



# STRATEGIC PLAN

2020-2024

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# INTRODUCTION

This 2019-2024 Strategic Plan represents Main Street Siloam Springs' (MSSS) expansive vision and preferred future for the historic downtown over the next five years. Since MMSS adopted the Main Street Four-Point Approach™ to organize its work in 1985 and became an Accredited Main Street community in 2011, the MSSS Board of Directors, volunteers, and staff have worked hard to enhance the downtown district. As a downtown revitalization organization during its growth phase, the organization has promoted the downtown's variety of retail shops, restaurants, and service businesses by hosting retail events, filling vacancies, and marketing both the downtown area and the organization to the region.

Siloam Springs downtown is the historic heart of this Northwest Arkansas community. Downtown defines the community's "sense of place" and is a recognized National Register Historic District.

The Main Street Approach™ stresses historic preservation as the underlying design principle for the revitalization effort. Main Street's efforts are a nationwide ambition to maximize the economic potential of each historic downtown while preserving its authentic character.

For MSSS, the volunteer-led committees are critical to the success of the program and involve a wide variety of stakeholders including residents, business owners, partners, and property owners who make decisions about the future of the downtown. These stakeholders participated in all facets of the research leading up to the creation of MSSS's first five-year Strategic Plan for 2019-2024. This plan represents the next phase in MSSS's growth and development.

Donna Ann Harris, principal of Heritage Consulting Inc., a Philadelphia-based consulting firm, worked with MSSS as they began work on this Strategic Plan. Ms. Harris worked closely with Kelsey Howard, MSSS Executive Director, and board members to develop this Strategic Plan.

The Strategic Plan research was conducted over four months and included five activities, which are outlined below.

1. In the Winter and Spring of 2018, a Consumer Perceptions Survey was conducted by the National Main Street Center in order to understand the preferences of residents and visitors for its downtown. This survey was conducted as a part of the Center's research for its report, "Strategic Planning Through Transformation Strategies, Siloam Springs, AR – May 2018." This survey had 579 responses, making it a statistically valid survey, representative of the entire population of the City of Siloam Springs AR. This survey had 12 closed-ended questions and four open-ended questions where respondents could add their own comments.

The survey provided critical demographic and market data about current downtown shoppers. This 48-page report included Environmental Systems Research Institute (ESRI) demographic and psychographic information and recommendations on customer segments which would make the best Transformation Strategy for MSSS. The National Main Street Center prepared and circulated this report to the MSSS Board of Directors.

2. A Report on the Open-Ended Survey Questions in the Consumer Perceptions Survey was completed in March 2019 by Heritage Consulting Inc. The report provides a more detailed review of the open-ended survey responses to determine if they reinforced the other survey answers or offered differing opinions. A 140-page report was completed with three appendices. An Executive Summary of this report was forwarded to the April 2019 Visioning and Goal Setting Workshop attendees for their review prior to that meeting.

3. A Strengths, Weaknesses, Opportunities and Obstacles (SWOO) Analysis Workshop was held on Monday, March 11, 2019. This three-hour evening meeting gathered input from 27 participants including MSSS Board members, staff, key volunteers, merchants, property owners, residents, and a City Planning staff. During the meeting, we discussed the current conditions of both the downtown district and MSSS organization. The group then prepared a summary memo offering observations and recommendations for solving several specific short and medium-term problems. The summary memo was circulated to all attendees of the Visioning and Goal Setting Workshop.

4. A Visioning and Goal Setting Workshop was held on April 11, 2019. This two-and-a-half-hour-long workshop included 22 MSSS Board members, key volunteers, staff, property owners, merchants, the Siloam Springs Community Development Director, and a City Planning staff member. Prior to the workshop, all participants received copies of the executive summary of the Open-Ended Survey Report and the SWOO Analysis Workshop memo.

5. A MSSS Board of Directors meeting was held on June 24, 2019 when this Strategic Plan was reviewed by the Board of Directors. In response to their feedback, this draft of the Strategic Plan was updated to reflect the recommendations of the MSSS Board. This version of the Strategic Plan was reviewed and adopted by the Board of Directors on August 26, 2019.

# What is a Strategic Plan?

Board Source™, a national nonprofit organization whose mission is to advance the public good by building exceptional nonprofit boards and inspiring board service, defines a Strategic Plan as a written document that defines an organization's overarching strategies and major areas of work to be completed over a five year period in order to achieve the organization's mission.

Strategic Plans for nonprofit organizations are created through a process that builds on research to accumulate wisdom about the organization, its environment, and its economic potential. This process involves stakeholders to ensure that the resulting Strategic Plan contains a comprehensive understanding of the organization's preferred future.

Strategic Plans review or create common organizational planning elements such as the organization's mission, vision, goals, and projects. We have added the Transformation Strategy, as recommended by the National Main Street Center, to these planning elements. We define and review each of these planning elements below.



## *What is a mission statement?*

A mission statement articulates where the organization is currently, not where it will be at some desired point in the future. An ideal mission statement identifies why the organization exists, who benefits from it, what the organization does, and, finally, how it does what it does. A good mission statement conveys how the organization relates to its public and communities, why and how it enhances well-being and improves quality of life, and, finally, what service it provides. A mission statement should be easily memorized, as it becomes a part of the “elevator speech” about the organization.

## *Current MSSS mission statement*

Main Street Siloam Springs provides leadership to a community initiative for the revitalization of our downtown into an economically vigorous commercial center and a gathering place for hospitality, arts, and entertainment within a carefully maintained historic district.

## *New MSSS mission statement*

Main Street Siloam Springs leads the downtown effort to preserve our historic district, support local business, and develop a vibrant gathering space for our community.

## *Current Farmers Market mission statement*

The mission of the Siloam Springs Farmers Market is to enliven the community of Siloam Springs by connecting consumers directly to quality local farm products and handcrafts and contribute to downtown development by creating an inviting atmosphere for visitors.

## *What is a vision statement?*

A vision statement describes the preferred future of both the organization and commercial district after five years of work towards fulfilling the dreams of stakeholders. The vision statement should focus on the community impact and the power of the organization to transform the downtown. A good vision statement is ambitious enough to force people out of comfortable routines and is conceptual yet practical, taking advantage of fundamental trends in consumer research. A vision statement should be clear enough to articulate the visual changes in the downtown.

## *Current MSSS vision statement*

Downtown Siloam Springs is a vibrant destination where our community springs to life.

## *New MSSS vision statement*

Downtown Siloam Springs is a Northwest Arkansas destination known for its thriving historic downtown district.

# *Long Vision Statement*

In order to make Downtown Siloam Springs a Northwest Arkansas destination known for its thriving historic downtown district by 2024, MSSS will work toward fulfilling this vision with a four-point approach:

## 1. ORGANIZATION

...creating a strong foundation for a sustainable revitalization effort, including cultivating partnerships, community involvement, and resources for the district.

## 2. DESIGN

... supports a community's transformation by enhancing the physical and visual assets that set the commercial district apart.

## 3. ECONOMIC VITALITY

... focuses on capital, incentives, and other economic and financial tools to assist new and existing businesses catalyze property development and create a supportive environment for entrepreneurs and innovators that drive local economies.

## 4. PROMOTION

... positions the downtown, or commercial district, as the center of the community and hub of economic activity, while creating a positive image that showcases a community's unique characteristics.

## 1. Organization:

By 2024, the MSSS budget will be over \$210,000 with a diverse revenue stream including board gifts, City contracts, a new community investor program, downtown business sponsorship program, The Main Event fundraiser, increased profits from events, and occasional foundation and government grants. Staff will devote increased hours toward volunteer program development. The board will continue serving as liaisons on each committee and launch a nominating task force to oversee succession. MSSS will continue collaborating with our City and Chamber partners and local non-profits to achieve compatible goals.

## 2. Design:

MSSS will continue to champion downtown historic preservation, unique public art enhancements, and high standards of design and style for accessible downtown businesses and walkable infrastructure. Specifically, MSSS will advocate for the significant funding and implementation of the East Main infrastructure redesign project by 2024. The East Main public investment, in conjunction with the MSSS building improvement grants, will catalyze private sector investment in the historic downtown district and East Main corridor alike.



### 3. Economic Vitality:

The downtown historic district will be recognized as a thriving commercial district where residents and regional visitors find family-friendly shops, restaurants, and service businesses. This reputation will result from high business retention rates and “Family Friendly Affordable” business recruitment that compliments the business mix. The Farmers Market will be an increasingly popular attraction that will offer entrepreneurs opportunities to develop their businesses.

### 4. Promotion:

MSSS will focus on communicating the progress and successes of its mission-focused work to stakeholders, partners, and the public through our social media, newsletter, and website, as well as Discover Siloam tourism efforts. MSSS will selectively execute and promote “Family-Friendly Affordable” events that encourage community life in downtown/Memorial Park and expand downtown businesses’ and Farmers Market’s customer base.



# TRANSFORMATION STRATEGY

## *2019-2024*

The National Main Street Center is encouraging Main Street communities to identify one or two Transformation Strategies to articulate “a focused, deliberate path to revitalizing or strengthening a downtown or commercial district’s economy.” The Transformation Strategy is “grounded by both an understanding of the underlying drivers of the local and regional economy, as well as community feedback and engagement. A Transformation Strategy should describe a market position that the commercial district can successfully fulfill. Each Transformation Strategy is implemented through activities in the four broad areas of work represented by the Four Points.”

After a thorough review of economic and demographic data, the National Main Street Center recommended the following Transformation Strategy to focus on a specific consumer cluster to organize the work of the Board of Directors and volunteer-led committees over the next several years.



# Family Friendly Affordable

The National Main Street Center provided the following information about the Family-Friendly Affordable transformation strategy. This strategy offers a range of products and services for all members of the family. However, the “family-friendly” nature of these downtowns 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. Outdoor recreation, both active and passive, is an important component of this strategy. It frames the type of events the organization hosts, because of the natural assets in downtown. We are also interested in recruiting businesses that support or are related to outdoor recreational activities. Businesses adapt their merchandise mix, services, and hours to meet the needs of busy families. Furthermore, the physical characteristics of the district help make the experience of visiting a convenient and engaging one. The Family-Friendly Affordable strategy focuses on children. For this reason, family-friendly districts are more likely to be liveliest in the early evening and on Saturdays, as opposed to districts focusing on entertainment and nightlife, which are more likely to be liveliest later in the evening. In addition, family-friendly downtowns 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.



# MSSS SERVICE AREA



# Strategic Goals for Each Committee

The Strategic Goals of each Main Street Siloam Street committee serve as the bridge to the new vision for the heart of Siloam Spring's downtown. All the short and long-term projects, individually and collectively, drive the organization toward making this vision into a reality by allocating all its financial and volunteer resources accordingly. We begin with Committee goals to organize the work to be accomplished by 2024.



**Board of Directors** is the steward of the organization's finances and provides oversight of its work plan and future development of a \$210,000 revitalization organization by 2024. By having all Committee chairpersons on the Board, good communication and accountability flows from the volunteers to the board and back again. Board members are walking, talking advocates for downtown through their board leadership.

**Nominating Task Force:** To understand the future direction of the organization and to recruit high quality board members to ensure that we have the right talents to fulfill our future goals and objectives.



**Executive Committee:** To oversee the direction of the organization in its effort to fulfill annual work plan goals, oversee its finances, and promote volunteer involvement in our projects.



**Business Recruitment Committee:** To recruit businesses to fill vacancies in the historic district and help local investors bridge funding gaps through education and resources.



## **Downtown Improvement Committee:**

To improve the aesthetics, accessibility, and infrastructure of downtown in response to the 2014 Downtown Connectivity and Master Plan and 2019 Strategic Plan.



**Farmers Market Committee:** To host summer outdoor and winter markets (via online app) that are financially self-sufficient through market commission, sponsorship, and event income.



**Homegrown Festival Committee:** To attract 4,000 people downtown by 2024 and fulfil the “four pillars” of the committee mission statement by raising unrestricted operating funds of \$7,500 by 2024 for MSSS and promoting local quality goods/food and local art and entertainment.



**Main Event Committee:** To raise awareness about the organization’s mission and raise unrestricted operating funds that meet our annual budget goal.



**Promotions and Events Committee:** To promote our downtown retail shops, restaurants, professional businesses, non-profit organizations, and events, and to increase foot traffic and community pride through strategic events and diverse promotional efforts targeting downtown’s current audience.

All the activities and programs that Main Street Siloam Springs will implement in the next five years, through the combination of board, staff, task forces and committees, partners, and individual volunteers, must be aligned to achieve at least one of the committee goals. If a project does not clearly meet any of the Committee Goals, the project should neither be staffed nor funded, as the organization has a finite number of volunteers and financial resources.

### ***Role of Work Plans***

Work plans for each project are reviewed and approved by the MSSS Board of Directors. The work plan provides details on effective project funding and implementation. Every work plan contains the following elements: Who (person or partner organization), What, When, Budgeted Cost, Budgeted Income, Volunteer Hours, Staff Hours, and of course, the Strategic Goal(s) met. Collectively, these work plans become the substance of the materials submitted to Arkansas Main Street to substantiate the work plan requirement for national accreditation. The Work Plan approved by the Board each year can be used to sell sponsorships, as well as to assertively market the volunteer and collaborative opportunities therein to individuals and groups of current or potential stakeholders.

## ***Board Role, Staffing, and Volunteers***

This Strategic Plan sets out a very ambitious improvement agenda for Main Street Siloam Springs over the next five (5) years. The MSSS Board of Directors must reach an agreement about how it will staff all of the planned agenda items.

While there are already some volunteers involved with the organization, there are not enough to implement even a small portion of these activities. The current full and part-time staff cannot take on any more duties, as they are already significantly overstretched.

If the MSSS Board, along with the volunteers, is to be responsible for implementing these projects, then the Board of Directors must continue to invest substantially in volunteer infrastructure. Leadership for any new volunteer effort must come from the Board of Directors themselves, primarily in the form of promoting volunteer recruitment throughout the organization.

## ***Conclusion***

This 2019-2024 Strategic Plan for downtown Siloam Springs is a review of the past performance of the organization and a showcase of its hopeful future. This Strategic Plan contains a revised mission statement and a new vision statement. The Transformation Strategy for Family-Friendly Affordable is woven throughout all relevant projects. This document will be used to guide all the organization's work in the next five (5) years.

# BOARD OF DIRECTORS

**Goal statement:** *The Board of Directors* is the steward of the organization's finances that provides oversight of its work plan and future development of the organization with a \$210,000 operating budget by 2024. By having all Committee chairpersons on the Board, good communication and accountability flows from the volunteers to the Board and back again. Board members are walking, talking advocates for downtown through their board leadership.

**Nominating Task Force: Goal Statement:** To understand the future direction of the organization and recruit high quality board members to ensure we have the right talent to fulfill our preferred future.

## ***Projects 2020-2024***

Complete and submit all work plans for all projects of this committee for board approval

## ***Fundraising***

Ensure that 100% of board members make annual gift to the organization so the collective board gifts equal \$2,500 or more by 2024

Continue to build the budget from diverse revenue sources

Create a new residential investor task force to develop a new individual giving program for recurring gifts from residents with a first-year net goal of \$12,000 to grow to \$25,000 over 5 years

Continue to seek financial support from the City of Siloam Springs, and create new contracted projects as appropriate

Continue to seek sponsorships from businesses on the 412 corridor

Seek non-event-specific sponsorships from local businesses, raising the number of sponsors to 30 by 2024

Budget for a five percent (5%) surplus each year, to grow MSSS savings account

## ***Staffing and Technology***

Increase salaries and hours of staff; employ two full-time staff members and one 20 hr./wk. staff member by 2024

Make upgrades in office technology and website as needed

## ***Advocacy***

Ensure that Main Street advocates for continued City funding of [www.DiscoverSiloamSprings.com](http://www.DiscoverSiloamSprings.com) and tourism efforts

## ***Outreach***

Identify which board members will attend every City Board of Directors Meeting with staff

Identify pairs of board members who will visit with downtown merchants monthly to hear concerns and collaborate on downtown initiatives

Expand and strengthen the already excellent relationship with the Chamber and City

Continue to produce an Annual Report about the work of the organization; distribute widely to stakeholders, contributors, and volunteers

Apply for the Great American Main Street Award in 2024

### ***Launch and oversee the Nominating Task Force, which is chartered to:***

Identify skills needed on the board three years from now; recruit new board members

Keep updated documentation of current and needed talents on the board, to ensure we have the right talent to fulfill our preferred future

Co-host new board member training alongside the Executive Director (note: ED to host annual board orientation)

### ***Volunteer recruitment, retention and recognition***

Create a volunteer database for all volunteers involved in Main Street; share with committees and task forces as needed.



# EXECUTIVE COMMITTEE

**Goal statement:** To oversee the direction of the organization in its effort to fulfill annual work plan goals, oversee its finances, and promote volunteer involvement in our projects.

**Committee Mission Statement:** To oversee annual work plan goals and the direction of the organization.

## *Executive Committee Specific Goals*

### *Financial and Fundraising oversight*

Review monthly financials

Set up and attend sponsorship meetings with Executive Director and consider new fundraising opportunities, especially within the community investor program

Encourage 100% board giving

Oversee strategies to increase operating budget

### *Systems and Procedures*

Support Executive Director by providing council and volunteer power

Serve as nominating committee for new board members; create a separate nominating committee in late summer for 2020 new board member recruitment

Create/dissolve committees and task forces when necessary

## *Events*

Coordinate with the Downtown Promotions and Events Committee to host a yearly volunteer appreciation event organized by the Executive Committee



# BUSINESS RECRUITMENT COMMITTEE

**Goal statement:** To recruit businesses to fill vacancies in the historic district and help local investors bridge funding gaps through education and resources.

**Committee Mission Statement:** To strategically recruit businesses to fill vacancies in the historic district of Siloam Springs as well as work with local investors to bridge the funding gap to attract these new businesses.

## *Projects 2020-2024*

Complete and submit all Work Plans for all projects of this committee for board approval

## *Provide information about the market and spaces downtown*

Annually update and verify local business inventory

Make Business Recruitment committee the “go to” resource for business attraction and business mix management, especially in the real estate and entrepreneurship communities

Make all merchants aware of the market analysis, demographic, and psychographics and how they can use this information to strengthen their businesses

Collaborate with the Chamber and create a brochure or a packet for starting a business in Siloam Springs with existing available resources; put the same information on MSSS website and city website, update annually

Make referrals to the City and Chamber when a potential business owner needs space other than what Downtown currently offers

Assist staff in gathering reinvestment statistics

## ***Host educational events and activities***

Host a seminar about downtown opportunity zone and historic tax credits

Work toward filling vacancies by strategically recruiting businesses

Cross-promote downtown businesses, not just on social media; discuss this topic at the next Invigorate seminar

Host a workshop for food-based business and retailers about the farmers market in Siloam Springs and how to tap into this expanding group of consumers

Connect with ESRI staff, Startup Junky, and Small Business Association (SBA) to bring them here to connect to local businesses

Encourage offices to use upstairs; undertake an inventory of ground floor offices and determine if upstairs use is an option

## ***Learn about financing gaps and help fill them***

Hold seminars or other educational workshops on the Siloam Springs Opportunity Zone, State and Federal Tax Credits, and other available funding opportunities.

Create a community of local investors who are interested in using their resources, talent, and time to improve downtown Siloam Springs

## ***Recruit new businesses***

Based on market analysis and customer needs, identify local and regional chain businesses and other familiar businesses to ask them to open a business in Siloam Springs

Nurture new restaurants in Siloam Springs and encourage them to offer family friendly pricing or kid's offerings on their menus

Investigate the following family friendly businesses for their viability in downtown Siloam Springs and recruit as needed:

<i>apparel (clothing/athletic)</i>	<i>movie theater</i>
<i>art studio/gallery</i>	<i>musical instrument rental/sales</i>
<i>bakery</i>	<i>performing arts theater</i>
<i>bookstore</i>	<i>pharmacy</i>
<i>children's athletic classes (ex: karate)</i>	<i>spa</i>
<i>dance studio</i>	<i>sporting goods</i>
<i>daycare</i>	<i>teen clothing</i>
<i>fitness studio</i>	<i>toys and games shop</i>
<i>grocery/convenience store</i>	<i>shoes</i>
<i>home furnishings</i>	<i>taxidermy</i>
<i>informal family restaurant</i>	<i>urgent care</i>
<i>lodging (inns, B&amp;Bs, and homestays)</i>	



# DOWNTOWN IMPROVEMENTS COMMITTEE

**Goal statement:** To improve the aesthetics, accessibility, and infrastructure of downtown in response to the 2014 Downtown Connectivity and Master Plan.

**Committee Mission Statement:** To improve the aesthetics, accessibility, and infrastructure of downtown in response to current and relevant connectivity and strategic plans.

## *Projects 2020-2024*

Complete and submit all work plans for all projects of this committee for board approval

## *Continue to improve downtown's infrastructure*

Continue to administrate the Gloria McEnroe building improvement grant program

Coordinate with the City on project that implements the Crosswalk Master Plan in the downtown

Work with downtown businesses on expanding into appropriate areas within the City's right-of-way, using the City's right-of-way usage agreement

Partner and coordinate with City staff to investigate grants for infrastructure projects

Coordinate with City staff to add more parking signs on the east side of the S. Broadway and E. Alpine intersection

Coordinate with the City to create a temporary Accessibility Path (mid-block crossing on E. main and marked access throughout downtown)

## ***East Main Street***

Monitor and advocate for the East Market Street Improvements including significant execution of lighting, roundabout, bike lanes, sidewalks, parking on one side of street, trees, bury electric, and an additional wayfinding by 2024

Continue East Main Infrastructure outreach and advocate for the interests of East Main businesses

Remain actively involved on the East Main steering committee and participate in public input opportunities

Encourage updated tenant signage on East Main Street using the Gloria McEnroe building improvement grant program

## ***Expand public art activities***

Continue to install public Dave Andrus sculpture in 2019

Railroad bridge mural

Mural on the south side of Simmons building (wall facing the railroad bridge)

Continue developing sculpture partnership with U of A Sculpture Facility to establish an annual competition among U of A students for an awarded stipend to fabricate and opportunity to display for 1 year

Collaborate with the City to install vinyl wraps on the most visible downtown green transformer boxes in 2020

## ***Provide quality advice, incentives and promotions***

Continue to provide excellent advice to property owners or tenants that wish to make aesthetic, structural, and accessibility improvements to their buildings using the mini grant program; connect them with design assistance and in-person consultations from Main Street Arkansas experts

Expand building improvement grants up to \$5,000 per building via sponsors.

Promote successful visible projects funded by Main Street using temporary signage and recognizing through press releases, social media platforms, and other media.

## ***Promote local history/historic preservation***

Create a historic tourism brochure, plaques, or interpretive signage about key historic buildings to compliment the website's new historic building online directory

Ensure that new visitors have access to history brochures and/or historic building information online

Study to determine whether to pursue a local historic preservation ordinance or Certified Local Government status to protect and regulate downtown design; update design guidelines as needed

## *Advocacy*

Advocate for the City to replace the bridge on South Broadway and East Main Street for accessibility and safety

Educate downtown stakeholders about how the maintenance code is currently enforced

Promote connectivity of trails/bike paths

Educate downtown business owners about ADA accessibility



# FARMERS MARKET COMMITTEE

**Goal statement:** To host summer outdoor and winter markets (via online app) that are financially self-sufficient through market commission, sponsorship, and event income.

**Committee Mission Statement:** To ensure the mission of the farmers market is fulfilled to the best of our ability.

## *Projects 2020-2024*

Complete and submit all Work Plans for all projects of this committee for board approval

## *Sustain and Grow the Farmers Market*

Create a Volunteer Program for the market

Increase customer base during the winter season through the new Farmers Market App

Ensure that farmers market taps into new marketing opportunities to reach a new audience and grow attendance to 2000 each week in five years

Grow our SNAP customer base

Measure and track the “resiliency” in our farmers: in other words, measuring/tracking the longevity, land quality, etc. concerning the vendors that sell at our market

## ***Family Friendly Activities***

Increase attendance of kids at POP club from 60 to 200 in five years

Attract families looking for a day out with multiple free activities by marketing the water feature as an added value

## ***Promote the Farmers Market***

Ensure our message is clear and relevant to each of the various target markets

Educate the community about the importance of “Local” – what it means, why it’s important, and how it benefits the entire community when you contribute to the economy



## *Support our Vendors*

Ensure our farmers have an integrated pest management system and are using safe application methods of any type of pesticide, insecticide, or herbicide. Work with UAEX office to provide resources/training to any farmers that feel they need this

## *Partnerships with others*

Continue “Downtown Discount” collaboration with downtown merchants in coordination with the Promotion and Events committee

Work with social media influencers and volunteers; staff to post first thing in the morning of each market day

Develop a gleaning program with our farmers and partner with the local food recovery program

## *Events*

Assess the Farm to Table Dinner and consider other ways to celebrate vendors



# HOMEGROWN FESTIVAL COMMITTEE

**Goal statement:** To attract 4,000 people downtown by 2024 and fulfil the “four pillars” of the committee mission statement by raising unrestricted operating funds of \$7,500 for MSSS and to promote local quality goods/food and local art and entertainment by 2024.

**Committee Mission Statement:** To promote downtown and celebrate local through an annual festival which fulfills the following 4 “pillars”:

**Local Showcase:** regionally focused vendors, highlight downtown businesses and local musicians, bring awareness to Siloam Springs, and broaden community involvement

**Quality Products and Food:** handmade products, curated vintage of high quality, creative and high-quality food, on-brand aesthetic

**Art, Entertainment and Fun:** focus on visual art, both for purchase and in activity, music should fit style of festival, free interactive activities/family friendly, activities should entice families to stay longer and spend money downtown

**Raise money:** for Main Street Siloam Springs Downtown Efforts

## **Projects 2020-2024**

Complete and submit all Work Plans for all projects of this committee for board approval

## ***Marketing***

Feature craft vendors/local artists on social media leading up to each festival; Tag their website, Esty page, Instagram, and Facebook in each post

Cross-promote with other festivals and local entities

Increase promotional opportunities for tourism of the downtown through festival publicity

## ***Vendors and Offerings***

Improve efficiency through communication with vendors and volunteer tasks

Review Homegrown Festival's family friendly/kid related activities; Add new kid related activities if needed or expand current offerings

## ***Partnerships***

Co-host Plein Air Painting Festival in conjunction with Homegrown Festival

Incorporate dance group to perform during Homegrown Festival so families may participate while they shop

## ***Volunteers***

Host a volunteer appreciation event after this event

# Growth

Expand festival along Broadway Street  
(from East Main to University)

Apply for an Arkansas Festivals & Events Association (ALFE)  
award, and receive AR festival of the year by 2024

Increase number of vendors



# MAIN EVENT COMMITTEE

**Goal statement:** To raise awareness about the organizations mission and raise unrestricted operating funds that meets our annual budget goal.

**Committee Mission Statement:** To raise money and awareness for downtown revitalization through a successful Main Event.

## *Projects 2020-2024*

Complete and submit all Work Plans for all projects of this committee for board approval

## *Event Planning/Promotion*

Continue to host the Main Event each year. Identify a unique theme, professional entertainment, and something new and exciting each year

Procure higher value live auction items for Main Event

Post certain silent auction items on Facebook to increase interest

Use social media and print materials to advertise for the event and increase the visibility of Main Street to the public

## *Future Considerations*

Determine if the Main Event should have a family friendly/kid related activity

Experiment with different cost-levels tickets to increase the numbers of attendees; perhaps an upper level ticket

Research other trending fundraising ideas; monitor and adjust event formula as needed





## ***Event Execution/Follow Up***

Raise \$25,000

Determine a way to continue raising the necessary funds while also increasing attendance of downtown stakeholders

Maintain year-to-year data

Write thank you letters

Send required tax documentation to donors and attendees

Host a volunteer "Thank You" dinner

# EVENT & PROMOTIONS COMMITTEE

**Goal statement:** To promote our downtown retail shops, restaurants, professional businesses, non-profits, and events, and to increase foot traffic and community pride through strategic events and diverse promotional efforts to downtown's current audience

**Committee Mission Statement:** To promote our downtown retail shops, restaurants, professional businesses, and events. To increase foot traffic and community pride through strategic events and diverse promotional efforts to downtown's target audience

## *Projects 2020-2024*

Complete and submit all Work Plans for all projects of this committee for board approval

## *Retail Events*

Review all retail events to identify if family friendly/kid related activities should be added to current retail events; if so, add new kid related activities, or expand current offerings

Continue to host monthly Breakfast Beat events for merchants for networking purposes

Continue to host Girls Night Out three times a year and Holiday Open House in November

Continue to partner with the Chamber to promote shopping local

## *Special Events*

Review all family friendly/kid related activity in all special events; add new kid related activities if needed or expand current offerings

Coordinate with partners to encourage more soccer tournaments and other sports related events for kids and adults in town

Create a new event called Friendsgiving, a potluck event the week before Thanksgiving

Promote City-hosted concerts at the amphitheater

Create a standardized system for evaluating recurring events and repeatedly assess their connection (or lack thereof) to our mission; consider adding new events only if our financial and personnel capacity allows

Continue to host Homegrown Festival

Communicate appreciation to volunteers after every major event

Host a volunteer appreciation event at the end of each year

Work with downtown eateries to create a Kids Eat Free night downtown for a family night out

# Advocacy

Encourage merchants to be open later one night per week

Within five years, coordinate with City to make ordinance changes that would allow the consumption of beer/wine on public property during permitted events(possibly within a designated Entertainment District)

Research issue and poll businesses about the economic impact of ordinance changes concerning alcohol on public property, such as Entertainment District designation



## *Marketing and Growth*

Abide by 2019 (or updated) MSSS Event Promotions Guidelines

Promote and advertise our events to spread awareness and encourage visitors to shop and eat downtown

Grow our event attendee numbers and reach more of our “target audience”

Assess/Update the MSSS website on a regular basis

Align our committee mission with the Main Street Transformation Strategy; the overall focus areas: family friendly, affordable, and outdoor activity

Continue to offer high-quality publicity about the events and activities of MSSS through an e-newsletter, Facebook, and other social media platforms as well as traditional media

Work with other partners to provide social media promotion of Small Business Saturday, Dogwood Festival, and TubaChristmas events



# Budget Growth 2020 - 2024

## CREDITS

Donna Ann Harris wrote this 2020-2024 Strategic Plan for Main Street Siloam Springs. Funding for this work was provided by Main Street Arkansas.

**Donna Ann Harris** is the principal of Heritage Consulting Inc., a Philadelphia-based Women's Business Enterprise (WBE) consulting firm that aids non-profit organizations and government agencies nationwide in the following practice areas: downtown and commercial district revitalization, historic preservation, tourism product development, and non-profit organizational development.

Prior to starting her firm fifteen years ago, Ms. Harris was the state coordinator for the Illinois Main Street program for two years and the manager of the Illinois suburban Main Street program for four years. Prior to her Main Street career, Ms. Harris spent 15 years as an executive director of three start-ups and two mature preservation organizations, each with its own organizational and fundraising challenges.

Since starting her firm, Ms. Harris has worked with state, regional, and local Main Street programs in 24 states. She has written six feature articles in the National Main Street Center's quarterly publication Main Street Now and was a regular contributor to the Main Street Week blog. She has spoken at the Main Street Center's annual conference for the last 15 years and has conducted webinars for the Center's Main Street America Institute on fundraising and organizational development topics. Ms. Harris is a Certified Main Street Manager and was named a Main Street Revitalization Professional in 2018.

Ms. Harris's book *New Solutions for House Museums: Ensuring the Long-Term Preservation of America's Historic Houses* was published by AltaMira Press in 2007, and a second edition is forthcoming in 2020. Ms. Harris has authored scholarly articles in the American Association for State and Local History's *History News* and the National Trust's *Forum Journal* on her house museum research



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