

RFP Questions and Answers

- Is there a different "Main Street Consultant" with whom outreach, and public engagement efforts need to be coordinated? This is with respect to the reference of "joint Main Street Consultant outreach efforts" referenced on pg. 3.

Answer: City of Galax is a Mobilizing Main Street (MMS) Community through a 2-Year program with Virginia Main Street (Department of Housing and Community Development). Calendar Year 2024 marks our second and final year in the MMS program. Virginia Main Street or their designated consultant may periodically participate as a member of the Galax Main Street Team. This should not add additional coordination beyond coordinating with the Galax Main Street Team.

- Is the idea that the "formalization of a mission, vision and brand" for the Main Street organization results in formal board approval?

Answer: Yes, as well as alignment from community engagement.

- How will the Main Street organization be involved in advancing this project? Will they have a staff member participating on the Client team? What role would you like to see the Main Street Board of Directors play in approving this plan?

Answer: The City of Galax is in the process of hiring an Economic Development and Main Street Director. The Director will participate on the Client Team. Jolena Young, Grant Administrator, is serving in this capacity for an interim period, and will be involved in the client team throughout the project for grant administration.

The Main Street Board of Directors and Galax City Council will approve the plan.

- Will this plan need to be formally approved by a public body? If so, is the expectation that the Consultant remain engaged through public approval, or simply through the completion of the plan?

Answer: Yes, the plan will also need to be adopted by the Galax Planning Commission and Galax City Council. Ideally, the Consultant will remain involved to present the plan through the public approval process. City employees will be responsible for advertising and setting the required public hearings. Also note, there is good alignment between the Main Street Board and the City Council through shared membership and/or sub-committee participation.

- What governing bodies do you anticipate will need to be formally engaged in the development and approval of this plan? I.e. Main Street Board, Planning Board, City Council, etc.?

Answer: Primary engagement will be through the Main Street Board which includes representatives from the Planning Board, City Administration, and City Council.

- Project Subset 1, Item 4 reads “Finalize a building inventory...” To what extent does a building inventory exist and what work remains to be done?

Answer: The City and Main Street are collaborating on a building inventory. The vision is to maintain the inventory as a ESRI map layer. The real estate parcel layer is being used to establish the initial dataset including the property card attachment. Initial building surveys have been distributed to collect additional data on condition and use. These fields will be added to the database. A field will also be added to attach a historical picture of the property.

The consultant is asked to review the building inventory to determine additional fields needed for the master plan execution, and to audit the building database for completeness (e.g. missing buildings or lots).

- Can you provide any information on the budget allocation or range for the total scope of work?

Answer: Per our procurement policy, I cannot. However, I can share that the City, on behalf of the Main Street program, was awarded two grants: a \$100,000 Resurgence Grant (\$50,000 organization; \$50,000 for façade improvements); and a \$24,000 Vitality Grant matched by \$15,000 in local funds for community engagement and finalizing mission, vision and identity of the Main Street 501(c)3.

- Our team typically prepared proposals in an InDesign format exported as a PDF. For the required Microsoft Word file, is it acceptable for this to just include the written content with a separate PDF of our formatted proposal?

Answer: Yes

- What are the specific tasks and deliverables for #3 in the Project Scope?

Answer: *Stakeholder engagement; Mission and Vision Statement for the organization; possibly a new name; recommendations on engaging stakeholders.*

- Regarding #3, is there a visual branding component required or just brand platform development (no design required - just writing/messaging primarily)

Answer: If funding allows some brand development.

Questions Specific to Project Subset #1:

- 1 - Are they formally organized?

*By Laws

Answer: Yes. They were updated in November (attached). I need to make one minor change to add position for electronic meetings and the current President is ready to sign.

*Registered and up to date with SCC

Answer: Yes as Galax Downtown Association. We are considering updating the name.

*Registered for EIN and up to date with IRS filings

Answer: Yes.

*Received 501c3 approval from IRS

Answer: Yes.

2 - Is the Board functioning

*Full membership

Answer: As you will note by the By-Laws, the Board is in transition. We should have the Board of Directors formalized by mid-January.

*Active participation

Answer: Participation in GDA had waned post-COVID. We have about 15 members that have been participating with MMS through the last year. In the last quarter we have begun actively engaging the businesses. However we believe the listening sessions and 're-launch' will help build excitement and participation.

*Officers in place and elected properly

Answer: Yes. However new officers will be elected in January. We have 2 people transitioning/continuing from the current Board, and 3 additional people from the MMS Task Force (2023) on the 2024 Board.

3 - How much of the VMS Mobilizing Main Street Curriculum have they completed?

Answer: Year 1 Attached. We have completed all assignments, but Mission and Vision needs to be formalized by the new Board and some community engagement. What is consistent is focus on Art, Music and Outdoors and our friendly "vibe".

4 - Are the Four Committees active?

Answer: We have committee chairs and they are actively meeting to develop the workplans for 2024.



Galax Downtown Association: Market Analysis

Galax, Virginia

November 13, 2023

Matthew Wagner, Ph.D.
Chief Program Officer
National Main Street Center



About Main Street America

Main Street America has been helping revitalize older and historic commercial districts for nearly 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 community 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, spawn new entrepreneurs, and recruit new businesses is to prepare information about your existing customer base and better understand potential new customer segments that could be served by your community. 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 through a market analysis approach that delivers comprehensive Main Street transformation or for more mature programs, continuous innovation and growth. This approach accomplishes several goals:

- Build local knowledge and understanding of your district’s economy to create a foundation for successful revitalization or continue the successes built overtime.
- 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 Main Street America's approach to market analysis. At the core of the market analysis outcome is a primary and, in some cases, secondary market strategies. These strategies articulate a focused, deliberate path to revitalizing a downtown/commercial district's economy or building upon a successful foundation. They are informed by a solid understanding of local and regional market data and sustained and inclusive community engagement. **However, it's worth noting that not all downtowns or neighborhood commercial districts are in need of "transformation." As such, while the name is not appropriate, all districts given the pace of change should reflect every few years on their district's market for any continuous improvement or new opportunities.** Overtime some programs can find themselves simply doing the same things over and over again. This process should guide future organization work planning as well as general alignment and direction setting, based on new data, assets, and community position. As part of the market analysis, we will analyze the market with an eye toward operationalizing the findings through the workplan, to which you will receive guidance from Virginia Main Street.

Executive Summary

The addition of deeper market understanding with specific market strategies aims to enhance the traditional Main Street market analysis process, so the program is more responsive to economic context and its outcomes are directly measurable. These Strategies can serve as the foundation for the continued program work in Galax. The majority of activities within the organization's annual workplan should then be guided by the Strategies and aligned around an agreed direction and outcome. Upon review of the market analysis and resulting Market Strategies, Virginia Main Street will facilitate additional work planning and guidance setting to outline activities aligned to market direction.

For Galax, we familiarized ourselves with the district by having visited several times during the past couple of years and having a long relationship with the organization. We also participated in several focus groups of various stakeholder groups designed to get additional first-hand insight and to better understand on the ground dynamics and market understanding. We then looked at a number of key data sets (demographics, psychographics, buying power, sales leakage, and business inventory) and, based what we learned from the site visit and market data, along with context from current more macro trends, we are proposing three possible Transformation Strategies to be considered.

This memo summarizes the draft recommended Transformation Strategies supported by:

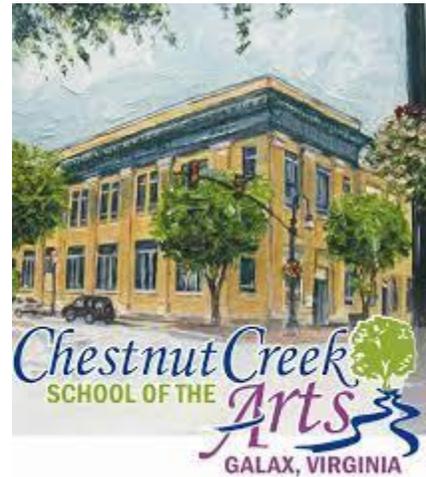
- Demographic, psychographic and trade area characteristics
- Retail Demand
- Site visit observations
- Asset Maps
- Geofence Data (Placer.ai)
- Macro retail and consumer trends

About The Report and How to Use

- This is not a full Market Analysis. A market analysis, while offering more analysis of the overall data, does not typically articulate niche-based strategies. Data unto itself does not go deep enough at the hyper local level to provide a pathway for implementation. The Transformation Strategy leverages a number of inputs and looks for themes to review either consumer or business market opportunities.
- The Transformation Strategy recommendations are not intended to serve as the only things you do, but as guides to future opportunities. As such, the report is more of a working document to guide internal work, rather than as a published piece or as a brand strategy.
- Local context is important. But so are more macro shifts in the economy, workforce and society. During the gathering of inputs, it is important to note that the global pandemic accelerated many economic, societal and technology shifts. We dialogued with local stakeholders and through the consumer survey assessed how national shifts may relate to any short- or long-term impacts on downtown districts like Galax, and perhaps even longer-term systemic changes in how we live, work, shop, and play. Recommendations contained herein reflect our lens as to future trends.

Top Site and Survey Observations

#1. Downtown Galax features an amazing asset in the Chestnut Creek School of the Arts. On an annual basis the school hosts thousands of visitors, classes, exhibitions, and spaces for makers and artisans alike. The school provides a strong foundation for potential small-scale production within the artisan/maker sector (in particular woodworking and pottery).



#2. One of the great trail systems in Virginia is the New River Trail. In proximity to downtown is a trailhead. Annually, the New River Trail attracts 1.2 million visitors spending \$31 million! One challenge is a busy street and steep hill that divides the trailhead from downtown.

#3. Based on a review of assets, aside from the arts and outdoor recreation assets, Galax has a large trade area with few competitors. As a result, Galax acts as a regional hub for convenience goods and services, professional services, health care and the potential for entertainment.

ASSET MAP EXERCISE: COMMUNITY NAME: City of Galax

NATURAL	SOCIAL	BUILT	ECONOMIC	SERVICE
<ul style="list-style-type: none"> New River Trail State Park Chestnut Creek Four seasons Fall Foliage Felts Park Mountain View Park 	<ul style="list-style-type: none"> Galax Rec Center - Indoor/Outdoor Activities Municipal Golf Course and Event Center Felts Park - Walking Trail, Tennis Courts, Ball Fields, Stage Ch Churches Library Annual Fiddlers Convention Rex Theater 	<ul style="list-style-type: none"> Water System Waste/Water System Historic Downtown Other Historic Buildings Stormwater System Rosenwald-Felts School 	<ul style="list-style-type: none"> Albany Industries MOOG Vaughan Bassett Furniture Twin County Regional Hospital Central to Carroll and Crayton Counties Walmart Lovess Parkdale Mills Mount Rogers Mental Health Wildwood Industrial Park TOURISM Chestnut Creek School of the Arts Blue Ridge Parkway Gateway City Luthiers Rex Theater Crooked Road New River State Park Trailhead 	<ul style="list-style-type: none"> Galax Elementary, Middle/High School Crookedroads Institute/Wytheville Community College Satellite Site Library Twin County Regional Hospital Regional Transit

#4. Like so many of our historic downtowns, Galax was built during an era in which the footprint of our businesses was much bigger: think furniture stores or large department stores. Today, retail square footage needs continue to decrease and as a result it is extremely difficult to find (1) one tenant to fill the entire first floor of these larger buildings. As such part of any strategy needs to include cooperative and/or micro retailing efforts that combine multiple tenants into one space.

#5. While every community has an entrepreneurial ecosystem, the local Galax support system is needing more structure. Small business owners identified their use of the Small Business Development Center (SBDC) and the Service Corp of Retired Executives (SCORE). However, there is a lack of more “place-based” support like pop-up programming, pitch events, co-op or micro retailing opportunities.

#6. Based on the community survey results, downtown is primarily used currently for local convenience and public services. The next highest sectors revolve around food, albeit given the size of Galax this sector is highly underrepresented. Hosting activities that encourage food trucks would be a great start to supplementing the current market and providing exposure to the Galax downtown market.

#7. The Vaughan Furniture redevelopment plan from the City of Galax has a great deal of promise for investment. In addition, important for the revitalization of downtown Galax will be the focus on ensuring that the redevelopment is visually, physically and economically connected to the downtown. This also includes a recognition that a connection to the New River Trail may also be best planned through this area and then connected to the downtown.



#8. Local residents and consumers voiced concerns primarily focused on parking, lack of public bathrooms, and lack of business variety.



#9. Food, food, food – nearly all of the top 5 responses to what they would like to see in downtown Galax had some connection to food. Uniquely in the fact that we haven't seen this response rise to the top in most national surveys, was the fact that residents indicated some sort of shared food vendor site would be highly attractive.

#10. Like most downtowns and other shopping districts, Galax is primarily a weekend shopping destination. Most consumers are using downtown on

Saturdays with 1-5 pm being the dominant shopping times.

#10. The annual Old Fiddler's Convention is a massive and highly successful event put on by the Moose Lodge and hosted at Felts Park. This is a significant economic and tourism driver for the community. However, Galax lacks the tourism and food infrastructure to leverage the traffic.



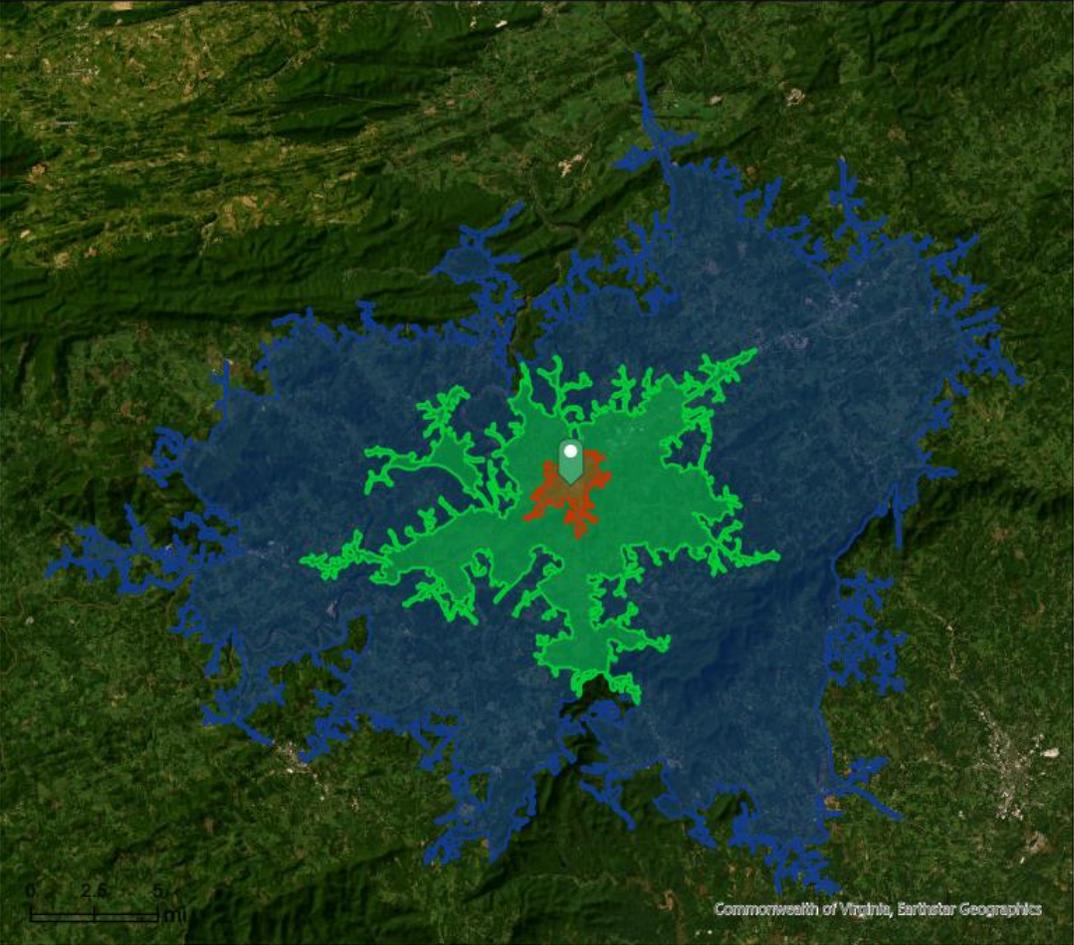
#11. Connectivity to all the local assets with downtown is a significant impediment. A look at Placer.ai data showcases this very point. The Smoke on the Mountain event which is held in downtown Galax was the top attraction day for visitors to downtown for the entire year! However, the Old Fiddler's Convention which also attracts 1,000s of visitors but is held in Felts Park, did not register.

#12. Lastly, but in many ways most significant is that consumers had really nice visions of downtown Galax, stating that it was quaint, friendly, full of beautiful trees, and a beautiful atmosphere for shopping. This will serve as a strong foundation for this effort.

Market Data Summary

The market overview section evaluates the market based on trying to ascertain the inherent competitive advantages of the Galax community. Balanced with input from the community, as well as current place-based assets and anchors we can develop Transformation Strategies. The following represents summary charts of collected market data based on a series of three drive times (5 min, 15 min and 30 min). All data is also provided in attachments for further review. Below is the trade area map for which data was extracted. What’s important to call out relative to the trade area for Galax is its strong presence within the regional market thus enhancing retail capture. Galax has a very large regional trade area for consumers. As such it’s likely to capture much of the convenience goods and services within the area. While a little bit off from I-77, there is reasonable access to the interstate that allows for tourism draw as well. Your Placer.ai report also highlights a trade area by “heat map.”

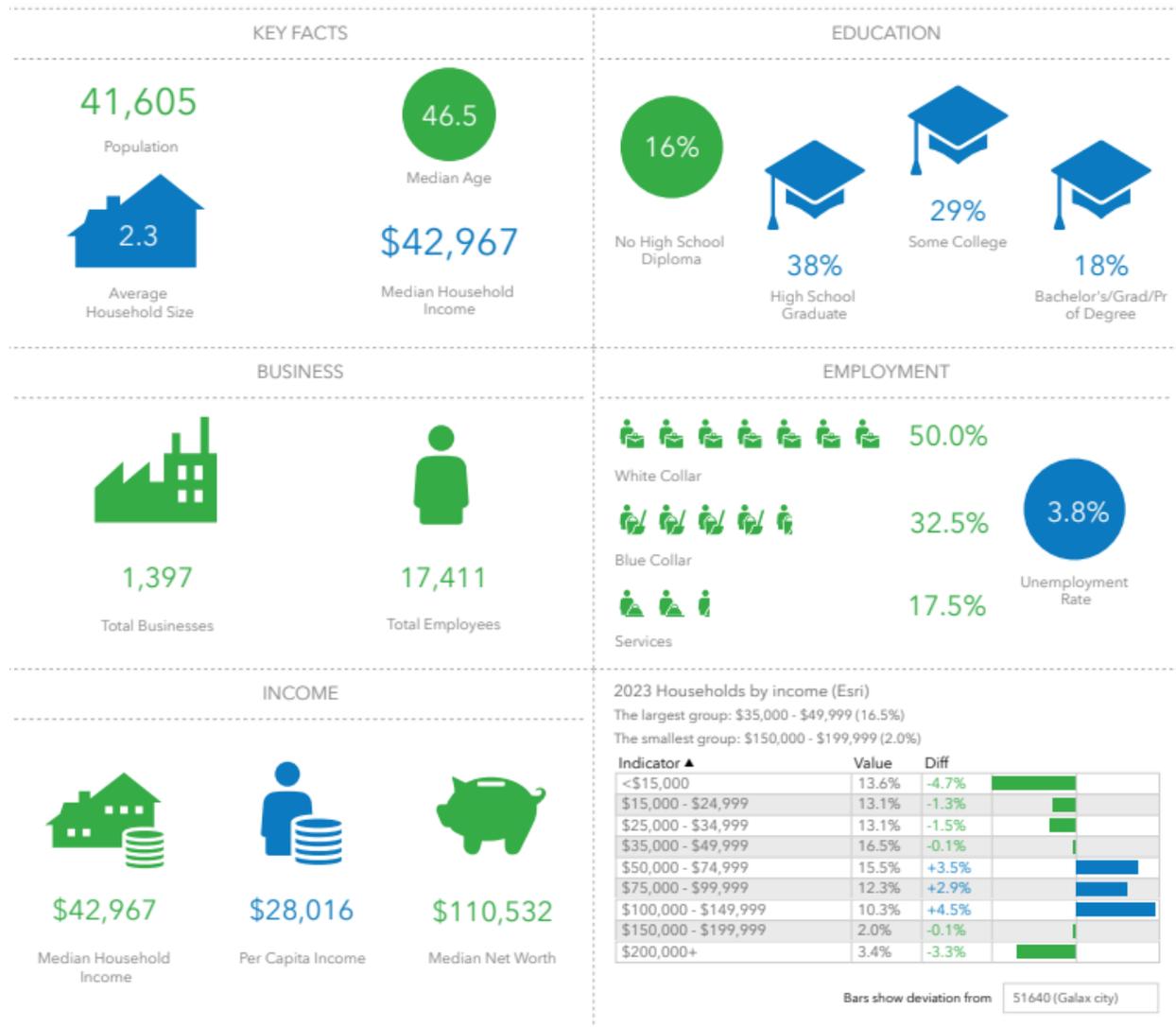
Trade Area Map



Demographic Summary

The following data is provided through ESRI and represents a summary of key points taken from a 30-minute drive time that contribute to the development of the transformation strategies from demographics and psychographics review: (Please note that additional data is provided an attached document).

The following represents a snapshot of the foundational key data facts within a 30-minute drivetime from Galax's downtown center:



In evaluating five-year (2023-2028) demographic projections within this 30-minute drive time, a few key items are worth noting. What stands out in the local demographic trend's overall population and household growth in comparison to the state and country. While incomes are growing overall population (deaths minus births) as well as family and households is expected to decline. Please note

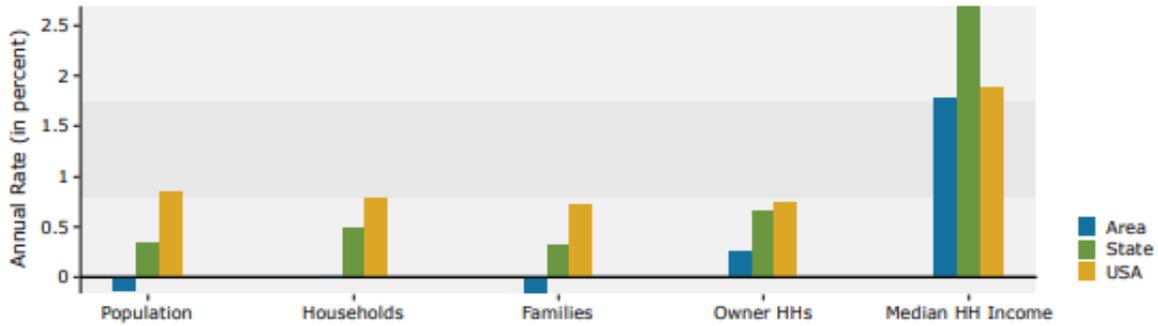
that overall population could be relatively flat when you factor in any migration patterns for newcomers to effectively Grayson and Carroll counties.

Relative to population shifts, the 35-44 age bracket is where much of the growth is seen in addition to the 65-74 age group. The 35-44 age group is attracted to local schools, safety and quality of life, as you can further see, ages 10-19 are also anticipated to have some growth. This group is also most likely to purchase a home as well as make investments in home furnishings and decor.

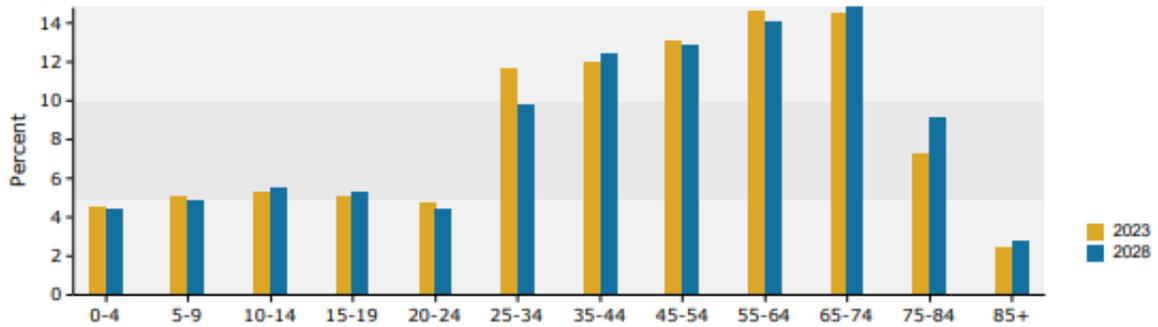
And finally, in looking at household incomes, 28 percent have incomes greater than \$75,000, and 5.4 percent at \$150,000 or greater. This demonstrates that among locals there is some price point sensitivity when it comes to daily purchases as well as items like food and drink. Any boutique or higher price point businesses will also need to depend on a visitor market with higher incomes.

30 minutes

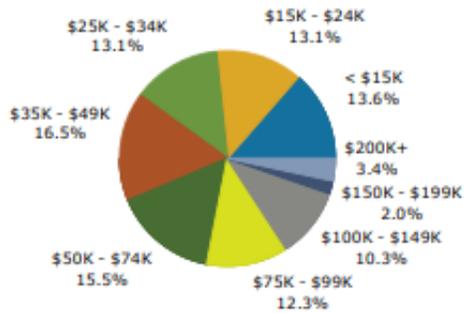
Trends 2023-2028



Population by Age



2023 Household Income



2023 Population by Race



Psychographic Summary

Psychographics is the study of personality, values, opinions, attitudes, interests, and lifestyles. Psychographic studies of individuals or communities can be valuable in the fields of marketing, demographics, opinion research, prediction, and social research in general. They can be contrasted with demographic variables (such as age and gender), behavioral variables (such as usage rate or loyalty), and organizational demographic variables (sometimes called firmographic variables), such as industry, number of employees and functional area.

When a relatively complete profile of a person or group’s psychographic make-up is constructed, this is called a “psychographic profile.” Psychographic profiles are used in market segmentation, as well as in advertising. Some categories of psychographic factors used in market segmentation include:

- Activity, interest, opinion (AIOs)
- Attitudes
- Values
- Behavior

Tapestry psychographic data helps communities and businesses understand consumer lifestyle choices, what they buy, and how they spend their free time. Tapestry classifies US residential neighborhoods into 67 unique segments based on demographic and socioeconomic characteristics. The top psychographic profiles for are used Galax to gauge possible shopping characteristics of downtown’s largest potential shopping demographic. The highest concentration of consumers segments is noted in the chart below. In addition, an example psychographic report is inserted within the report. Full reports can be accessed through the PDF file accompanying the report.

Top Twenty Tapestry Segments

Rank	Tapestry Segment	2023 Households Cumulative		2023 U.S. Households Cumulative		Index
		Percent	Percent	Percent	Percent	
1	Rooted Rural (10B)	48.6%	48.6%	1.8%	1.8%	2636
2	Southern Satellites (10A)	13.6%	62.1%	3.1%	5.0%	436
3	Rural Bypasses (10E)	11.1%	73.3%	1.2%	6.2%	915
4	Small Town Sincerity (12C)	10.6%	83.8%	1.8%	7.9%	594
5	Heartland Communities (6F)	9.4%	93.2%	2.2%	10.1%	428
	Subtotal	93.3%		10.1%		
6	Down the Road (10D)	3.3%	96.6%	1.2%	11.3%	288
7	Economic BedRock (10C)	1.7%	98.3%	0.6%	11.9%	302
8	Hometown Heritage (8G)	1.5%	99.9%	1.2%	13.0%	132
9	Rural Resort Dwellers (6E)	0.1%	100.0%	1.0%	14.0%	12
10	Senior Escapes (9D)	0.0%	100.0%	0.9%	14.9%	3
	Subtotal	6.6%		4.9%		

For Galax there was one primary Tapestry Segments: Rooted Rural. The following charts highlight the spending and lifestyle habits of this particular group. It’s worth highlighting that this group enjoys things like gardening, outdoor recreation, and spending on their pets. They buy American, are cost-sensitive, and represent strong faith communities.



LifeMode Group: Rustic Outposts
Rooted Rural

10B

Households: 2,430,900
Average Household Size: 2.48
Median Age: 45.2
Median Household Income: \$42,300

WHO ARE WE?

Rooted Rural is heavily concentrated in the Appalachian mountain range as well as in Texas and Arkansas. Employment in the forestry industry is common, and Rooted Rural residents live in many of the heavily forested regions of the country. This group enjoys time spent outdoors, hunting, fishing, or working in their gardens. Indoors, they enjoy watching television with a spouse and spending time with their pets. When shopping, they look for American-made and generic products. These communities are heavily influenced by religious faith and family history.

OUR NEIGHBORHOOD

- This market is dominated by married couples, few with children at home.
- 80% of homes are owner occupied: primarily single family (73%) or mobile homes (24%).
- Nearly one in five housing units is vacant, with a high proportion for seasonal use.
- Home values are very low—almost half of owned homes are valued under \$100,000.

SOCIOECONOMIC TRAITS

- Shoppers use coupons frequently and buy generic goods.
- Do-it-yourself mentality; grow their own produce and work on their cars and ATVs.
- Pay bills in person and avoid using the internet for financial transactions.
- Often find computers and cell phones too complicated and confusing.
- Clothes a necessity, not a fashion statement; only buy new clothes when old clothes wear out.



Note: The index represents the ratio of the segment size to the US, size multiplied by 100. Consumer preferences are estimated from data by MR-Simmons.

10B LifeMode Group: Rustic Outposts
Rooted Rural

MARKET PROFILE (Consumer preferences are estimated from data by MR-Simmons.)

- They own a riding lawn mower, as well as a garden tiller, and have vegetable gardens.
- More than half of the households have a high-speed internet connection.
- They use a satellite dish to watch CMT, the History Channel, and GSN.
- Pets are popular—dogs, cats, and birds.
- Leisure activities include hunting and fishing.
- They listen to faith-based radio, country, and gospel music.
- Many are on Medicare and frequent the Walgreens pharmacy.

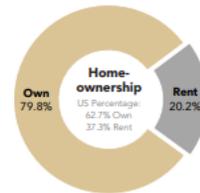
HOUSING

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.



Typical Housing:
 Single Family;
 Mobile Homes

Median Value:
 \$112,800
 US Median: \$207,300



POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.



Retail Outlook Demand (2023 to 2028)

The Retail Outlook Demand examines anticipated growth in a number of retail categories over the upcoming five years. This is done by leveraging data from the Consumer Expenditure Survey (US. Bureau of Labor Statistics) to understand spending on particular goods and services, as well as data from the U.S. Census growth projects. Overall, within the 30-minute drive time of downtown Galax, it is anticipated that the average retail trade growth would track at 11.5 percent over the next five years. This is based on population growth and thus is lower than many areas. It should be noted this can be countered by tourism growth as well as in-migration of new residents. For some key downtown shopping categories, the results would look like the following:



In evaluation those areas most likely to be supported in downtown Galax, we can examine the level of square footage in new retail categories based on new demand creation. For example:

a. Pet Supplies – Capture Rate would likely be 40 percent of demand = \$680,000. Based on the World Pet Association data, pet stores average \$310/sq. ft in revenue. Thus, based on captured sales, supportable new square footage in Galax would likely be approximately 2,194 sq.ft. Given the likely floor sales space in a typical downtown building, a pet supply concept could likely be supported as a standalone endeavor.

b. Restaurants – Capture rate would likely be 30 percent of demand = \$1,830,000. Based on data from BNG Point of Sales, a cross blend between a full-service and limited-service restaurant would average \$175/sq.ft. in revenues. Thus, based on the captured sales, supportable new square footage for Restaurants would be 10,457 sq.ft. What this further suggests is that there are a lot of opportunity for new and unique dining experiences, cafes, or even mobile food options.

c. Outdoor Recreation – Given the region’s focus on outdoor recreation, it is important to understand the potential for this particular sector. Capture rates for this largely locally driven sector would likely be 70 percent = \$770,000. Based on data from the Outdoor Industry Association, average sales/sq.ft. are \$270. This would amount to approximately 2,852 sq.ft. supportable for new sports/outdoor recreation-related stores. For this sector in particular, this number is highly conservative as tourism/visitor markets tend to make up a significant part of the business revenues and thus are not reflective in this local number.

IRS In-Migration Data 2020-2021

The following is data from the Internal Revenue Service that highlights new filers that were present in 2021 that were not permanent residents in 2020. This data is important in that it picks up growth that is not always evident in the Census, given how present the data is for the surrounding counties and City of Galax. How to read this data: The first column represents how many new tax filings were present in 2021 that were not there in 2020. The second column represents how many new individuals that represent. And the last column represents the total (in \$1,000s) of new adjusted income from those filers. Important note, based on our research, many of these newcomers likely represent three areas: Remote Workers, Young Families seeking School Systems and Affordable Housing, and New Retirees.

Carroll County Total Migration-US and Foreign	744	1,339	34,676
Carroll County Total Migration-US	744	1,339	34,676
Carroll County Total Migration-Same State	350	648	13,957
Carroll County Total Migration-Different State	394	691	20,720
Carroll County Non-migrants	9,934	20,133	505,031
Galax city	105	188	3,600
Grayson County	79	147	2,722
Surry County	68	132	2,005
Wythe County	41	80	1,358
Pulaski County	22	38	804
Other flows - Same State	103	195	5,472
Other flows - Different State	326	559	18,715
Other flows - Northeast	55	85	2,906
Other flows - Midwest	23	43	1,005
Other flows - South	226	400	13,578
Other flows - West	22	31	1,226

Grayson County Total Migration-US and Foreign	411	725	16,832
Grayson County Total Migration-US	411	725	16,832
Grayson County Total Migration-Same State	244	434	8,164
Grayson County Total Migration-Different State	167	291	8,667
Grayson County Non-migrants	5,038	10,059	224,826
Carroll County	65	126	1,860
Galax city	58	117	2,071
Wythe County	20	38	484
Other flows - Same State	101	153	3,750
Other flows - Different State	167	291	8,667
Other flows - Northeast	d	d	d
Other flows - Midwest	d	d	d
Other flows - South	167	291	8,667

Galax city Total Migration-US and Foreign	254	484	8,938
Galax city Total Migration-US	254	484	8,938
Galax city Total Migration-Same State	185	349	6,484
Galax city Total Migration-Different State	69	135	2,454
Galax city Non-migrants	2,175	4,271	105,948
Carroll County	92	186	3,284
Grayson County	50	87	1,398
Other flows - Same State	43	76	1,802
Other flows - Different State	69	135	2,454
Other flows - Northeast	d	d	d
Other flows - Midwest	d	d	d
Other flows - South	69	135	2,454
Other flows - West	d	d	d

Galax Placer.AI Summary and Data

Galax Downtown Association had 114,115 visitors over the past 12 months, a considerable number for a town of about 6,730 people.



16.9

VISITORS PER RESIDENT

Visit Trends

Visits have continuously climbed since 2020, increasing yearly by an average of 17.34% between 2020 and 2022. The most notable change was between 2020 and 2021 when visits increased by 28.97%. Over the last 12 months, visits are tracking +6.85% compared to the year prior.

Peak days (Past 12 months):

- Saturday 07/22/2023 - 5,029 visits
- Friday 12/02/2022 - 3,847 visits
- Saturday 12/10/2022 - 3,813 visits
- Halloween 2023 (10/31) - 2,924 visits

Days with fewest visitors (Past 12 months):

- Thanksgiving 2022 (Thursday 11/24) - 35 visits
- Sunday 12/04/2022 - 90 visits
- Christmas 2022 (12/25) - 147 visits
- Sunday 7/23/2022 - 181 visits

Visits to Galax are very steady throughout the year monthly with an average of 34,500 visits per month over the last 12 months. January 2023 represents the quietest month with 31,581 visits and December 2022 represents a peak at 39,372 visits-- a variation of about 8,000 visits.

December 2022 had the highest number of visits in the last 12 months

Audience Profile

Compared to all residents of Virginia, visitors to the Galax Downtown Association:

- Are more often White - 86.1% of all Galax visitors compared to 61.8% of all Virginia residents
- Are less likely to have a bachelor's degree - 9.5% of all Galax visitors compared to 22% of all Virginia residents
- Have lower household incomes - the median household income of Galax visitors is \$37,200 compared to the median household income of Virginia residents of \$74,300. About 17.7% of Galax visitors have household incomes less than \$15,000 per year, compared to 8.5% of Virginia residents.

Visitor Journey

Close to half of all visits to the Galax Downtown Association involve someone coming from their home (54.4%) or going home (51.1%). About 63% of all visits involve people coming from home or work to visit Galax (63.2%).



OF ALL VISITS INVOLVE COMING FROM HOME OR WORK

The Data

Placer uses location data from smartphones to track visits and visitors to different locales across the United States. Main Street America began subscribing to the Placer platform in September 2023 and the MSA Research team has begun using the platform to understand visitation patterns to Main Street downtowns and neighborhood commercial districts.

"Visits" refers to any travel inside the boundaries of the Main Street district (map shown on page 2 of the report PDF) as long as the visit is at least seven minutes long. Each unique device visitor can only be counted once per day. "Visitors" refers to the unique device; the visitor is only counted once no matter how many times that device/person visited the district in the timeframe used for the report. "Visit frequency" is the average number of visits per visitor.

Length of Stay

Almost half of all visits to Galax last under an hour (43.6%). About 22.7% of visits last longer than 2 hours, including 16.5% of visits that last 2.5 hours or more.

Hourly and Daily Visits

In a typical week in the Galax Downtown Association, visits peak between Noon and 2 pm, when 30.3% of hourly visits occur. There is another smaller peak in the evening time between 5 pm and 7 pm when about 1/4 of all daily visits occur (23.1%).

Throughout the week, visits to Galax are fairly steady. The busiest days are Saturdays and Fridays, capturing 22.5% and 19.9% of daily visits, respectively. The quietest days for visits are Sundays (5.4%) and Mondays (10.5%).



Market Strategy Recommendations

While evaluating the data is a crucial exercise, the real work of a market analysis is the “analysis” piece that leads to defining market opportunities that are unique to your downtown. As part of this process, Galax should be able to use the market analysis to articulate what makes the broader downtown unique within the marketplace to key stakeholders, town government, interested small businesses and entrepreneurs as well as real estate investors.

In addition, by knowing what the market-based strategy is, Galax can design its workplan to steer resources and capacity toward the realization of this market strategy. For the purposes of this market analysis. The following outlines several strategies to consider, some that will focus on markets and some focused more on areas of concentration within Main Street’s 4 Point Approach.

Finally, please note these are not in any suggested priority. In many respects they represent both markets (business sector and consumer sector), but also tactical methods for achieving a stronger business/retail base through particular emphasis areas of the 4-Point Approach.

MARKET-BASED STRATEGIES

#1. ENTREPRENEURIAL ECOSYSTEM BUILDING STRATEGY: TARGET TOURISM SUPPORT (EMPHASIS FOOD); OUTDOOR RECREATION AND “MADE IN GALAX”

General Review

In 2021, Main Street America, with support from the Kauffman Foundation developed a new resource guide entitled, “Building a Community Entrepreneurial Ecosystem: A Self-Guided Training for Communities.” A link

(<https://www.mainstreet.org/howwecanhelp/resourcecenter/entrepreneurialecosystems>) to that guide is attached and provides a number of tools for getting started to assess your current entrepreneurship environment, bring together key stakeholders, and begin to develop a plan toward activating your own ecosystem that is supportive to new and growing entrepreneurs.

https://higherlogicdownload.s3.amazonaws.com/NMSC/390e0055-2395-4d3b-af60-81b53974430d/UploadedImages/Resource_Center/EE/EE_Community_Guide_f.pdf

WHAT IS AN ENTREPRENEURIAL ECOSYSTEM?

By most definitions, entrepreneurial ecosystems refer to the strategic alignment of a variety of public and private efforts—including government policies, funding and finance, human capital, and regulatory frameworks—to provide necessary financial, social, and human capital to foster entrepreneurship in innovative and creative ways. Frequently overlooked in these definitions is **the value of place and the physical environment as central factors in creating and growing successful enterprises.**

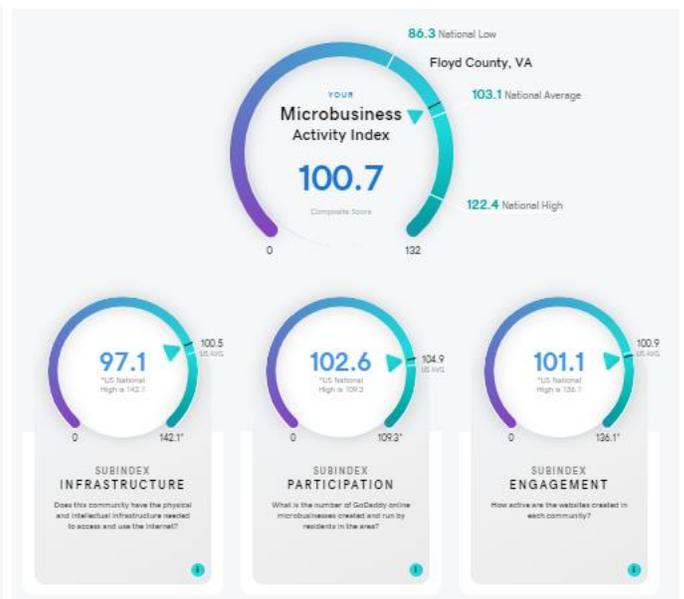
By emphasizing the creation and support of great places and spaces for people to live and work, commercial districts can attract new businesses and new ideas, thus contributing directly to the development of the local entrepreneurial ecosystem.



Recent data gathered from Main Street America suggests that more than **70 percent of all small businesses were started by people from that very same community. And for “Made In” type of businesses representing artisans, makers, and artists that topped 90 percent!** In essence, one should question why we spend so many resources on business recruitment from a policy and program perspective, when most of our returns will be from investing locally.

An outcome of the Context Visit is that downtown Galax lacks both activity density and design connectiveness to assets. In addition, the GoDaddy microventure data suggests an average pipeline, but little scaling efforts which may be a result of not a formalized ecosystem to help move to a bricks and mortar operation. See data below: (<https://www.godaddy.com/ventureforward/explore-the-data/?section=mai&cfips=51005>)

NOTE: Unfortunately, information for Carroll and Grayson was not available. Highly unusual but likely suggests there was not enough of density relative to GoDaddy subscribers in the area and not necessarily an indication as to vibrancy of the microventure market. Most data will not be published if the numbers are too small in order to provide privacy. Looking at nearby Floyd County market as a “litmus test” for Galax, two important findings are representative. First, there is a lack of needed infrastructure to support the digital use for business by microventures. This may include everything from fiber to access to digital education to launch and grow e-commerce. Secondly, the pipeline of start-up microventures is less than national averages. Finally, and on a good note, it does appear for those microventures that have launched a digital presence they are more engaged once they are successful.



WHY THIS STRATEGY FOR DOWNTOWN GALAX

- Downtown has a number of key assets that drive traffic and/or have the potential to drive traffic, including the New River Trail and Chestnut Creek School of the Arts. However, currently there isn't a strong pipeline nor programming that would generate microventures and scaling ventures to leverage those assets. It's synergistic.
- Current Market – The survey data for Galax shows great strength in consumer demand and desire for more food-based businesses. Suggested list of business targets is below.
- Retail demand data from ESRI suggests strong capture and available restaurant growth over the next five years.
- Galax has a wonderful Farmers Market, and the venue is perfectly situated to host larger activities both during the Farmer's Market and when it is not open.
- National trends lines suggest retail square footage needs are in decline. That provides an opportunity



to consider co-op models with existing business owners with complementary business types, which would be consistent with the first strategy.

SAMPLE ACTIVITIES TO CONSIDER:

Sample Organization Activities:

- The Galax Downtown Association needs to establish additional partnerships as part of this strategy. They should position themselves as the “connector and convener” of resources and technical assistance. This will require a series of organizational partnerships ranging from the Small Business Development Center, SCORE (Service Corp of Retired Executives) and tight programming communications with the Art School.
- Establish some joint work planning and programming with the Arts School around microventure and entrepreneurship.

Sample Promotional Activities:

- Part of that joint work planning should consider the creation of a standalone Chestnut Creek store, a new shared-maker space or pop-up programming throughout the downtown featuring Chestnut artists/artisans.
- Evaluate the prospect of leveraging the Farmer’s Market site for a Mobile Food Truck event that takes place on one day each week (like Food Truck Fridays or something). Feature one or two vendors each week. This is all driven to provide exposure to the downtown Galax market and give consumers new recurring reasons to come downtown. In addition, this is close to the Trail and may pull off bikers/hikers.

Sample Design Activities:

- Conduct a building inventory of not only the primary downtown buildings, but any ancillary properties like churches, civic buildings like Masonic Lodges, etc. that may also have applications for shared food kitchens or other high value uses and functions.

Sample Economic Vitality Activities:

- Explore the level of Airbnb units in downtown and what opportunities there may be in the short-term to create a balanced approach to greater tourism stays in downtown. Long-term a boutique hotel would be desirable. Airbnb should be a complementary addition to a broader short-term stay market.
- Apply for the Community-Based Launch program in the State of Virginia. CBL has proven to be an accelerator and catalyst for successful new business launches.

- Examine opportunities to launch a mobile food incubator. Lovington, New Mexico’s Main Street program leveraged a USDA grant to purchase a food truck and then developed wrap-around technical services to support start-up food businesses:



program leveraged a USDA grant to purchase a food truck and then developed wrap-around technical services to support start-up food businesses:



https://www.dropbox.com/scl/fi/3k2oqe4rzl0rsxg1492hl/PXL_20230725_213232613.TS.mp4?rlkey=cv3no2lb0sgyb7latgbgfyuah&dl=0

- Explore the following tactical activities for building opportunities that create win-wins for both existing businesses and new food and outdoor recreation businesses in the downtown:
 - **The first is a micro retail space.** The space would host a cohort group of microventures over an 8 to 12-week period of time for example and receive wrap around services. A great example exists in Lansing, Michigan called the Middle Village Micro Market. This could be tied into the Chestnut Creek School as well. Furthermore, a retail incubator concept could be supported by a Community Based-Launch program.



- **Co-op Retailing** is simply a concept in which existing businesses will offer a small portion of their store for a complementary business to showcase their products/services. This could be conducted in a variety of ways: an event, short-term, or more of a permanent arrangement.



The following example is a coffee shop housed within a bike store in Rock Springs, Wyoming, appropriately called the Java Peddler.

- **Off-Hour Conversations.** These efforts involve matching businesses together that have totally different hours and concepts that allow them to be open at different times. The most obvious would be a day and night concept. The following is from New Buffalo, Michigan in which during the day, a deli operates out of the front half the building, and in the evening a Speakeasy operates. Both have totally different business owners.



- **Underutilized Civic Structures** – In this case former or existing civic buildings such as Masonic Lodges, Lions Clubs facilities or even churches with commercial kitchens used infrequently could offer new start-up or scaling spaces for new ventures.

- **Tiny House/Cottage Style Spaces** – This concept is typically for infill locations such as an underutilized parking lot and works best with a dedicated niche, such as the arts. The following is from Batavia, Illinois in which they developed the “Boardwalk Shoppes” which are dedicated for local and regional artists and artisans. This concept is largely seasonal from the Summer through holidays.



https://downtownbatavia.com/business_category/boardwalk-shops/

- **Mobile Food and Retail Truck Parks** – Given the expense for starting a food business along with demand for greater food options by the local and visiting consumers (but no space), mobile retailing provides a quick and cost-efficient strategy. To discourage issues with existing businesses, having a more permanent set-up in which there are rental fees, or a narrower event strategy is best practice. The image is from a



developing food truck park in downtown Birmingham, AL. This is an idea that may be tied into the Farmer’s Market area or as a connector to the Vaughan Furniture redevelopment to bridge with the downtown.

TARGET LIST OF BUSINESSES TO LAUNCH AND/OR RECRUIT

FOOD-BASED BUSINESSES:

- Coffee shops, tea shops, juice bars, bubble tea
- Breakfast and lunch sit-down restaurants
- Quick service restaurants
- “White tablecloth” lunch and dinner restaurants
- Pizza
- Restaurants offering ethnic cuisine (e.g., Chinese, Mexican, Thai, Japanese, German, Irish, Ethiopian, Greek, Spanish, Korean, Italian, etc.)
- Bakeries
- Ice cream, frozen yogurt, frozen custard
- Barbeque restaurants

- Buffets
- Cafeterias and automats
- Bars and pubs
- Diners
- Brewpubs, wineries, and distilleries
- Donuts
- “Corner store” small grocery markets
- Year-round farm markets
- Ethnic specialty food markets
- Organic foods
- Cheese shops
- Herbs and spices
- Butchers
- Candy, chocolate, and snacks
- Dairy store
- Pre-prepared take-home meals
- Brewpubs
- Wineries
- Distilleries
- Commercial kitchen / food production coworking space
- Culinary schools
- Caterers
- Olive oil and other condiments
- Pickles
- Cooking equipment and supplies (for home or professional kitchens)

TOURISM-BASED BUSINESSES:

- Antique and vintage apparel
- Art galleries
- Bed and Breakfasts/Airbnb
- Bike rental
- Bookstore
- Cafés
- Car rental
- Children's activities businesses (e.g., mini-golf, pottery, beading)
- Craft stores (esp. locally made)
- Delicatessen / sandwich shop
- Hotels
- Ice cream shops
- Meals to go (e.g., boxed lunches)
- Outfitters (e.g., hiking, camping, canoeing, hunting, etc.)

- Restaurants
- Short-term rental homes and apartments (e.g., Airbnb)
- Souvenir stores

THIRD SPACE FOCUSED BUSINESSES:

- Bars/Brewery
- Cafes
- Drop-In Spaces
- Shared Space – Incubator/Accelerator

MADE IN GALAX PRODUCT BUSINESSES:

- Breweries
- Food Production
 - Coffee Rosters
 - Popcorn
 - Bakery
 - Chocolate
- Apparel
- Furniture
- Sporting Goods
- Jewelry/Watches
- Artisans/Crafters
- Vintage Goods
- Health and Wellness Products
- Personal Hygiene
- Eco-Friendly

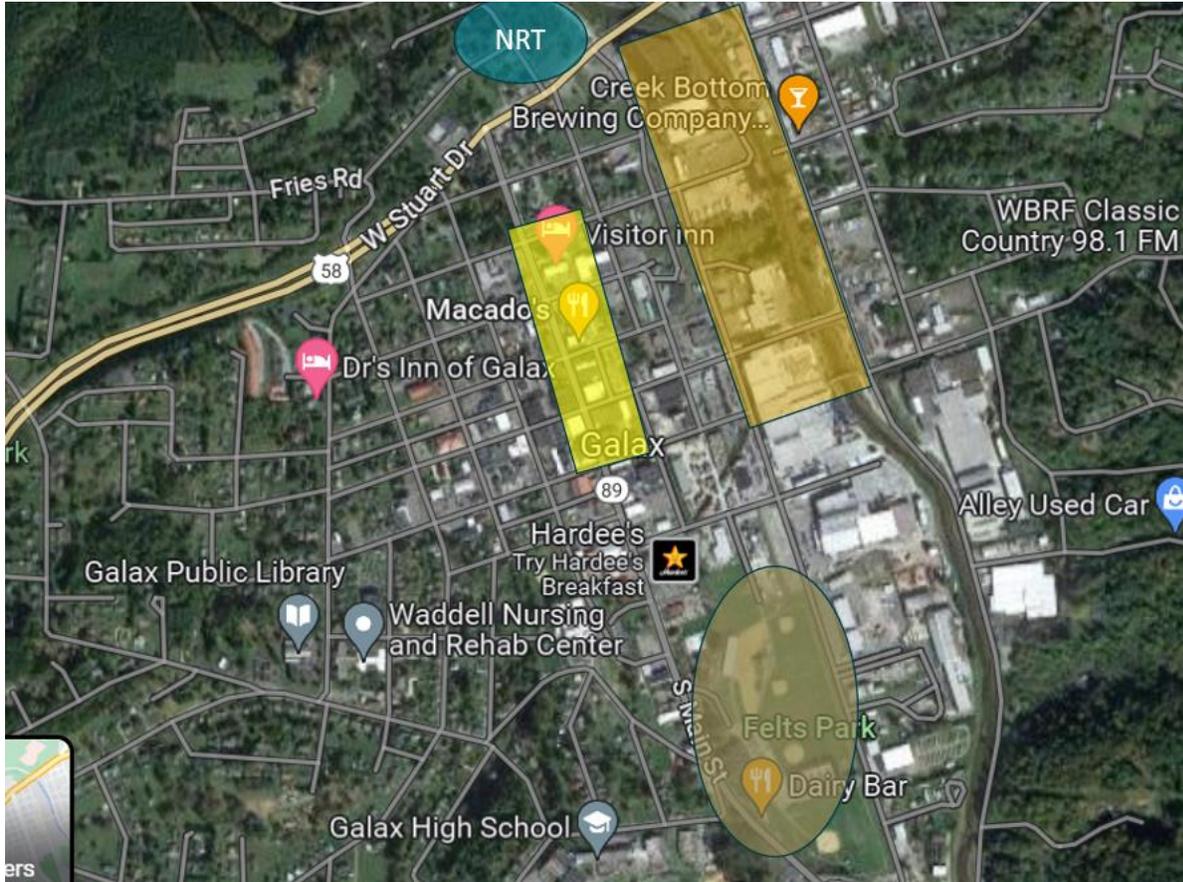
#2. DESIGN, DESIGN, DESIGN TRANSFORMATION STRATEGY

General Review

Galax has a beautiful and compact downtown with an incredible wealth of tourism/visitor assets including outdoor recreation venues like the New River Trail, arts and culture through the Chestnut School of the Arts, huge tourism events like the Old Fiddler’s Convention at Felts Park, and redevelopment opportunities at Vaughan Furniture. And we haven’t even mentioned the Farmer’s Market site. However, one key aspect to driven downtown traffic and economic development will be the strategies that lead to better connectivity of these assets and developing critical mass of activities and businesses. As such that “intersection” between economic development and design is really important for Galax’s downtown revitalization efforts.

One of the biggest impediments to supporting future retail, food and tourism support businesses is the lack of safe, visual and appealing connectivity to Galax’s key assets. In some cases, there are roadway barriers, distance, or lack of effective signage that directs the consumer to the assets.

The following graphic highlights the four primary draws: New River Trail, Vaughan Furniture redevelopment, Downtown Galax and the Felts Park Area.



Recommendation #1 – Seek funding to contract a Planning and Design firm to develop a pedestrian and bike complete street system that rings and intersects downtown.

Recommendation #2 – Seek funding to develop in conjunction with the plan a Way-finding System that directs visitors to key visitor assets, parking and YES, public restrooms 😊

Recommendation #3 – Examine the grant opportunities that would include the installation of public bathrooms at the Farmer's Market site.

#3. INTERNAL STRATEGIES FOR GALAX

Given that Old Town Galax is participating as a Mobilizing Main Street community, we felt it important to develop some internal facing strategies in which it would further assist in setting a solid foundation for the organization's capacity and resource development, while also establishing further underlying support for the Transformation Strategies outlined.

- A. Interestingly, the City of Galax has not allocated all of its COVID related resources. There is a wonderful opportunity to accelerate the downtown revitalization strategies by leveraging those funds for other matching state or philanthropic project funding. Some of those might include:
 - a. Public Restrooms at the Farmer's Market
 - b. A Mobile Food Truck Incubator
 - c. A Made in Galax store through the Chestnut School of the Arts
 - d. Planning Funds for an Asset Connectivity program
 - e. Wayfinding
 - f. Small Business Incentives for Targeted Businesses (See list above) in conjunction with a CBL Program
 - g. Design Enhancement Funds for Key Downtown Buildings or a Boutique Hotel.

- B. Develop a comprehensive building and business database. All of the External Transformation Strategy recommendations will rely on having a solid understanding of building and business ownership, uses and functions of current and opportunity spaces, along with conditions. By doing so there is a strong opportunity to be strategic to where investment and small business activity will drive density and focused activity that connects your assets.

- C. Develop Comprehensive Work Plan Reflective of Partnerships

The follow-up to this report will be to first align as an organization around the strategies as a "Market Vision" for the downtown. From that point, the Galax Downtown Association will work with staff from Virginia Main Street to outline:

- What it is Currently Working that Supports the Strategies
- What Partners are Working on that Supports the Strategies
- What New Partners Are Needed
- What Should you Stop Doing that is Not Productive
- And Finally, What is New

- D. Implement Through Project Team Approach

Organizational structure is critical to implementation. For some communities that may take the form of four committees each responsible for a particular "point" of the Main Street 4-Point Approach. Part of this process is to further discover what structure may work best for your new organization whether implementation is best through the formation of "Project Teams" that are organized around certain activities/tasks, ad hoc groups, or standing committees.

Summary

Thank you for the opportunity to review the local market conditions in downtown Galax and the resulting strategies that could best position the community for successful revitalization. As highlighted in the analysis, data is meaningless if it is not integrated into the actual work of the organization. No longer can downtown programs simply do the basics and/or what others are doing void a specific strategy. The competition is simply too much. So, consider this Phase I of the market understanding process and the next steps should be as follows:

- Review the summary report and align around the recommended strategies. Feel free to adjust, shape and mold from the report so that it speaks to your vision.
- Next, work through Virginia Main Street and your planning consultant to identify what work currently aligns with these strategies and what can be added to further enhance the implementation of these strategies.



National Main Street Center
53 West Jackson Blvd. Suite 350
Chicago, IL 60604
mainstreet.org



Virginia Main Street: Mobilizing Main Street Cohort Training & Activity Tracker: Year 1 (2023)

Module 1 (Jan-Feb)

Setting the Stage:

- [Broad-Based Community Commitment to Revitalization Webinar](#)
- [For-Impact Nonprofit Huddle #1](#)
- [For-Impact Nonprofit Huddle #2](#)

Digging Deeper:

- [Eight Powerful Ways to Visualize an Innovative Nonprofit Business Model](#)
- [Simon Sinek's Start With Why](#)

Homework:

- [Nonprofit Business Canvas](#)
- [Mission, Vision and Values Worksheets](#)
- Economic Development Data (EDD) Reports in CAMS

Module 2 (March-April)

Setting the Stage:

- [Inclusive Leadership & Organizational Capacity Webinar](#)
- [For-Impact Leadership Huddle #1](#)
- [For-Impact Leadership Huddle #2](#)
- Optional: [For-Impact Leadership Huddle #3](#)

Digging Deeper:

- [The Community Network Analysis chapter, pg. 11-19](#)
- [Starting a Nonprofit Toolkit, Center for Nonprofit Excellence](#)
- [Starting a Main Street Guide, Oregon Main Street](#)
- [Washington Main Street Program Guide \(WMSPG\), pg. 44-50](#)

Homework:

- [Demographic & Community Network Analysis](#)
- [Main Street Board Composition Matrix](#)
- VMS Technical Assistance Grant for Non-profit Legal Formation (if applicable)
- Economic Development Data (EDD) Reports in CAMS

Module 3 (May-June)

Setting the Stage:

- [Diversified Funding & Sustainable Program Operations Rev-Up Recording](#)
- [For-Impact Storytelling Huddle](#)

Homework:

- [Storytelling assignment on slide 31](#)
- Economic Development Data (EDD) Reports in CAMS

Module 4 (July-Aug)

Setting the Stage:

- [Strategy-driven Programming Webinar](#)
- [For-Impact Strategy Huddle 1](#)
- [For-Impact Strategy Huddle 2](#)

Digging Deeper:

- [Downtown and Commercial District Asset Mapping](#)

Homework:

- [Asset Map Dashboard](#)
- [Commercial Historic District Nomination Form](#)
- [Business Inventory and Business/Service Type](#)
- Economic Development Data (EDD) Reports in CAMS

Module 5 (Sept-Oct)

Setting the Stage:

- [Preservation-based Economic Development Rev-Up](#)
- [For-Impact Operations Huddle](#)

Digging Deeper:

- [Market Analysis for Community Transformation: A Practitioner's Guide](#)

Homework:

- Transformation Strategy Service with Main Street America
- Economic Development Data (EDD) Reports in CAMS

Module 6 (Nov-Dec)

Setting the Stage:

- [Demonstrated Impact & Results Webinar](#)
- [For-Impact Milestones Huddle #1](#)
- [For-Impact Milestones Huddle #2](#)

Homework:

- Work Planning Session with VMS
- Economic Development Data (EDD) Reports in CAMS

*Updated 12/13/23

Mission, Vision, and Values Worksheets

Mission Statement

Your mission statement describes your overall purpose and objective as an organization.

Key questions to consider:

1. Why does your organization exist? What is its purpose?

To retain our youth in the area and attract repeat visitors to our friendly city: attract investors; increase business income; improve and maintain downtown appearance; save historical buildings; create a contagious vibe; create experiences; maintain heritage while embracing diversity

2. How does your organization fulfill its purpose?

Maintaining our welcoming, friendly culture; utilizing the area's talented artisans and outdoor assets to create experiences for locals and visitors; ensuring the downtown has curb appeal

3. What does your organization do? What is its product or purpose?

Experiences in art, music and outdoors; welcoming vibe - everyone is family

Mission statement possibilities:

1. The Galax Downtown Association believes in the idea of Merchants, Professionals and Community in Partnership. Our focus is on promoting the Galax Downtown as a destination for shopping, entertainment and events. Our goal is to bring visitors to our town and provide them with an experience that will make them want to return. We strive to be a valued partner making Galax a clean, safe, attractive, successful and fun place to be!

2. Galax Main Street believes our Appalachia culture is a treasure that can only be appreciated

through experience. Our mission is to create experiences for locals and visitors to enjoy and explore art, music and outdoor adventures that highlight the strength, talent, beauty, and accepting nature of our Blue Ridge Mountain city.

3. It is our mission to support and enhance our heritage, our economy and our extraordinary quality of life, making us the standard-bearer for commerce, culture, and community.

4. A mission to be authentic to the culture of the region by way of music, food art and outdoor activities.

5. Galax Main Street is committed to the collaboration of merchants, community and local government to promote and enhance our downtown and the surrounding area for the benefit of all. Our goal is to provide opportunities for locals and visitors alike to experience all that our area has to offer through music, the arts, outdoor adventures and events. A vibrant community will ensure that visitors return, our youth find reasons to stay and both old and new businesses are able to thrive.

Final mission statement:

To be finalized through community engagement

Vision Statement

Your vision statement describes how the world will look if you achieve your mission. Think aspirationally here and describe the ideal end state.

Key questions to consider:

1. What role in the world do we want this organization to play?

Catalyst for economic growth in downtown Galax; establish guidelines for creating curb appeal and business diversity; assist business with planning, financing and historical tax credit

processes

2. What is the idealized future state we want to create?

Active, energetic, friendly, diverse downtown offering engagement and enrichment opportunities for locals and visitors; appreciation/understanding of the authentic Appalachia culture; celebration and recognition of our areas beauty and outdoor opportunities; sense of community retained; celebration of our talent and strength; experiences to appeal to different demographic groups; buildings restored to full potential; economic vitality; picturesque; hub for Twin County visitors and residents; Family atmosphere with activities for youth

3. How will people live differently if our organization is successful?

People will discover new talents through art/music/outdoor experiences; People will want to be downtown after 5 pm; Families will gather to socialize while children play in safe spaces

Vision statement possibilities:

1. Picturesque, friendly town with a heartbeat that attracts all demographics to experience music, art, and outdoor adventures. Merchants, Professionals and Community in partnership sharing our Appalachia traditions for economic growth.
2. Experience the best of the music, art and outdoor activities in a safe, relaxing but vibrant setting
3. Create an economically healthy town where people want to visit and locals never want to leave.

Final vision statement

Core Values

Your organization's core values are the principles that guide decisions and actions at every level of the workforce. A good set of values promotes autonomy while also building a sense of

relatedness.

Key questions to consider:

1. What values would I stand by no matter what?

Inclusiveness, Environmentally responsible, Respectful

2. What values do I demonstrate in my own leadership?

_____ 3. What principles are most important as our employees make daily decisions?

Be Bold, Be Inclusive/Friendly/Respectful

Be Curious, Be Fiscally and Environmentally Responsible

Be Creative/Make a Difference, Be Collaborative

4. What values support our current mission and vision?

Tradition_/Authentic, Kindness/Respect, Creativity

Inclusion, Risk Taking, Collaboration

Core value possibilities (make them specific enough to guide daily decisions):

We welcome differences.

We lead with optimism and curiosity.

We value our heritage and culture.

We respect our natural resources.

Final core values:

