



[MAIN STREET]

OTTUMWA

2017 – 2020 Strategic Plan

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2017 – 2020 Strategic Plan

EXECUTIVE SUMMARY

Main Street Ottumwa has undertaken a comprehensive approach to planning for the future of the organization. As part of that approach, the Board Members felt it was necessary to complete a formal strategic planning process. The strategic plan will also be used to align the work of Main Street Ottumwa with the work of Greater Ottumwa Partners in Progress and will be utilized as a foundation for a capital fundraising campaign.

This document contains the list of participants, the themes discussed, identified strategic priorities and the start of the detailed action plans.

Funding for this process was generously provided by the Ottumwa Regional Legacy Foundation.

INTRODUCTORY DISCUSSION

The first of two strategic planning discussions was hosted on Wednesday, May 31, 2017. The Board Members who participated are noted below:

Fred Zesiger	Matt Dalbey
Fred Jenkins	David Uehling
Blaire Siems	Tricia Smith
Sara Gerot	Brad Grefe

The strategic planning session started with a brief presentation by the Executive Director to review the "State of Main Street Ottumwa." The status of specific functions of the operation were shared as well as immediate challenges and opportunities. Following this presentation, the Board reviewed the results of the strategic planning survey and identified critical points of discussion.

SURVEY RESULTS

A summary of each survey question identifying primary themes was prepared for Board Discussion. There were 9 respondents to the survey and the top three responses from each question are noted below. A complete, unedited copy of the survey results is also included in Appendix A.

1. What do you think are the 3 greatest strengths of Main Street Ottumwa?

Community Support (89%)
Leadership and Staff (78%)
Reputation (78%)

2. Do you think Main Street Ottumwa is meeting the needs of the community/district?

Yes (100%)

3. How would you describe the vision/mission of Main Street Ottumwa?

Survey respondents provided information related to:
Focus on district/downtown
Revitalization
Economic and social improvements

4. What are your 3 primary responsibilities as a Board Member?

Strategic Planning (89%)
Promoting the Organization (89%)
Fundraising/Sustainability (67%)

5. What do you think Main Street Ottumwa could do to add more value/services/opportunities to the community?

Developing New Revenue Sources (ongoing corporate contributions, grants, etc.) (78%)
Business Recruitment (78%)
Parking Survey (67%)

6. Are there any specific, unmet needs you are hearing that we should be providing attention to?

Business Recruitment
Volunteer Recruitment
Infrastructure Improvements

7. As we consider new strategic opportunities, what should the expectations be from the Board to support, understand, and engage with new opportunities?

Clarity to help the Board understand their role
Increase engagement from the Board to assist with fundraising and volunteer recruitment

8. What critical projects do you see on the horizon that we should consider?

Diversity and Increase Revenue Sources (67%)
Volunteer Training (56%)
Volunteer Recognition (44%)

9. What do you feel is the biggest challenge Main Street Ottumwa will need to overcome for continued success?

- a. In the next year: funding, volunteers
- b. In the next 3 years: funding, volunteers, business recruitment/retention
- c. In the next 5 years: funding, volunteers, business recruitment/retention

10. Main Street Ottumwa does a great job creating regional and/or community partnerships.

78% strongly agreed

11. Which Main Street Ottumwa community/regional partnership do you believe has the most impact? Why?

Legacy Foundation

City of Ottumwa
Area 15 Regional Planning

12. What partnerships do not currently exist for Main Street Ottumwa that you believe we should be working on? Why?

Church Street Corridor
City of Ottumwa and Wapello County

13. Are there any issues you feel we may be missing?

Collaborative development strategies between partners including the city and OEDC.

14. Do you have any ideas or innovations you would like to share?

Focus on a clean district
Finding a niche to compete with big-box stores and internet
Evaluate ROI on events

15. Please share any concerns you would like to see discussed as part of the strategic planning process.

Housing
Business Recruitment/Retention
Relationship with GOPIP

GROUP DISCUSSION

As the results of the survey were shared, members of the Board discussed the points that resonated with them the most. The notes of the discussion are captured below:

General Comments:

- Everybody should be working towards community betterment
 - Communication expectations
 - Have share info in events between boards
 - Board transparency, working board, expectations
 - Role of the board
 - What do we look like in 5, 10, 15 years?
 - Stay same? Grow?
 - Board members – liaisons or Ex-officio, common meeting date/time
 - Annual strategic planning
 - Awareness of goals and outcomes
- More Volunteers
 - Easy to include friends/family
- Fundraising
 - Events making money – shift in thinking
 - Transparency – Budget
 - Rigorous
- Funding
 - Reaching county – tired of asking for money
 - Get beyond survival

- Phase II – All business – Now that housing is done OEDC, City zoning issues/districts – too many/evaluate experience – but also demographics
 - Formalize Recruitment strategy
- Event planning – Partnership/Collaboration
- Skilled Staff – Marketing, Communication, Events Coordination > add to budget
- Housing
 - Formalize Strategy
 - Homeownership to downtown housing
 - Opens other housing and sustainability
- Vision of Main Street
 - What do we look like in 5, 10, 15 years
 - Explain Church St
 - Regional tourism
- Business Recruitment
 - Formalize Strategy
 - Infrastructure
 - Parking study – cost, employment, housing, enforcement, use, maintenance
 - Education Campaign
 - Pedestrian friendly environment
 - Benches, Sidewalks, trash cans, cigarette containers, etc
 - Business Retention
 - How?
 - Evaluate zoning districts
- Fund diversification
 - Fundraising
 - Funding
 - ROI, Case Study
- Event organizing and planning
 - Strategy
 - Collaboration – aligning events, capitalize on each office's work

BOARD REVIEW

The second strategic planning discussion was hosted by the Board on Thursday, July 27, 2017. The Board Members who participated in the second discussion are noted below:

Fred Zesiger	Matt Dalbey
Fred Jenkins	Brad Grefe
Blaire Siems	Tricia Smith
David Uehling	Connie Ferguson

Prior to the in-person discussion, each Board Member was asked to complete a SWOT analysis to ensure strategic priorities align with the survey as well as to make a closer comparison to Main Street objectives. The results of the SWOT exercise are noted below.

SWOT ANALYSIS

Comments noted followed by (X,X,X) indicate that this comment was expressed multiple times by different participants.

STRENGTHS

- Volunteer Engagement and reliability (X,X,X,X)
- Reputation in the Community and with Ottumwa Partners (X, X)
- Brand
- Marketing Materials
- Events
- Development Oversight
- Main Street does a great job of promoting downtown businesses
- We have brought in a lot CDBG money to improve the facades, as well as increase housing opportunities downtown
- Connection to IEDA (X, X)
- Strong Board and Organization Leadership
- Main Street Trainings
- Good Organizational Goals (X, X)
- National Main Street Accreditation Process
- Executive Director engagement
- Community Events – Third Thursday's/Central Park Cinema etc.
- Board Committees
- Board Officers
- We are all dedicated to making downtown a great place to live, work, and visit
- We are all great at team work and all of the communities and the board work together
- A board that is comprised of individuals who are deeply committed to helping Main Street Ottumwa become and remain an influential force that is capable of bringing significant improvements to our Main Street Ottumwa district and Greater Ottumwa Community.
- A dedicated director who has knowledge required to help MSO perform in an exceptional manner and who has broad community support. (X, X,X)
- Support structure from Main Street Iowa and the Main Street America Network.
- Good working relationship with OEDC, the Ottumwa Chamber, and CVB, Mayor, City Council, and City Departments. (X, X)
- Heavy federal/state/local/private investment in Downtown over the last 4 years (X, X)
- Momentum
- Involvement in local business
- Opportunities for public involvement
- Diverse community involvements
- Downtown beautification and promotion efforts
- Promotion of downtown living

WEAKNESSES

- Support Staff/Short Staffed (X, X, X)
- Financing (X, X0)
- Time to Recruit More Volunteers (X, X, X)
- Too Many Events
- Time to Recruit Businesses
- I think we could do a better job of promoting our mission, understanding what we do (X, X)
- Increasing our diversification of donors
- Downtown Businesses Investing in Programs
- Private Sources of Funding
- Board Fear of Asking for \$
- Future grant funding
- Volunteer recognition

- Visibility to the community – Marketing of events
- Fundraising from local community donors
- Lack of volunteers
- Obtaining long term investors or lack of long term investors
- A revenue stream that is too dependent upon revenue from events
- Financial Stability
- Lavender colored logo

OPPORTUNITIES

- More involvement from businesses outside downtown area
- Business Recruitment (X, X)
- Diversifying our donor base
- Great Reputation Lots going on to see downtown
- More Partnerships with area organizations
- There will be a lot to see in the next year
- Good time to get investors on board
- Attracting sustainable businesses to the district
- Fundraising with new One Ottumwa group
- Working together with other organizations on common goals
- Optimization of funding, Funding in General (X, X, X)
- Aligned community events with other organizations – help avoid competition
- Board member recruitment
- Filling empty spaces
- We have room to grow
- The establishment of a long-term vision that will become enhanced with the creation of GOPIP; goals that can be set for 5, 10, 25+ years.
- Continued development of downtown housing and downtown business development
- IEDA currently favors Ottumwa/likes the progress and the partnerships
- Lots of planning has been done, so it's time to [continue] implementation
- Investment opportunities for sustainability

THREATS

- Other organizations being confused with Main Street
- Lack of Funding, Funding in General (X, X, X, X, X, X, X)
- Burnout of Key Members, Volunteers, and Director
- Recruiting new volunteers
- What would happen if something happened to staff (X, X)
- Business district on Hwy. 34
- Board Turnover
- Board member recruitment
- Other organizations taking credit for our events
- Current reorganization of Partners into GOPIP – Process needs to be established that will enhance the efforts of the MSO Board.
- General Economy
- City budget cuts

STRATEGIC THEMES VALIDATED BY THE SWOT

- Funding/Fundraising
- Volunteer Recruitment/Engagement

UN-RECOGNIZED THEMES PRIOR TO THE SWOT

- Staffing Issues
- Marketing/Branding

STRATEGIC PRIORITIES

Compiling all of the discussion points and feedback from the Board Members, strategic priorities were developed for Main Street Ottumwa. The strategic priorities are noted below and were affirmed by 100% consensus of all Board Members and Staff present. Action plans will be developed for each Strategic Priority and identified goal. An Action Plan outline is included in Appendix B and should be updated as the plans are completed.

Organizational Vitality

The Main Street approach is a time-tested frame-work for community-driven, comprehensive revitalization. Within the guidelines of Main Street America and Main Street Iowa (utilizing the Four Point Approach – Economic Vitality, Design, Promotion and Organization) initiate ongoing strategic planning and discussions to ensure the work of Main Street Ottumwa meets the needs of our Ottumwa Main Street community. From Main Street America: "A revitalization program's work – and its Transformation Strategies – need to be informed by a solid understanding of local and regional market data, and sustained and inclusive community engagement."

- Goal 1: Determine the Transformation Strategy Goals for Main Street Ottumwa for 5, 10 and 15 years.
 - Goal 2: Develop a short and long-term staffing plan to address critical needs such as: administrative support, marketing and communication and events coordination.
 - Goal 3: Work to fulfill needs as identified in Main Street Ottumwa Market Studies accomplished in 2013 and 2016.
 - Goal 4: Continue on-going commitment to the Greater Ottumwa Partners in Progress, working with partner boards to help define expectations and responsibilities.
-

Transformation Strategy Goals:

- Housing
- Business Recruitment and Retention
- Helping create a "Hub of Activity" in the Main Street Ottumwa District

Feedback from the Board:

- Continue to work towards more board transparency between partner boards and open communication.
- Consider proposal of ex-officio members on all partner boards.

Fund Diversification

"Increasing financial capacity to ensure sustainability of existing programs and services as well as creating an ability to provide enhancements to current efforts and pursue program growth opportunities."

- Goal 1: Diversify revenue streams by pursuing funding opportunities with less restrictions, while still providing attention to maintaining current grants.
 - Goal 2: Evaluate current fundraising efforts to determine effectiveness, return on investment, areas of opportunity for collaboration and new ideas.
 - Goal 3: Based on information determined by Goal 1 and Goal 2, draft a formal fundraising strategy and plan to document where and how fundraising efforts will be focused.
-

Feedback from the Board:

- Need to shift current way of thinking when it comes to fundraising and begin focusing on longer-term efforts as opposed to event by event.
 - Seek out ways to coordinate and collaborate efforts with other partners to better leverage event opportunities.
 - Must elevate fundraising efforts beyond "survival mode."
-

Housing

"Ongoing renovation of 2nd and 3rd story housing within the Main Street District to expand Ottumwa housing options and increase density in the Main Street District."

- Goal 1: Develop a formal Main Street District Housing Strategy to address ongoing 2nd and 3rd story development, Main Street District Housing Incentives and to align with other community housing initiatives.
 - Goal 2: Launch a marketing campaign to creating community awareness and attract new residents to Main Street Housing, opening housing stock available within the community for growing families.
 - Goal 3: Develop an inventory list to accurately track existing Main Street commercial and residential properties, availability and associated costs.
-

Feedback from the Board:

- Continued development of 2nd and 3rd story development is vital for Main Street sustainability.

Business Recruitment and Retention

“Formalize Main Street Ottumwa business recruitment and retention strategy to determine short and long-term approaches to promote growth of a vibrant and active district.”

- Goal 1: Evaluate zoning districts and make recommendations to the Ottumwa City Council and Planning and Zoning Commission for appropriate updates with the goal of reducing the number of districts and taking into account demographics.
 - Goal 2: Study, prioritize and plan for infrastructure projects including: necessity for a parking study, need for an education campaign and creating a pedestrian friendly environment.
 - Goal 3: Consider potential Main Street Ottumwa district expansions including: Church Street, the River area and parks.
-

Feedback from the Board:

- Expansion of housing in the district creates more ‘buzz’ and activity in the district. Main Street must be ahead of resident service needs in order to attract businesses to support and meet expectations.
-

Marketing

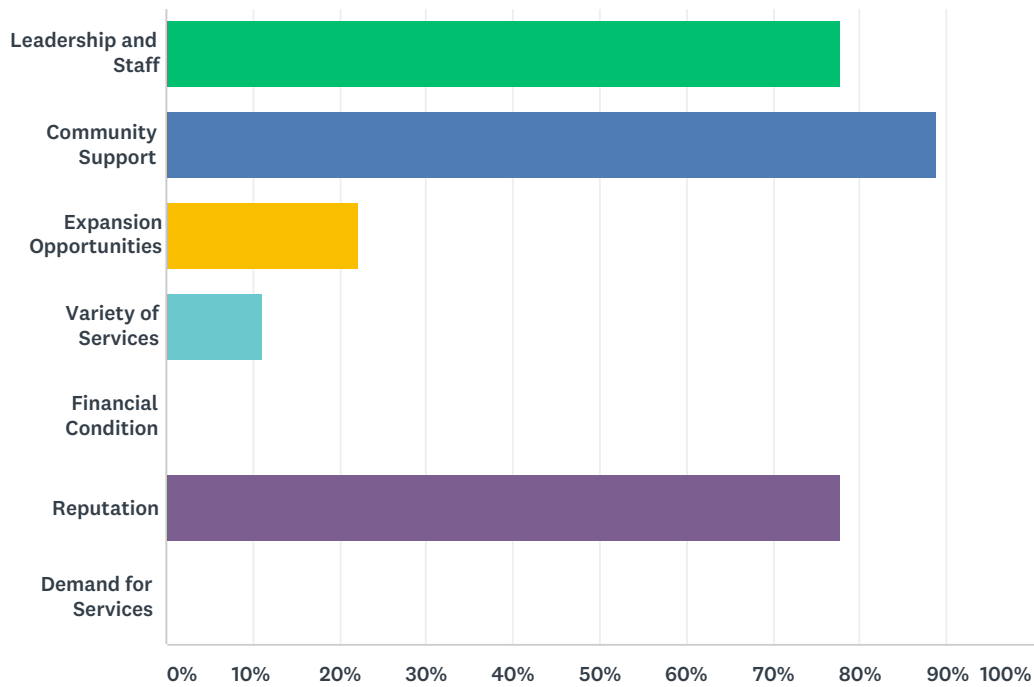
“Expand Main Street Ottumwa brand to promote events, engage the community and to assist with volunteer recruitment and engagement.”

- Goal 1: Continue the engagement of the community through special events, festivals and educational activities.
 - Goal 2: Focus on developing processes and strategies for volunteer recruitment, engagement and recognition.
 - Goal 3: Strengthen and promote Main Street Ottumwa brand by updating the website taking into consideration mobile friendly parameters, marketing materials and social media efforts.
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APPENDIX A
Main Street Ottumwa Board Survey
(Unedited Results)

Q1 What do you think are the 3 greatest strengths of Main Street Ottumwa? (Please feel free to add any ideas not noted on the list.)

Answered: 9 Skipped: 0

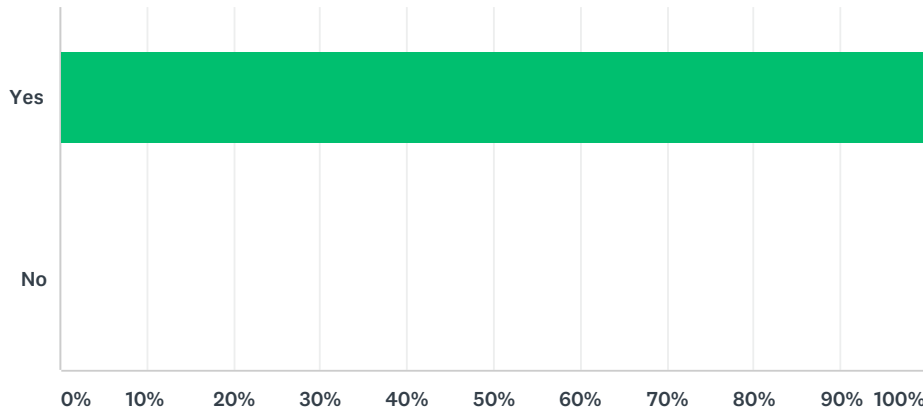


ANSWER CHOICES	RESPONSES
Leadership and Staff	77.78% 7
Community Support	88.89% 8
Expansion Opportunities	22.22% 2
Variety of Services	11.11% 1
Financial Condition	0.00% 0
Reputation	77.78% 7
Demand for Services	0.00% 0
Total Respondents: 9	

#	OTHER (PLEASE SPECIFY)	DATE
1	Changing Attitudes about Downtown	5/30/2017 9:50 AM
2	Volunteer Participation	5/25/2017 5:12 PM

Q2 Do you think Main Street Ottumwa is meeting the needs of the community/district?

Answered: 9 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	100.00%	9
No	0.00%	0
TOTAL		9

#	WHY OR WHY NOT? (PLEASE SPECIFY)	DATE
1	They are developing fun and creative events that get people involved in downtown. They keep excellent communication lines between businesses. They are helping secure grants that bring much needed renovation to downtown plus upper story housing. They also are active in keeping the downtown beautiful with art and flowers.	5/30/2017 7:59 PM
2	I feel that Main Street is doing a great job of getting people involved in the district and showcasing the Main St. district. There is always more that can be done. I feel it is important to continue to have events, no matter the size, to get people in the habit of coming downtown.	5/30/2017 6:00 PM
3	I think we have seen great improvements in the district in the last 5 years and will continue to see great changes. We are seeing new business moving in new residents. Really want to see that continue, we have been very fortunate with the grants we have received and a large part of that is due to great partnerships.	5/30/2017 9:50 AM
4	We're engaging the community and providing ample opportunity to enjoy downtown. We're also actively involved in large-scale rehabilitation and improvement projects within the district.	5/30/2017 8:54 AM
5	Doing great work getting people engaged and working hard to get money into the community.	5/29/2017 11:57 PM

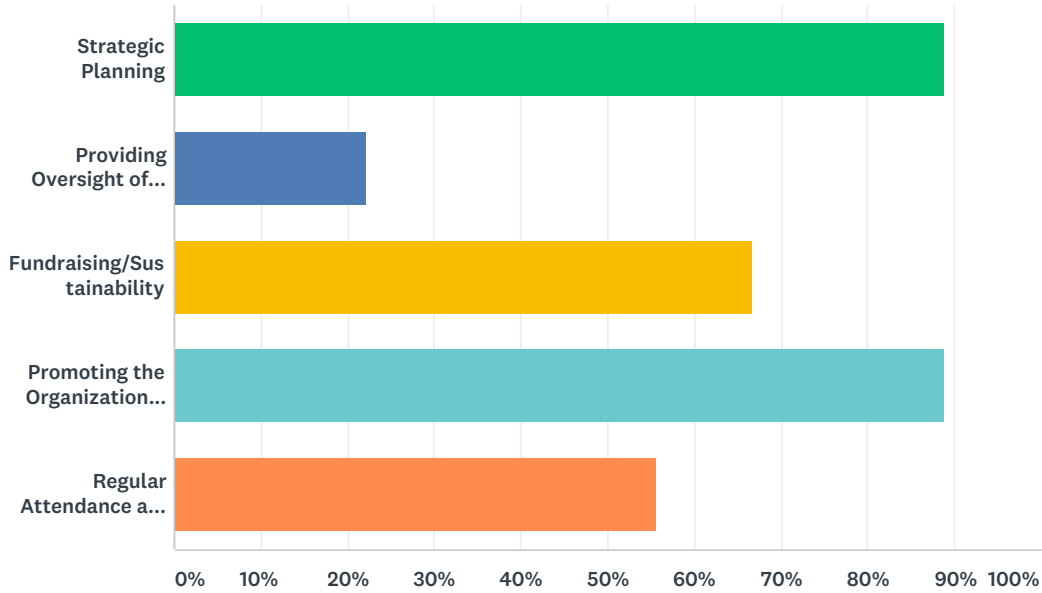
Q3 How would you describe the vision/mission of Main Street Ottumwa?

Answered: 9 Skipped: 0

#	RESPONSES	DATE
1	To promote and develop the downtown through using the mainstreet 3 point approach.	5/30/2017 8:01 PM
2	To bring the downtown district to everyone's attention. It can not be the way it was 40 years ago, but it can be an up and coming district suited for today's population. The wants and needs are different than they were years ago.	5/30/2017 6:03 PM
3	The Vision & Mission Statements of Main Street Ottumwa are reflective MSO	5/30/2017 1:56 PM
4	The board reviews this yearly in Nov. Dec. So I feel still is working for us as a whole. The mission of Main Street Ottumwa program is to improve the social and economic well-being of our district by capitalizing on the unique identity, assets and character of our downtown area using the comprehensive Main Street Four Point Approach. • Design- Beautifying and improving our built environment. • Economic Vitality- Working with our district's commercial assets. • Promotions- Bringing community downtown. • Organization- building partnerships by collaborating with other public/ private organizations. Vision Statement: Ottumwa will be the Southeast Iowa hub for the arts, entertainment, commerce, residential and employment opportunities. Community pride will be evident in the restored buildings filled with restaurants, retail, and specialty shops. Business and building owners will be involved in retaining and attracting new businesses and professionals to the city center. Downtown will welcome new and returning lowans and be home to more people who choose to stay or return to the community. Downtown's connection to the riverfront and Bridge View Center will make it an exciting destination for entertainment, dining, shopping and meeting friends.	5/30/2017 9:54 AM
5	"Make Downtown Great Again!"	5/30/2017 8:56 AM
6	Helping provide a sustainable and vibrant downtown for businesses to succeed and families to enjoy and live.	5/30/2017 12:00 AM
7	to revitalize our downtown area and maintain the historic preservation of the main street district while encouraging new business and helping to increase traffic downtown	5/26/2017 3:25 AM
8	It is a comprehensive explanation of the goals Main Street Ottumwa works to achieve, the crux of which is downtown revitalization. The vision and mission is to fill the spaces downtown with arts, restaurants, retail, apartments to increase the livability of the area attracting new residents and retaining those we have.	5/25/2017 5:15 PM
9	Improve the Main Street district both economically and socially by enhancing the character of our assets.	5/25/2017 2:59 PM

Q4 What are your 3 primary responsibilities as a board member? (Please feel free to add any ideas not included on the list.)

Answered: 9 Skipped: 0

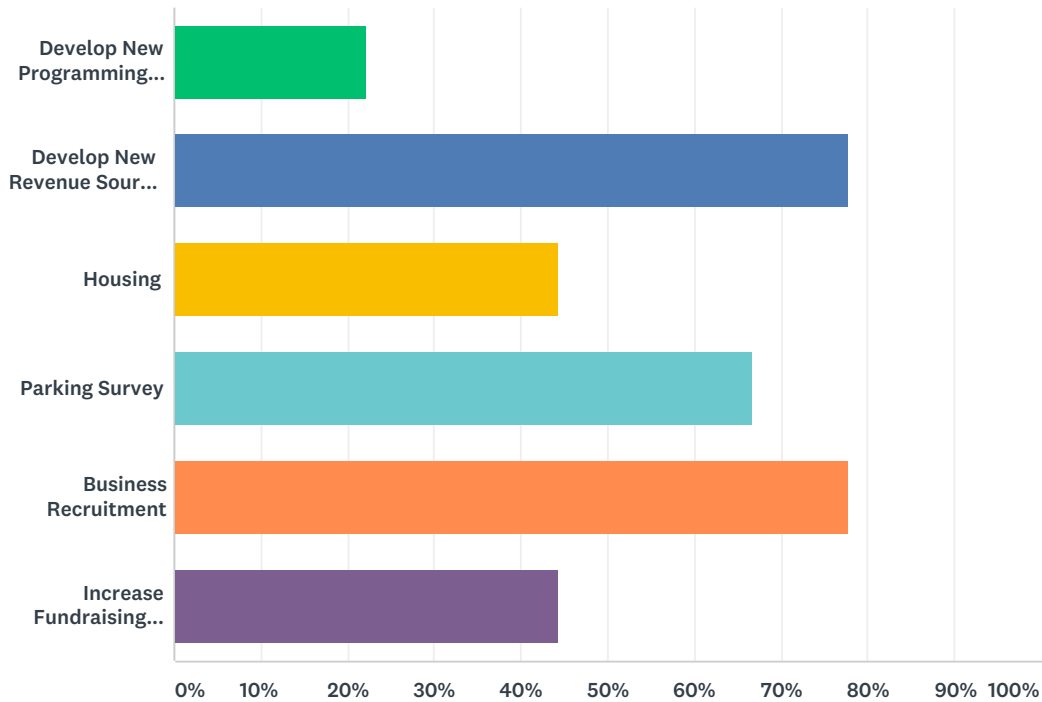


ANSWER CHOICES	RESPONSES
Strategic Planning	88.89% 8
Providing Oversight of Management	22.22% 2
Fundraising/Sustainability	66.67% 6
Promoting the Organization to the Community/Region	88.89% 8
Regular Attendance at Board Meetings and Functions	55.56% 5
Total Respondents: 9	

#	OTHER (PLEASE SPECIFY)	DATE
1	The President has oversight of Management and the Main Street Board is active and a working board.	5/30/2017 9:54 AM

Q5 What do you think Main Street Ottumwa could do to add more value/services/opportunities to the community? (Please feel free to select/add as many responses as apply.)

Answered: 9 Skipped: 0



ANSWER CHOICES	RESPONSES
Develop New Programming Such As: (Please include programming ideas in the comment box below.)	22.22% 2
Develop New Revenue Sources (ongoing corporate contributions, grants, etc.)	77.78% 7
Housing	44.44% 4
Parking Survey	66.67% 6
Business Recruitment	77.78% 7
Increase Fundraising (events)	44.44% 4
Total Respondents: 9	

#	OTHER (PLEASE SPECIFY)	DATE
1	I'm not sure if it's necessarily our group that needs to develop programs as much as it is to encourage the business owners to work together to find ways to draw people [and new businesses] downtown.	5/30/2017 9:02 AM
2	Not necessarily increase fundraising events, but utilizing already existing events as funding streams,(i.e. ladies night out)	5/26/2017 3:27 AM

Q6 Are there any specific, unmet needs you are hearing that we should be providing attention to?

Answered: 9 Skipped: 0

#	RESPONSES	DATE
1	None	5/30/2017 8:05 PM
2	I just think it is important that we get more businesses in the district. It would be great if we could offer some incentives.	5/30/2017 6:06 PM
3	No	5/30/2017 1:59 PM
4	Lots of Ideas, more volunteers to LEAD or OWN projects	5/30/2017 9:57 AM
5	Most notably, improving pavement conditions: sidewalks, alleys, parking lots.	5/30/2017 9:02 AM
6	Need more business interest in the district.	5/30/2017 12:02 AM
7	I believe Main Street could be doing more to bring businesses downtown.	5/26/2017 3:27 AM
8	We are grossly overwhelmed with raising money to cover operations. Our director, as with many Main Street communities, is underpaid which leads to burn-out in that position. There is no support staff at all so there are a lot of things that aren't able to get done, and the director can't delegate everything to volunteers and trust that it will get done in an efficient and consistent manner.	5/25/2017 5:19 PM
9	More businesses	5/25/2017 3:03 PM

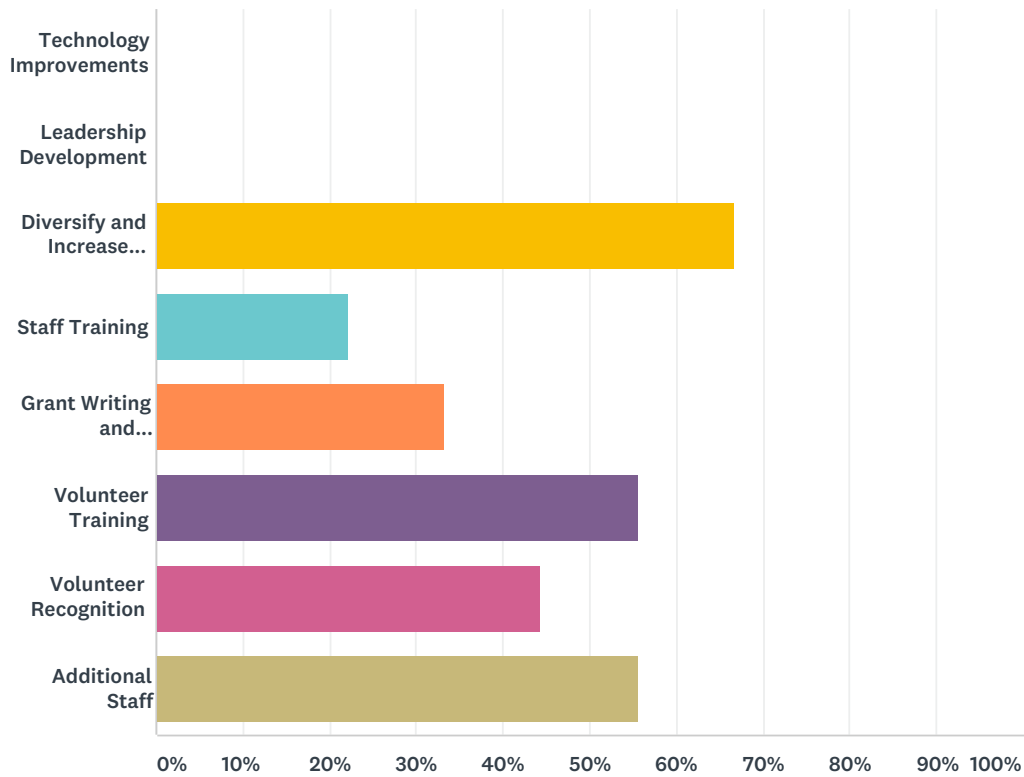
Q7 As we consider new strategic opportunities, what should the expectations be from the Board to support, understand, and engage with new opportunities?

Answered: 9 Skipped: 0

#	RESPONSES	DATE
1	Consider the needs both now and future. Such as the previously mentioned parking study and things that affect downtown development. Formulate solutions and coordinate when problems develop or attention is needed.	5/30/2017 8:05 PM
2	An organization is only as strong as it's members. Each board member should be willing to do whatever is necessary to achieve the goals of Main St. Ottumwa.	5/30/2017 6:06 PM
3	Expectations from the Board would be to support the strategic opportunities to encourage our community's growth.	5/30/2017 1:59 PM
4	To Own these expectations and help achieve them	5/30/2017 9:57 AM
5	Keep an open mind and don't be afraid to fund/assist with planning studies.	5/30/2017 9:02 AM
6	Help with events to promote and raise money.	5/30/2017 12:02 AM
7	Help Fred with asks of supporters, we could be doing more to promote downtown activities.	5/26/2017 3:27 AM
8	The strategic opportunities have line up the ideas and projects that arise organically out of the volunteer led organization of Main Street. This is vital for participation and buy-in. This is in regards to not just time, but financial contribution.	5/25/2017 5:19 PM
9	Complete understanding and support.	5/25/2017 3:03 PM

Q8 What critical projects do see on the horizon that we should consider? (Please feel free to select/add as many responses as apply.)

Answered: 9 Skipped: 0



ANSWER CHOICES	RESPONSES
Technology Improvements	0.00% 0
Leadership Development	0.00% 0
Diversify and Increase Revenue Sources	66.67% 6
Staff Training	22.22% 2
Grant Writing and Implementation	33.33% 3
Volunteer Training	55.56% 5
Volunteer Recognition	44.44% 4
Additional Staff	55.56% 5
Total Respondents: 9	

#	OTHER (PLEASE SPECIFY)	DATE
1	It would be so helpful if Fred had an assistant to take some of the everyday duties off of his plate.	5/30/2017 6:07 PM
2	#8 should have "other" as an answer "Had to check a box to go to Next, but this choice does not reflect my opinion." -- Economic development that not only enhances the MSO district, but will further the economic growth of our community.	5/30/2017 2:03 PM

Main Street Ottumwa Strategic Planning Board Member Survey

3	Reconnaissance surveys; such as parking studies, sidewalk conditions, alley conditions, and opportunities for upper-level housing. Major grant opportunities often require planning documents or get additional funding because planning processes have taken place.
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5/30/2017 9:06 AM

Q9 What do you feel is the biggest challenge Main Street Ottumwa will need to overcome for continued success?

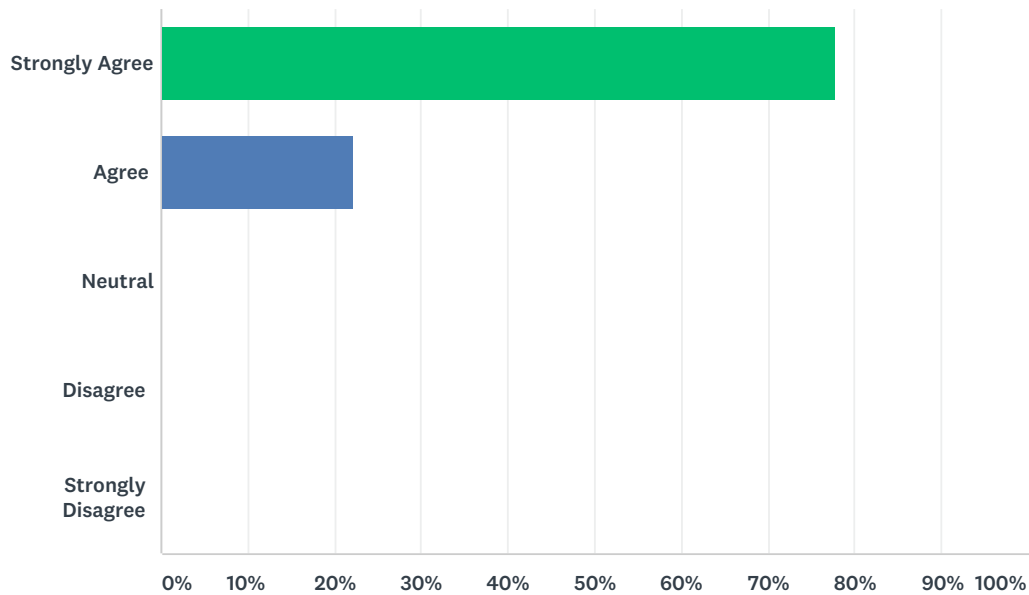
Answered: 9 Skipped: 0

ANSWER CHOICES	RESPONSES	
In the Next Year	100.00%	9
In the Next 3 Years	100.00%	9
In the Next 5 Years	100.00%	9

#	IN THE NEXT YEAR	DATE
1	Keep fundraising	5/30/2017 8:08 PM
2	Continuing to lure businesses into the district.	5/30/2017 6:09 PM
3	Working within the GOPIP	5/30/2017 2:04 PM
4	focus- on value- funding	5/30/2017 10:01 AM
5	Funding	5/30/2017 9:07 AM
6	Fundraising and event management	5/30/2017 12:04 AM
7	Funding	5/26/2017 3:28 AM
8	Keeping up with the need for volunteers in the ever burgeoning calendar of events.	5/25/2017 5:22 PM
9	money and volunteers	5/25/2017 3:08 PM
#	IN THE NEXT 3 YEARS	DATE
1	Keeping communication open during the streets cape project	5/30/2017 8:08 PM
2	Continue to maintain the activities that we presently offer as well as adding new ones to keep things fresh.	5/30/2017 6:09 PM
3	"	5/30/2017 2:04 PM
4	continued growth and changes in the district	5/30/2017 10:01 AM
5	Funding	5/30/2017 9:07 AM
6	New businesses	5/30/2017 12:04 AM
7	increased business opportunities downtown	5/26/2017 3:28 AM
8	Retaining our current director as the workload is basically unrealistic.	5/25/2017 5:22 PM
9	money and volunteers	5/25/2017 3:08 PM
#	IN THE NEXT 5 YEARS	DATE
1	Continued financial support.	5/30/2017 8:08 PM
2	It would be wonderful if the business spaces were full and Main St. could be their support for continued success.	5/30/2017 6:09 PM
3	"	5/30/2017 2:04 PM
4	succession planning for staff	5/30/2017 10:01 AM
5	Funding	5/30/2017 9:07 AM
6	Sustaining new buisnesses	5/30/2017 12:04 AM
7	increase traffic downtown	5/26/2017 3:28 AM
8	Filling vacancies in commercial spaces with small businesses and an anchor retailer.	5/25/2017 5:22 PM

Q10 Main Street Ottumwa does a great job creating regional and/or community partnerships.

Answered: 9 Skipped: 0



ANSWER CHOICES	RESPONSES
Strongly Agree	77.78% 7
Agree	22.22% 2
Neutral	0.00% 0
Disagree	0.00% 0
Strongly Disagree	0.00% 0
TOTAL	9

#	WHY OR WHY NOT?	DATE
1	I feel Fred is very hands on and knows of all of the partnerships available.	5/30/2017 6:12 PM
2	I think we have built some great partnerships but need to continue to grow those relationships.	5/30/2017 10:03 AM
3	The diversity of the board from small business owners to employees of major corporations to grant writing/administrators is probably the greatest strength.	5/30/2017 9:12 AM
4	Fred does a great job networking through events and attending training.	5/30/2017 12:16 AM

Q11 Which Main Street Ottumwa community/regional partnership do you believe has the most impact? Why?

Answered: 9 Skipped: 0

#	RESPONSES	DATE
1	Ottumwa Regional Legacy Foundation. Because there is mostly a shared vision and mainstreet can help with projects in different ways	5/30/2017 8:11 PM
2	It seems that Bridge City is a huge partnership that is willing to go above and beyond to promote the district.	5/30/2017 6:12 PM
3	IEDA, Legacy, Local Volunteers	5/30/2017 2:07 PM
4	Legacy Foundation- \$ and a plan	5/30/2017 10:03 AM
5	Right now, the MSO partnership with the City, ORLF, and Area 15 RPC is the most impactful as it relates to the physical improvement of the district.	5/30/2017 9:12 AM
6	Downtown housing project.	5/30/2017 12:16 AM
7	The relationships with current business owners downtown, Bridge City Appliance for instance has proven beneficial but also expanding to other businesses, such as R/J Performance. They are not located downtown anymore but are still avid supporters of Main Street.	5/26/2017 3:32 AM
8	The city of Ottumwa, the Legacy, and CVB. The city seems to have many people who see the merit in what MSO does. This is true of the Legacy as well as the CVB. There is good communication with these and a willingness to assist one another.	5/25/2017 5:25 PM
9	City of Ottumwa and The Legacy foundation because we have similar goals for the downtown and they provide financial support.	5/25/2017 3:11 PM

Q12 What partnerships do not currently exist for Main Street Ottumwa that you believe we should be working on? Why?

Answered: 9 Skipped: 0

#	RESPONSES	DATE
1	The other retailers district on the south side of the river.	5/30/2017 8:11 PM
2	I am not sure of this question.	5/30/2017 6:12 PM
3	Unknown	5/30/2017 2:07 PM
4	not sure	5/30/2017 10:03 AM
5	Maybe it's there, but it seems like there could be a way to strengthen the link to BridgeView and on to the Church Street/Greater Ottumwa Park area.	5/30/2017 9:12 AM
6	Partnership to help recruit new business to the district.	5/30/2017 12:16 AM
7	I think there are other funders in the community that we could be working with, more individuals and families. We've started working on the Foster family for instance, but I think there are more opportunities with individuals.	5/26/2017 3:32 AM
8	There may be disconnect with some on the city council. The city employees at large, generally, seem to have a good relationship with MSO, but there could be more buy-in from the council.	5/25/2017 5:25 PM
9	County should be better.	5/25/2017 3:11 PM

Q13 Are there any issues you feel we may be missing?

Answered: 7 Skipped: 2

#	RESPONSES	DATE
1	I think we need to reach out to the building owners and stress that even if the building is not currently occupied, it should be kept clean and neat.	5/30/2017 6:15 PM
2	No	5/30/2017 2:08 PM
3	no	5/30/2017 10:04 AM
4	This is a bigger-picture issue, but commercial development within Ottumwa is about as poor as it gets. For its size, Ottumwa has far out-built its realistic need and that's evidenced with plenty of large empty or underutilized buildings and parking lots. There should be a better discussion with the City and OEDC on how we can stop poor development from continuing and how we can focus redevelopment efforts where the infrastructure already exists.	5/30/2017 9:21 AM
5	No.	5/30/2017 12:17 AM
6	na	5/25/2017 5:25 PM
7	no	5/25/2017 3:13 PM

Q14 Do you have any ideas or innovations you would like to share?

Answered: 8 Skipped: 1

#	RESPONSES	DATE
1	I think we need to stress that a tidy and beautiful district is much more inviting, whether it is signage or curb appeal.	5/30/2017 6:15 PM
2	No	5/30/2017 2:08 PM
3	no	5/30/2017 10:04 AM
4	With big-box/brick-and-mortar stores continuing the downward trend, I think we need to find a niche that will get people to drive here for things they can't just pick up on the internet. We've got a lot of antique/consignment shops down here already, and I don't think it would be a bad thing to try to get more.	5/30/2017 9:21 AM
5	No.	5/30/2017 12:17 AM
6	We should be making money off of Ladies Night Out. While I don't think we should charge every woman, we could offer women the chance to pay a fee and get their bags and passports early and even offer early shopping, for instance, any woman that pays \$25 for her booklet gets her passport during the week and gets a reserved parking spot in the lot. I think a lot of women would rather avoid the long lines. we could charge a \$50 fee for the year and make them Main Street VIPs and they get early access to LNO and a free drink at every Bike Night, for instance.	5/26/2017 3:34 AM
7	na	5/25/2017 5:25 PM
8	no	5/25/2017 3:13 PM

Q15 Please share questions or concerns you would like to see discussed as part of the strategic planning process.

Answered: 7 Skipped: 2

#	RESPONSES	DATE
1	I think Main Street is doing a fabulous job, it simply needs to keep the momentum going.	5/30/2017 6:15 PM
2	Details of the interaction between the partners in GOPIP	5/30/2017 2:08 PM
3	I think his is good to cover in our time frame.	5/30/2017 10:04 AM
4	Really need to think about housing both within the district and opportunities in the neighborhoods just outside the boundary.	5/30/2017 9:21 AM
5	How do we get new and sustainable businesses into the district.	5/30/2017 12:17 AM
6	na	5/25/2017 5:25 PM
7	Money	5/25/2017 3:13 PM

APPENDIX B
Sample Strategic Priority
Action Plan

STRATEGIC PRIORITY ACTION PLAN

INSERT STRATEGIC PRIORITY HERE

“STRATEGIC PRIORITY DESCRIPTION.”

- Goal 1:

Team Members Responsible:

Timeline:

Action Steps:

What we will pursue immediately?

What are the next steps?

Resources Needed:

What do we need from the Board?

Notes:

How will we quantify our success? What are our metrics?

Goal 1 Outcomes:

Year 1)

Year 2)

Year 3)

Goal 1 Budget:

Expense	Year 1 July 1, 2018- June 30, 2019	Year 2 July 1, 2018- June 30, 2019	Year 3 July 1, 2019- June 30, 2020
Total			