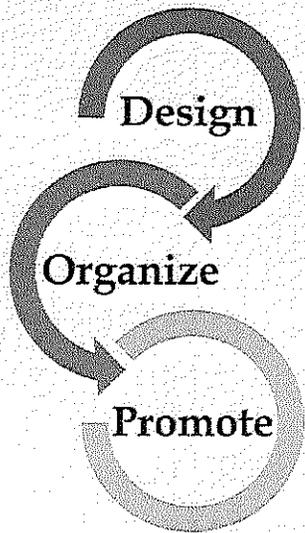
- Work with downtown merchants to facilitate a greater understanding of common goals and needs for the market place
- Help merchants to refine their market position to stay in touch with their local customers
- Offer products customers want, at the hours they want to shop

Promote

- Create special events that foster community.
- Create cooperative marketing campaigns and promote Shop Local / Shop Small Business
- Solicit feedback from customers regarding product and service quality

Transformation Strategy #2

Strengthen Berryville's Visitor-Driven Economy



Design

- Improvements that are conducive to leisurely shopping, such as sidewalk benches (locally made), calm colors
- Beautification, using attractive plantings along pedestrian walkways; shade trees, water features
- Improvements for the pedestrian
 - An art or sculpture walkway from the Barns to Main Street through the Park
 - Connections between historic Church Street and the Courthouse Complex

Organize

- Cultivate relationships with local businesses and attractions supporting the 'retreat' brand
- Continue partnering with the Tourism Advisory Committee
- Advocate for a Boutique Hotel to locate downtown; Offer hospitality or concierge services for travelers

Promote

- Use the positive synergy between convenience and retreat in promotional messaging
- Develop cultural tourism, focusing on the stories and history of local communities
- Look for ways to tie cultural or historical tourism with shopping and services

Market Assessment Highlight #8: Support for Community Transformation

Support for the Transformation Strategies are focused on identifying and resolving issues that impact Main Street businesses.

- 1) Participation in quarterly meetings that include **community leaders, commercial property owners and entrepreneurs** to work toward a shared vision for future development; Include a pathway for the community to have a **voice** in shaping this vision.
- 2) Stimulate **strategic investment** in the historic core, using market data to identify prospective customers and attractive markets; Explore use of the old commercial area for locally produced food and beverages.
- 3) Set up the environment that is **conducive for business clustering**:
 - Determine the **market rate for commercial spaces** in downtown Berryville; maintain rents that are market driven.
 - Bridge market place **barriers and interruptions**; improve the shopping and strolling flow
- 4) Create a climate in which **new anchor businesses** may be established; adaptive reuse of the Coiner Building or citing of a boutique hotel near the Barns with public dining options.

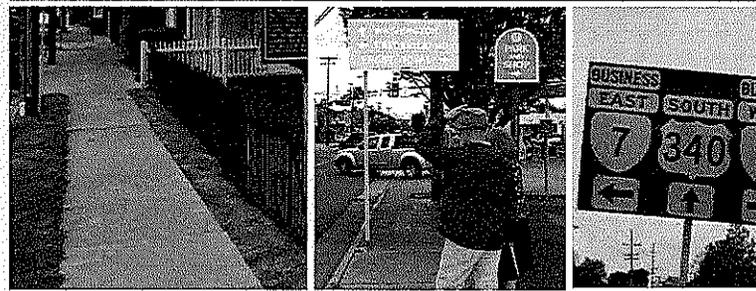
5. Goals of the Economic Vitality Committee

Build Economic Development Capabilities and Relationships



- Strengthen BMS Capabilities to Facilitate Guidance for Downtown Development
- Apply Knowledge of the Market Place to Increase Investor Confidence
- Actively Work with the Town of Berryville, Clarke County and Merchants to Improve Commerce in the Downtown Area

Provide Guidance for a Successful Market Place



- Identify Ways to Positively Influence the Customer Experience
- Define the Best Customers for Goods & Services and Identify Opportunities for the Market Place
- Shape and Facilitate Community Transformation Strategies

5. Economic Vitality 2016 Task Plan

April – June

Task 1: Scope

- VMS Award for Market Assessment
- Engage Members for the BMS Economic Vitality Committee
- **VMS-BMS Charrette***
- Development of a Draft Market Position Narrative and Review of Preliminary Data

A charrette are meetings in which stakeholders in a project attempt to resolve conflicts and map solutions.

July – Sept

Task 2: Assess

- Inventory of Built and Cultural History Assets and Downtown Entrepreneurs
- Clearly Identify the Customer Base and Provide Market Data
- Refine the Market Position Statement
- **Conceptualize Community Transformation**



Oct

Task 3: Analyze

- Data - Deep Dive
 - *Household Income and Home Values*
 - *Populations by Age, Race and Educational Attainment*
 - *Economic Activity (NAICS) by Location*
 - *Consumer Segments and Spending*
- **Apply Data to Supporting Narrative**

Nov – Dec

Task 4: Strategize

- Recommendations for Transformation Strategies
- **Scope of work for Community Transformation Strategies**
 - *Action Plan, Timeline and Resources*



**Now its your turn...we'll take
your questions & comments**

You may also send your comments to:

Berryville Main Street
Economic Vitality Committee
23 E. Main Street
Berryville, VA 22611

manager@berryvillemainstreet.org