

IT'S WHERE...

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DowntownQuincy.com

2011 Strategic Plan

EXECUTIVE SUMMARY

Introduction

The Historic Quincy Business District (HQBD) has been a lead agency in the development of commerce, visibility and promotional events for Quincy, Illinois' downtown for 34 years. In 2007 HQBD undertook a strategic plan, which focused the energy and efforts of the district.

Upon completion of that plan, HQBD leadership began preparing for a new strategic plan that would guide the organization in coming years.

The Planning Process and Summary

A series of four strategic planning meetings were held in February and March of 2011 at the Quincy Senior and Family Resource Center. Attendance at the meetings ranged from 25-50 individuals and included business owners, property owners, downtown developers, economic development experts, City of Quincy officials, advertising and marketing experts, media members, HQBD Board and volunteers and members of the public at large.

The two-hour meetings were facilitated by Nick Camberlango, an assistant to the mayor in Nauvoo, IL. The steps that were conducted in the planning process include the following:

- Review of Past Strategic Plan, 4-Point Approach presentation, Group Brainstorming
- Strengths and Weaknesses in 4-point groups & large group discussion
- Opportunities and Threats in 4-point groups & large group discussion
- SWOT Analysis and narrowing of goals and initiatives.

After the strategic planning sessions, the HQBD Board of directors examined the results and honed the goals and initiatives to coincide with the HQBD mission and vision statements before ratifying the strategic plan on July 13, 2011.

In this plan, you will find the initiatives and goals for each of the 4 pillars of the Historic Quincy Business District. Also included are the SWOT statements, by committee.

The culmination of the information and input of the participants is now what is represented in the strategic plan that follows. This plan should assist the stakeholders, public officials and concerned citizens in setting the next course of action for the inherent leadership of the downtown district.

PROMOTION COMMITTEE

Initiative #1: Utilize technology to better recruit and communicate with potential customers and tourists.

Action Steps	Who	When
Assist HQBD Members in becoming more technology savvy and help them increase their web presence, focusing on free applications and SEO tools.	HQBD & Partner Businesses	08/11
Utilize the Historic Quincy Business District website to give a web presence to small businesses who have not yet established a site of their own.	HQBD	08/11
Develop an HQBD Smartphone application that will serve as an all-inclusive application for events and businesses. * Note: Application will focus on events, contain a directory with hours, history of buildings, GPS locator, Interactive Map, etc.	HQBD	05/12

PROMOTION COMMITTEE

Initiative #2: Expand the Community's history in the arts to become a more outward arts community.

Action Steps	Who	When
Develop Steps to institute an Artist Relocation Program.	HQBD, GREDF, City of Quincy, Downtown Developers	09/12
Develop and Oversee an Annual Art Campaign.	HQBD	2012-2013
Further Expand the Partnership with the Midsummer Arts Faire and other Arts Organizations.	HQBD	09/11
Encourage and Assist in Public Arts Programs throughout the community.	HQBD & Partner Arts Organizations	09/11

ECONOMIC DEVELOPMENT COMMITTEE

Initiative #1: Develop a Business Guide to help recruit and retain businesses to the district

Action Steps	Who	When
Utilize current materials to put together a step-by-step guide to opening your business in downtown Quincy.	HQBD	09/11
Create packages/sales pieces for people in different stages of business development to better recruit businesses to the district. *Note: Packages should include: Idea Stage, Business plan complete & looking for location, existing business at lone location looking to expand or relocate, franchise	HQBD	01/12
Utilize Business Impact Teams to personally work with entrepreneurs at the different stages of business development.	HQBD	09/11

ECONOMIC DEVELOPMENT COMMITTEE

Initiative #2: Develop a comprehensive plan to bring customers to the district in the evenings and weekends.

Action Steps	Who	When
Conduct Shopper & Business Owner Surveys to determine needs and potential usage.	HQBD	2012
Utilize data to work with existing businesses and/or recruit new businesses to serve a demographic that wants evening and nighttime opportunities	HQBD, Economic Development Comm., GREDF, City	2012
Create an event that brings families to the downtown on a monthly basis during the warm-weather months.	HQBD	2012-2013

ECONOMIC DEVELOPMENT COMMITTEE

Initiative #3: Bring a Grocery Market to the downtown

Action Steps	Who	When
Conduct a comprehensive resident survey to determine needs and assist in grocery recruitment.	HQBD	2012
Utilize data to work with existing businesses and/or recruit new businesses to provide the desired products.	HQBD, Economic Development Comm., GREDF, City	2012

ORGANIZATION COMMITTEE

Initiative #1: Create an HQBD Sustainability Plan
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Action Steps	Who	When
Examine moving to or creating a 501(c)3 to qualify for more grant opportunities and charitable contributions.	HQBD	09/11
Include staffing, volunteer, board and financial sustainability.	HQBD	09/11
Examine programs and events to determine their sustainability	HQBD	10/11
Examine partnerships and potential partnerships	HQBD	11/11

ORGANIZATION COMMITTEE

Initiative #2: Expand Training Opportunities for HQBD Members

Action Steps	Who	When
Facilitate programs that enable members to promote their businesses to one another	HQBD	2012
Create programs that give businesses the most opportunity to increase their productivity and exposure with customers	HQBD	2012
Look at partnership opportunities with organizations such as GREDF, Chamber of Commerce to further expand the reach of training opportunities	HQBD	2012

DESIGN COMMITTEE

Initiative #1: Ensure preservation by working with City Officials to prevent absentee and negligent property owners from allowing buildings to fall into disrepair.

Action Steps	Who	When
Thoroughly examine current codes & ordinances and determine whether new rules & regulations (such as vacant property fees or minimum maintenance ordinances) are needed or if stricter enforcement of the current laws will be sufficient	HQBD, City	09/11
Work through a linear focus to determine the areas of downtown that need the most attention.	HQBD, City	09/11
Develop a local property owner pool of individuals or groups who are interested in acquiring properties that may become available through this process.	HQBD , GREDF & Other community partners	10/11

DESIGN COMMITTEE

Initiative #2: Improve the aesthetics of downtown Quincy through various opportunities.

Action Steps	Who	When
Provide local experts to improve business' window displays (encourage lighting, etc.)	HQBD	2012
Work with property owners to put promotional materials or artwork into vacant storefronts.	HQBD	2012-2013
Better utilize planters and trees within the district.	HQBD, City	2012
Ensure that sidewalks and parking lots are kept free of debris	HQBD, City	09/11

Promotion Committee

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> * More Businesses= More People (0) * Clusters of Businesses/Restaurants (2) * Website (0) * Population of Region (0) * Thursday Night Promotions (0) * Relationship with Media/Accessibility (0) * Events such as Blues, Tin Dusters, etc (0) * Image Campaign (0) * Email Correspondence (0) * Family Owned Businesses (local)(2) * QMG & Blessing (# of employees)(0) * Waiting Room Books (2) * Business Leaders (0) * Partnership among businesses (0) * Customer Loyalty (1) * Draw from Missouri and Iowa (2) * Partner Organizations (0) 	<ul style="list-style-type: none"> * Parking (1) * Lack of Money (0) * Lack of a BIG Promotion (0) * Too many "little" events (1) * Nature of some promotions (0) * Lack of creativity (0) * Marketing Designs (0) * Administration of Promotions (no system)(0) * Telling the HQBD Story (1) * Lack of educating business owners (0) * Sharing customer databases (0) * Lack of Marketing Program Measurements (0) * Locals supporting locals (0) * Business to Business Communication (0) * No Kiosk (2) * No Directory (pdf)(0) * Do we know our target market (0) * No convenience store/grocery (9) * Don't have everything (businesses)(3) * Lack of Vision (Long-term Objectives)(0) * Long-Term Planning (0) * Seasonality (0) * Holiday Promotions (0) * Riverfront (0) * Too many negative people (0) * Bad Weather (0) * Perception of being Exclusive (2) * Lack of Non-Alcohol events (0) * No Downtown Ambassadors (modern town crier) (0) 	<ul style="list-style-type: none"> * Holiday Promotion/Destination German Christmas Market (6) * Rebrand "All About You" (rethink) Childcare option/dog care (1) * Electronic Kiosk (0) * Printable Business Directory (pdf)(Map)(6) * Keep hotels informed (hospitality)(2) * Dog Friendly (Fountains/waste disposal)(1) * Unique Parking Campaign (2) * Downtown-based self-guided tour (1) * Cross-promotion (Brochures, coupons, etc) (1) * Social Media (2) * Art Heritage/Culture (12) * Murals on Vacant Walls (4) * Unique, buzz-worthy advertising (1) * Partner with Chophouse Hijack/NSFAS (1) * Smart Phone App (11) * Google/Food/Trip Advisors, Review Sites & Assist businesses with web * Big Event when new business opens (2) * Strengthen/Support Partner Events (0) * Target Younger Families (4) * Expand on Image Campaign (8) * Street Banners (3) * Break HQBD up into 4 quadrants (0) * Walkthru between 5th & 6th (0) * Build on projects such as 3/50 (2) * Business Mentoring System (1) * Flagging/Baloons for promotions (0) 	<ul style="list-style-type: none"> * Hannibal (Mark Twain) (0) * East Broadway (1) * Lack of vision within some government (0) * Absentee owners/low real estate values (3) * Snobbery/Reverse Snobbery (Downtown is either too expensive or Perception)(0) * HQBD Funding (0) * Lack of cohesion (0) * Some business owners attitudes (0) * Hours of Operation (2) * No Anchor store (1) * Weather (flooding, wind, snow)(0) * Building Collapse/Fire (0) * Online Shopping (0) * Overcharge for parks for events (0) * Police Department Cooperation (Street Design/Permits) (0) * Change of Administration (0) * Demolition of Old Buildings for new construction (0)

Economic Development Committee

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> * Lots of Opportunities (Occupancy Up) (0) * Economical Rent (0) * Incentives to Open New Businesses (0) * Impact Teams in Place (0) * Purchase Prices are Good (0) * Sense of Community (0) * Nightlife (0) * Proven Events Bringing in Business (0) * City Support (0) * TIF (entices new development) (0) * New Residential Resurgence (0) * Quality of Life (2) * Unique Anchors (Banks, Medical)(2) * Historic Building Stock (0) 	<ul style="list-style-type: none"> * No Sales Portfolio (1) * Need New Business Guidebook (0) * Need to Publicize Impact Teams (0) * Parking (8) * Small Worker Pool (0) * Need More Grocery for Residents (1) * No Mini Mall of Boutique Stores (0) * Need More Jobs in Quincy (0) * Need more people under 50 (4) * No Linear Focus (0) * Downtown Shuts Down After 5:00 (14) 	<ul style="list-style-type: none"> * Create New Business Guidebook * Customizable for specific business * Expand & Further Implement * Impact Teams (1) * Linear Focus (7) * Boutique Mini Mall (Co-op/Art Space) (0) * Grocery (Food Mecca) (16) * Business mentoring program (8) * Tri-State Learning & Sharing (0) * Business Grouping (1) * Directory (5) * Bed & Breakfast (4) * Artist Emphasis- Bring in Families (3) 	<ul style="list-style-type: none"> * Demographic Weakness (0) * State Taxes (0) * Perception (downtown is dead)(8) * Absentee Owners (5) * Economy (0) * Bad Storefronts (7) * Seedy or Questionable people on streets (0)

Organization Committee

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> * Involvement (0) * Large Attendance @ Blues in the District (3) * Community Events (Free) (1) * Good Response getting volunteers (0) * Farmers Market (6) * Good Balance of types of events that draw different types of people (0) * Progressive Dinner (1) * Have a large volunteer pool (0) * Offer a lot of benefits to members (0) * Well rounded & active board (0) * Most downtown businesses are members (0) * Midsummer Arts Faire (3) * Mardi Pals/Pet Pantry (3) * Partner Organizations (0) 	<ul style="list-style-type: none"> * Don't use volunteers enough (0) * Lose money on some events (0) * Weak HQBD Branding at events (0) * Not all businesses are members (0) * Lack of parking for events (5) * Lack of Winter Events (3) * Employees don't always know about events (0) * Win the Window (?) Increase revenues (0) * Event evaluation (0) * Outreach (0) * HQBD Social Hours (0) * Membership Drive (6) * Not able to draw new people to events (2) * Too many of the same faces/lack of diversity (2) * Centralized Volunteer Database (0) 	<ul style="list-style-type: none"> * Creating 501 (c) 3 vs. (c)6 (14) * Own Properties within the District (5) * Create a New Event (Wintertime)(Kindlemarket, Lincoln, Quincy Heritage) (8) * Organize volunteer list and coordination (2) * Build on Partnerships (GREDF, Chamber) (2) * Introduce Riverfront Events (6) * Tie-ins with existing Parades (2) * Cross-Promotional Explorations (9) * Shuttle (0) * Shopping Late downtown Promo (7) 	<ul style="list-style-type: none"> * Loss of SSA Before Self-Sustaining (0) * Weather Issues (i.e. Major Flood) (0) * East End of Quincy (2) * Governmental Insolvency (0) * Decline in Participation (attendance) (0) * Loss of existing events (0) * Imbalance of revenue streams (3) * Staffing at HQBD (Sustainability) (11) * Loss of Downtown Major employers (0) * Loss of HQBD Members (0)

Design Committee

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> * Planters (2) * Trash Receptacles (0) * Façade Program (2) * Historic Lighting (0) * Main Street Guidelines Book (1) * Streetscape consistency (0) * HQBD/City Partnership (0) * Riverfront (1) * Parks within the District (1) * TIF Program (0) * Stake Holders (0) * Historic Building Stock (0) * Developers, Lofts (1) * Possible Transportation Center (0) * Large Weekend Activities (0) * Infrastructure (streets, sidewalks) (0) 	<ul style="list-style-type: none"> * Parking Lots (7) * Unattentive/absentee owners (2) * Planters (Condition/location) (0) * Maintenance of Trees (0) * Historic Building Stock (0) * No Public Art (1) * Benches/Bike Racks 2) * Lack of Creative Signage (0) * Aging Infrastructure (1) * Creative Deising (add beauty) (1) * Location (0) * Need Retail Diversity (0) * Negative Attitude (0) * No Enough Volunteers (0) * Life in the Slow Lane (Theatre) (0) * Lack of Storefront lighting (7) * Window Blight (4) 	<ul style="list-style-type: none"> * Intermodal Facility (which would provide sustainability, construction & Business Jobs, give opportunities to branch out and has funding already in place) (2) * Parking Lots (Funding, once started then a speed up) (0) * New Construction (0) <li style="padding-left: 20px;">Domino Effect * Increased Public Art (19) <li style="padding-left: 20px;">Annual Event or partner with an Arts Organization * Absentee Property Owners (16) <li style="padding-left: 20px;">Stricter Rules/Guidelines * Big Splash Christmas Decorations (9) * Ice Skating Rink in Washington Park (6) * Find Parking Solution (8) * White Lights in Small Trees (1) 	<ul style="list-style-type: none"> * Weather/Acts of God (0) * Deteriorating Buildings (3) * Lack of Funding Due to Economy/Politics/Taxation (1) * Aging Population (1) * 5 O'Clock Syndrome (Lack of Nightlife) (10)



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