



Community Assessment and Transformation Strategy Development

San Juan Bautista, CA
July , 2023

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About Main Street America

Main Street America has been helping revitalize older and historic commercial districts for more than 40 years. Today it is a network of thousands of neighborhoods and communities, rural and urban, who share both a commitment to place and to building stronger communities through preservation-based economic development. Main Street America is a program of the nonprofit National Main Street Center, Inc., a subsidiary of the National Trust for Historic Preservation.

Since 1980, over 2,000 programs have used the Main Street Approach, our time-tested framework for community-driven, comprehensive revitalization. The National Main Street Center conducts research to

document our impact by annually collecting statistical information on the preservation, revitalization, and economic activities in local Main Street programs throughout the country.



About the Main Street Approach

The Main Street Approach™ is the National Main Street Center's framework for community revitalization. Centered around Four Points (see below), the Approach offers community-based revitalization initiatives with a strategic, adaptable framework for downtown transformation that is easily tailored to local conditions. The Main Street Approach underwent a refresh in 2015 to become more responsive to economic context, strategy-driven, and outcome-oriented.



Every community has a unique set of place-based assets, anchors, and consumer markets that contribute to a healthy business district. Leveraging those assets through a targeted economic development strategy requires a thorough understanding of the marketplace. One of the best ways to help retain existing businesses and recruit new ones is to prepare information about your existing customer base and better understand potential new customer segments that could be served by your business district. Your local commercial revitalization program provides an important benefit by developing a comprehensive analysis of the district market that aligns community vision and consumer data with strategies that drive the organization's revitalization programming. Through the Main Street Approach, we work together with organization leaders to understand market data and develop comprehensive strategies to deliver comprehensive Main Street transformation. This approach accomplishes several goals:

- Builds local knowledge and understanding of your district’s economy to create a foundation for successful revitalization;
- Identifies current strengths of the business mix and existing business clusters;
- Supplies relevant consumer data to the revitalization program so it can help existing businesses become stronger;
- Identifies opportunities for future business attraction and business cluster expansion; and
- Builds a strategic framework for niche development, including real estate development, business development, promotions, marketing, branding, etc.

This philosophy is encompassed by the Main Street Approach Refresh. At the core of the new Main Street Approach are economically-grounded “Transformation Strategies.” These Strategies articulate a focused, deliberate path to revitalizing a downtown or commercial district’s economy. They are informed by a solid understanding of local and regional market data and sustained and inclusive community engagement. Most activities within an organization’s annual workplan as part of the Main Street Approach should then be guided by Transformation Strategies and aligned with a direction and outcome. As part of our technical assistance, and to help make the new format easier to adopt, the National Main Street Center developed nearly 20 “off-the-shelf” strategies, known as Catalyst Strategies, that can be employed in a range of conditions across a variety of communities. These are, essentially, ready-made Transformation Strategies. They are a starting point and can be customized along the way. The goal of our service is to assist San Juan Bautista to identify the strategies that best fit by using information your community already has in-hand or that can be easily obtained through data and survey collection.

Scope of Work and Pricing

National Main Street Center, Inc. is pleased to provide a proposal to Brian Fouche and the city of San Juan Bautista Economic Development commission to provide services to support to development of a Main Street program in San Juan Bautista.

The Main Street Four Point Approach® is one of the most effective commercial revitalization strategies in the United States. For the past more than 40 years, the National Main Street Center (NMSC) has been instrumental in developing highly successful Main Street® programs in almost every state in the nation. NMSC pioneered the use of the Main Street Approach in commercial districts.

1. **Main Street 101 Basic Training**

This four 3-hour session will cover the fundamentals of Main Street’s Refreshed Four-Point Approach as developed by the National Main Street Center. These sessions are designed for staff, board members, volunteers of local commercial district revitalization organizations,

elected officials, municipal staff, commercial property owners, merchants and anyone interested in revitalizing a commercial district, each workshop will provide a three- and one-half hour introduction on each point:

1. Organization
2. Design
3. Promotion
4. Economic Vitality

Each workshop will include a hands-on learning experience to complement the lecture and discussion. At the end of the workshop, participants will understand how the comprehensive Main Street Approach can be applied in their districts.

2. **Community Asset Mapping, Engagement and Partnership Building**

This workshop will work with the San Juan Bautista district to identify their local assets and how to develop new and strengthen existing partnerships, resources options, branding and marketing activities, design enhancements to reflect local assets and business niches driven by key assets. As such this prioritization of assets along with market data can help facilitate the development of Transformation Strategies, which identify key business and customer niches for the neighborhood commercial corridors.

3. **Transformation Strategy in downtown San Juan Bautista, CA-** Develop customized **Transformation Strategies** that reflect the district's position in the local and regional retail market using the inputs of community engaged vision, consumer and business data, market data and physical assessment, the transformation strategies are further informed by the district's competitive advantages and disadvantages relative to other local and regional markets. The result will be 3-4 overarching transformation strategies designed to provide critical focus for the newly created programmatic effort over the next 2-3 years. The strategies will describe the products and services the district is in the best position to offer targeted customers, provide an analysis of the potential for growth in the retail, office, entertainment, and housing sectors, and offer insight into the kind of capital and physical improvements necessary to set the stage for successful business enterprise. Each transformation strategy will target either a specific customer group and/or business niche that provides a distinct competitive advantage for the selected commercial district.

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

4. **Work Plan / Metrics Development**

This session works with the local community to refine existing work plans or develop a new work plan to ensure alignment with identified transformation strategies for success. This session will also work with the local community to create a tailored qualitative and quantitative metrics to allow the local organization and committee members to monitor progress and provide support for advocacy and fundraising efforts on behalf of the district.

Pricing: The total cost and timeframe to deliver the above-mentioned services, plus all associated travel costs are listed in the budget break-down below:

Services	Number of sessions	Cost	Timeline
Main Street Fundamental Training – City Staff and local community	2	\$6500.00	September 2023 thru June 30, 2024
Transformation Strategy Development – strategic driven programming.	1	\$ 3,250.00	September 2023 thru June 30, 2024
Work Plan and Metrics Development & Surveys	1	\$3,000.00	July 2024 thru June 30, 2024
Travel costs		\$2,250.00	July 2024 thru June 30, 2024
Grand Total:		\$15,000.00	

Transformation Strategies Examples

A Transformation Strategy articulates a focused, deliberate path to revitalizing or strengthening a downtown or commercial district's economy. 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.

An effective Transformation Strategy serves a particular customer segment, responds to an underserved market demand, or creates a differentiated destination.

Agricultural Economy:

Districts that serve agricultural communities and/or support home food production, locally-sourced food, and environmental sustainability.

Arts

Districts that support the development of creative industries, such as design, music, dance, as well as arts-related education, production, and distribution businesses.

College Towns

Districts that seek to make a strong connection with a nearby educational institution and attract students and faculty to local businesses.

Elder Friendly Aging in Place

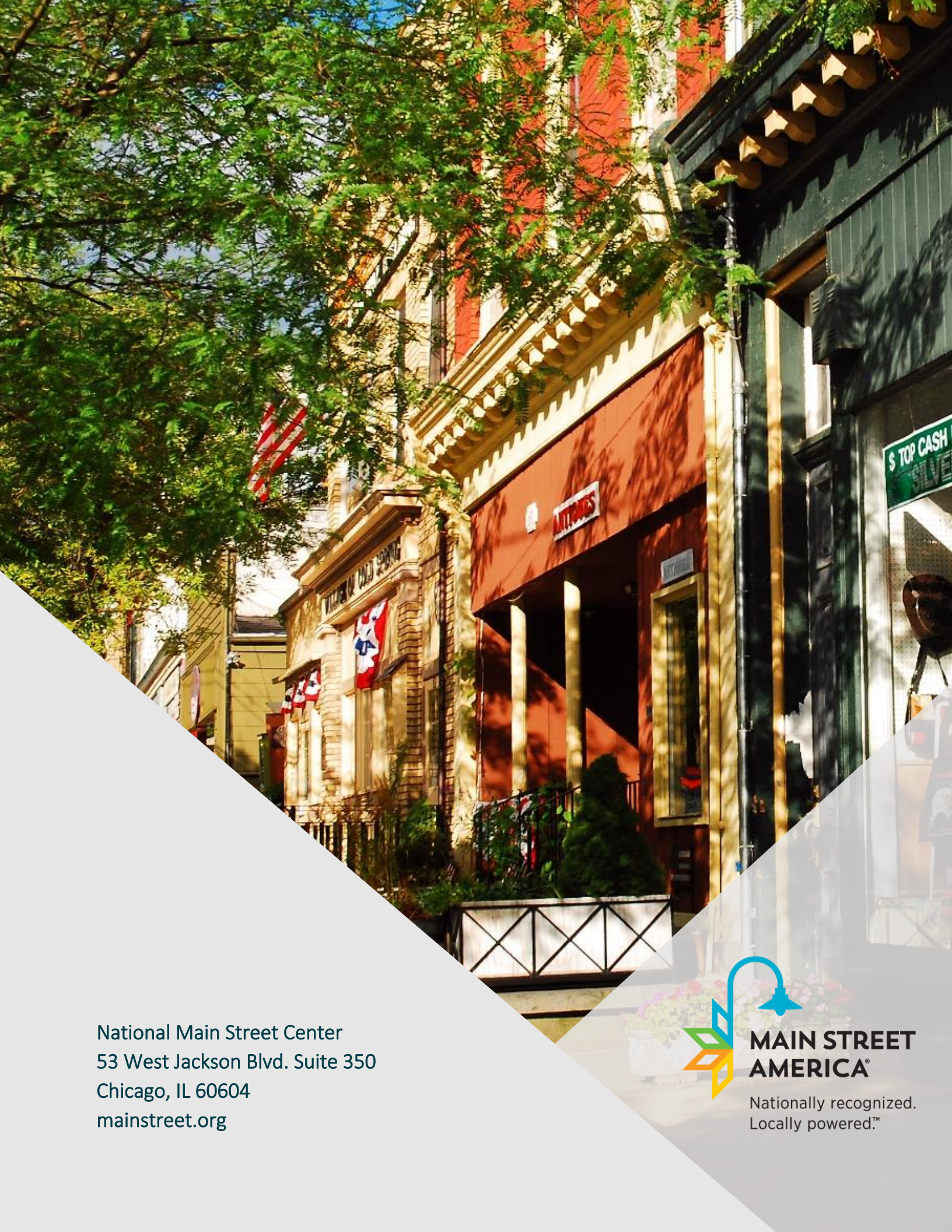
Districts that help people continue living independently for as long as possible by providing goods, medical and social services, and a safe, accommodating, environment.

Food

Districts that aim to expand the role of food sales and food service by supporting the development of restaurants, cafes, caterers, farmers' markets, and food production spaces.

Entertainment Nightlife

Districts that aim to attract evening-oriented activity that addresses the things people do when they go out for enjoyment, such as dining, drinking, music, and performing arts.



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