INTOWN CONCORD, INC.

STRATEGIC PLAN FOR 2016-2020

MAY 2016
I. VISION STATEMENT

Intown Concord is an organization dedicated to the success and vitality of downtown Concord, New Hampshire. Downtown Concord is a unique, urban commercial space in the region. At a time when many urban centers are experiencing renaissances, downtown Concord also continues to thrive and attracts shoppers, visitors, and residents to its streetscape. In 2016, Intown Concord, and the downtown community as a whole, benefitted from completion of the City’s Complete Street Project. Building upon the success of that project, the Directors of Intown Concord chose this opportunity to identify the organization’s goals and establish a framework for success in the next five years. Over this period, the Directors envision a larger, more visible, and more vibrant organization and the Directors believe that executive staff is necessary to realize this vision. This plan is intended to identify the means of obtaining these goals.

II. MISSION STATEMENT

The mission of Intown Concord is to promote and enhance the business environment, cultural activities, downtown living, and appearance of historic downtown Concord.

III. CONSTITUENCY

<table>
<thead>
<tr>
<th>STAKEHOLDERS</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Supporters”</td>
<td>Entities and individuals who support Intown Concord through supporter contributions or through volunteering</td>
</tr>
<tr>
<td>“Sponsors”</td>
<td>Entities and individuals who sponsor discrete events and programming</td>
</tr>
<tr>
<td>“Partners”</td>
<td>Entities and individuals with whom Intown Concord collaborates with</td>
</tr>
<tr>
<td>“Audience”</td>
<td>The entities and individuals who participate in Intown Concord programming</td>
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</tbody>
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Intown Concord’s supporters include many downtown businesses, residents, and merchants. Our sponsors include local and national businesses and institutions. Our partners include downtown businesses, the City of Concord, and other non-profit organizations. Our audience includes area residents, landowners, and government officials. As our recent GAP analysis showed, downtown Concord is already a regional hub for commerce, services, and culture. Increasingly, and with the completion of the Main Street Project, downtown Concord is also a destination for visitors and tourists.

A strong downtown Concord is a vital economic and cultural engine for the region. While the participation and support of the downtown community is vital to the organization’s success, Intown Concord should also seek partnerships and the support of residents, businesses, and non-profits in the surrounding areas. In other words, Intown Concord’s constituency should include those individuals and entities that benefit directly and indirectly from a vibrant downtown.

IV. PROGRAMMING AND SERVICES

A. Organization

Intown Concord, Inc. is a New Hampshire voluntary corporation recognized as a charitable, tax-exempt organization under 501(c)(3) of the Internal Revenue Code. The organization is controlled by a Board of Directors, comprised of area residents, community members, business-owners, non-profit and government representatives, and professionals. The organization has a small staff consisting of a full-time Operations Manager and one part-time Events Coordinator. Day-to-day oversight is provided by several governance committees, including an Executive Committee (comprised of the Board’s officers), an Economic Vitality Committee, a Structure and Streetscapes Committee, and a Marketing and Communications Committee.
The organization, as it is currently comprised, relies heavily on both Board and volunteer participation. A copy of Intown Concord’s organizational chart is attached at Appendix A.

**B. Programming**

The organization has an annual lineup of events and programming. These events take place in the streetscapes of downtown Concord and bring together the business, residential, and governmental communities. Our annual events and programming includes (i) the Market Days Festival; (2) Halloween Howl/Midnight Merriment; (3) Upstairs/Downtown Walking Tour; (4) Economic Development Programming; and (5) Beautification. Please see Appendix B for a more detailed discussion.

**C. Competencies**

The organization has a proven track record of organizing large, community events. For most of our constituents, Intown Concord, Inc. is known as the organizer of the Market Days Festival. In the past few years, Intown Concord has reinvigorated this forty-year tradition with new vendors and programming areas, improved community involvement, and increased brand recognition. Intown Concord continually strives to carry that brand recognition to its other events. The organization also excels at coordinating business and beautification initiatives, such as the Discover Downtown series and Holiday Wreaths program, and supporting our constituents throughout the year. Increasingly, Intown Concord has improved the quality and quantity of its communications, as well as its visibility on social media, and leveraged our relationships with businesses, residents, other non-profits, and the City, to publish a weekly newsletter.

These competencies have resulting, during this strategic planning process, in new partnerships with local businesses, non-profits, and the City of Concord for additional programming. Such programming includes the Capitol
City Classic 10k, organized by Runner’s Alley and held in conjunction with the Market Days Festival, a series of outdoor movie screenings with Red River Theaters, and the City’s summer music series.

V. GOALS, OBJECTIVES AND PRIORITIES

A. Goal #1: Review Organization Structure

The Directors believe that, to achieve its goals, it will be necessary to restructure the organization. The most pressing concern will be the development of an organizational structure that recognizes the current job duties and expectations of staff and reconciles the same with organizational documents. This includes the amendment of the Operations Manager’s job description. A committee will be appointed to review the existing organizational structure, including committees and staff, and present recommendations for committees, staff, job titles and responsibilities, compensation, and other related items. This committee should initially focus on current issues organizational issues and a transition plan to any future organization structures.

The Directors believe that, in order for Intown Concord to achieve its goals, a full-time Executive Director will be needed. But the timing of this change must recognize economic realities and not be to the detriment of the organization’s mission or other goals.

B. Goal #2: Increase Supporters

The board should consider ways to increase Intown Concord’s base of support by establishing a committee that consists of Board members and supporters, sponsors, and partners. The committee should develop defined strategies for achieving this goal. Defined strategies might include:

- public participation on Intown Board committees
- expansion of committees to encompass mission-driven focus areas
• individual donations/support programs
• more diversified types of businesses for financial support
• expanded geographic base of support beyond downtown Concord

Any specific strategies adopted by the organization should be aimed at increasing the number of supporters, sponsors, and partners that participate in Intown Concord’s events and programming.

C. Goal #3: Engage with Businesses, Residents, Local Government, and Community Organizations

Intown Concord has enjoyed unprecedented success in its programming in recent years, and downtown Concord itself is experiencing a revival thanks, in part, to the Complete Streets Project. Intown Concord should capitalize on this momentum by improving our relationships with existing supporters, sponsors, and partners and finding new partners for achievement of our mission. These efforts should be conducted by the organization, as well as by individual Directors and staff, in their respective capacities. Such meetings should include discussions with local organizations and government entities, (including, but not limited to, other area community organizations, Merchants Roundtable, and the Greater Concord Chamber of Commerce) to review current collaborations, as well as discuss new opportunities. Periodic meetings with City officials should also occur to explore how the City and Intown could potentially partner on economic development efforts.

At the same time, branding, interaction with residents, the development of downtown Concord-specific recognitions and awards, and continued programming will improve our credibility with residents, business-owners, and other constituents. Because communications with the public has moved inextricably toward digital platforms, Intown Concord will deploy its resources to identify opportunities for web, social media, and other non-traditional marketing opportunities. The goal shall be to maximize the organization’s marketing reach and elevate its visibility in the community. Intown Concord
will also continue to explore partnerships with colleges and universities and other community organizations. These partnerships will assist the organization in integrating our programming with the community at large and increasing opportunity for cross-promotion. Engagement will also assist Intown Concord in recruiting volunteers and strengthening our brand.

D. Goal #4: Focus on Fundraising

The quality of Intown Concord’s programming and advocacy depends on the availability of funds to finance large productions and events. The organization’s current model relies upon a grant from the City of Concord, supporter contributions from our constituents, and revenue from events. In an era of increasing competition for a smaller pool of non-profit donations, attention to fundraising is critical. To ensure that Intown Concord continues to benefit from the strong financial support of its supporters, sponsors, and partners, the organization should focus on developing promotional materials for distribution to current and prospective contributors, continue its production of high-quality programming, package new and unique sponsorship opportunities, and identify new supporters and sponsors.

To achieve this goal, Intown Concord will require Directors and staff to prioritize fundraising. The organization should undertake a study that would identify the funding needed to support a full-time Executive Director and staff in the next three years and identify potential funding sources.

E. Goal #5: Improve the Mission-Focus of Events / Activities

Intown Concord promotes downtown Concord, primarily, through its events. But events are a conduit for satisfaction of our mission (either through branding, fundraising or both), not the mission itself. Because of this symbiosis, event planning should have a measureable impact on Intown Concord’s mission. In addition, planning for events and activities should consider branding opportunities and the financial impact on the organization’s budget. This process will ensure that Intown Concord’s efforts are directly or
indirectly furthering its mission. Criteria to be used in the development of existing and new programing including, but not limited to:

1) Relation to mission statement
2) Relation of programming to targeted constituencies,
3) Financial impact
4) Visibility to community
5) Allocation of staff resources
6) Allocation of Board resources

The Directors believe that standards and measurable metrics should be established. Using such standards, existing and future events and activities should be reviewed annually at the Board retreat for the purpose of their relationship to Intown Concord’s mission and financial viability.

F. Goal #6: Advocate for Downtown Concord

Intown Concord should be an advocate for issues that impact the organization’s Mission. The organization has credibility with its constituents and the City of Concord as an important part of downtown Concord’s economic engine. The Directors believe that the organization should use these relationships to focus community support behind future initiatives and programming. This goal can be realized through leverage of Intown Concord’s marketing resources to highlight relevant issues, participation in local government meetings and roundtables, and continued event, economic development, and beautification programming.

VI. ABOUT THE STRATEGIC PLAN

Intown Concord’s strategic planning process began in June 2015 and included monthly committee meetings and a Board-level retreat and survey. Special thanks to Ellen Koenig for helping to facilitate this process.
STRATEGIC PLANNING COMMITTEE MEMBERS

Elyssa Alfieri
Zoe & Co. Professional Bra Fitters

Greg Lessard
Concord Food Co-op

Gerry Carrier
Little River Oriental Rugs

Aryn Marsh
Live Juice!

Steve Duprey
The Duprey Companies

Nathan Warecki
Sheehan Phinney Bass & Green PA

Michael Herrmann
Gibson’s Bookstore
APPENDIX A

INTOWN CONCORD, INC.
Organizational Chart

Intown Concord
Board of Directors

Executive/Finance Committee
(Led by: Elyssa Alfieri, BoD President; Michael Herrmann, BoD Treasurer)

Strategic Planning Committee
(Led by: Nathan Warecki, BoD Vice President)

Governance

Development

Programming

Evaluation and Metrics

Operations & Development
(Liza Poinier – Operations Mgr.)

Communications/Marketing
Office Operations
Supporter Relations
Annual Meeting
Fundraising, Sponsorship and Grant Requests
Community Collaborations (Main Street Project, Chamber of Commerce, etc.)

Events – Strategy & Implementation
(Susan Sokul – Events & Communications Coordinator, with Board support)

Market Days Festival (June)
Halloween Howl (October)
Midnight Merriment (December)
Discover Downtown (year-round; in partnership w/Merchants Roundtable)
Volunteer Engagement (year-round)

Economic Vitality
(Sean Skabo)

Downtown Dollars
Business Recruitment & Retention (Retail Gap Analysis)
Downtown Merchant Workshops
Shopping, Dining, and Lodging listing on website
Merchants Roundtable Collaboration

Structures + Streetscape
(Domenic Ciavarro)

Façade Improvement Grant Program
Upstairs, Downtown Walking Tour
Seasonal Decorations Program
i. **Market Days Festival**

Market Days Festival is a three-day, summer staple drawing tens of thousands to the heart of Concord, New Hampshire. This free, annual community event is a defining occurrence for Intown Concord and the downtown. Market Days draws hundreds of vendors, performers, and exhibitors to Main Street and its periphery. Programming includes concerts in Eagle and Bicentennial Squares, family-friendly activities on the State House lawn, a beer and hospitality tent in the center of the festival, and much more.

ii. **Halloween Howl/Midnight Merriment**

Intown Concord’s lineup of free, annual holiday events taking place in October and December. Both bring thousands of shoppers and residents to Main Street, introducing and reintroducing the community to the shops and merchants that inhabit downtown Concord.

iii. **Upstairs/Downtown Walking Tour**

An annual tour of the street-level, underground, and upper story spaces of downtown Concord. Recent destinations have included Phenix Hall, Odd Fellows Hall, the Remi Block, and other historic and unique areas of Main Street.

iv. **Economic Development Programming**

Intown Concord organizes a dozen or so economic development programs each year. Downtown Dollars and the Discovery Downtown series focus on drawing shoppers to downtown merchants and
businesses through organized marketing efforts. In addition, Intown Concord identifies economic opportunities in the area and available storefronts and spaces.

v. **Beautification**

Intown Concord has been involved in efforts to improve the aesthetic appearance of downtown Concord for years. In the past, this has included banners and flower barrels in Main Street. Given the new streetscape, these efforts have refocused on the “feel” of the downtown corridor. Recent programming includes the wildly successful Holiday Wreaths program, Music on Main Street, and a revived Façade Grant Program.