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Executive Summary

The National Trust for Historic Preservation recognized the deteriorating physical and economic assets of traditional commercial districts across the country and developed the Main Street Four-Point Approach in an effort to counteract this trend.

Main Street Loudoun was created in 2001 by the Loudoun County Board of Supervisors and the Department of Economic Development to “promote economic growth and vitality in Loudoun’s towns, while preserving their historic character.” As one of the nation’s fastest growing counties, Loudoun experienced sharp increases in both residential and commercial development during 1990s has continued growing through the 2000s. The Department of Economic Development established the Main Street Loudoun program to ensure its towns retained their historic character while positively benefitting from the economic effects of the county’s growth. However, Main Street Loudoun is not currently operating as a Main Street Regional Coordinating Program, and thus can no longer use the Main Street name.

This plan creates new guiding strategies for the Loudoun County Department of Economic Development and the program that will replace Main Street Loudoun by building upon the four-point approach of Main Street. Stakeholder interviews, including an in-depth look at the Town of Purcellville, the Village of Lincoln, and the suburban neighborhood of Sterling Park, and best practices from other programs around the country help to craft the following recommendations that will allow the Main Street successor program to promote economic development within the context of historic preservation for all of Loudoun’s communities.

I. Economic

- Create a toolkit to assist communities with business recruitment, development, and retention strategies.
- Attract small businesses and entrepreneurs to the county’s traditional commercial districts.
- Develop a stronger relationship between the Main Street Loudoun successor program and existing business associations throughout the County.
- Conduct Community and Economic Impact Reviews of large retail development projects.

II. Design

- Help communities to maintain or create pedestrian-friendly commercial districts.

III. Promotion

- Use promotional strategies to create a collective positive image of Loudoun’s traditional commercial districts.

IV. Organization

- Improve the organizational structure of the Main Street Loudoun successor program.
- Strengthen and expand the educational trainings and workshops of the Main Street Loudoun successor program.
Introduction

This plan has been created for the Loudoun County Department of Economic Development as part of the requirements for completion of the Master of Urban and Regional Planning program at Virginia Commonwealth University. The Department of Economic Development requested a plan to replace its Main Street Loudoun program; this plan builds upon the existing Main Street Loudoun program and develops strategies for the program that will replace Main Street Loudoun, to ensure the Main Street Loudoun successor program is a beneficial resource for all of Loudoun’s communities.

The Loudoun County Department of Economic Development established a countywide Main Street program in 2001. This program functioned predominantly as a networking group for Loudoun’s seven towns, but has not able to establish individual Main Street programs in each of Loudoun’s towns. Recently, the National Trust Main Street Center made the Department of Economic Development aware that because Main Street Loudoun is not properly operating as a Regional Coordinating Program for individual, local Main Street programs in Loudoun’s towns, the program can no longer use the trademarked Main Street name. This plan will develop a new guiding strategy for the Main Street successor program, with the focus on enhancing economic development practices within the context of historic preservation in the commercial districts of all three of the county’s geographic settings: towns, villages, and suburban neighborhoods. By capturing the thoughts and opinions of stakeholders from each of the county’s geographic subtypes, this plan will ensure the new County program is a beneficial resource for all of Loudoun’s communities. In addition to these thoughts and opinions, best practices from around the country were reviewed to provide the County with new ideas that could be incorporated into the Main Street successor program. The second part of this plan uses this information to craft goals and objectives based on the needs of Loudoun’s communities and the resources the County is able to provide, then offers implementation strategies for how the County can best assist its communities.

Main Street programs are community-based initiatives focused on revitalizing historic commercial districts. The National Trust Main Street Center has developed a comprehensive process to assist communities with their revitalization efforts. Main Street’s trademarked four points are at the crux of this multi-faceted approach:

• ECONOMIC RESTRUCTURING: STRENGTHENING THE EXISTING ECONOMIC ASSETS OF COMMUNITIES AND WORKING TO EXPAND AND ATTRACT SMALL BUSINESSES AND ENTREPRENEURS COMPATIBLE WITH THE EXISTING CHARACTER OF EACH COMMUNITY

• DESIGN: ASSISTING COMMUNITIES WITH CAPITALIZING ON THEIR PHYSICAL ASSETS, HELPING TO ADDRESS DESIGN ISSUES RELATED TO MAINTAINING THEIR TRADITIONAL CHARACTER, AND PROMOTING THE IMPORTANCE OF HIGH QUALITY, TRADITIONAL COMMUNITY DESIGN CHARACTERISTICS

• PROMOTION : CREATING A COLLECTIVE POSITIVE IMAGE BY IMPROVING OR CREATING COORDINATED MARKETING AND PROMOTIONS STRATEGIES, EMPHASIZING THE SENSE OF PLACE AND QUALITY OF LIFE TO BOTH VISITORS AND LOCAL RESIDENTS

• ORGANIZATION: ASSEMBLING THE NECESSARY HUMAN RESOURCES AND FINANCIAL CAPITAL TO IMPLEMENT THE MAIN STREET REVITALIZATION PROGRAM, INCLUDING A GOVERNING BOARD, STANDING COMMITTEES, VOLUNTEERS, AND A PAID PROGRAM DIRECTOR

Loudoun County has seven incorporated towns: Hamilton, Hillsboro, Leesburg, Lovettsville, Middleburg, Purcellville, and Round Hill. The County also has thirteen designated villages:
A Plan for the Loudoun County Department of Economic Development: Main Street Loudoun

Aldie, Aldie Mountain, Ashburn Village, Bluemont, Loudoun Heights, Lincoln, Lucketts, Neersville, Paeonian Springs, Philomont, St. Louis, Taylorstown, and Waterford. There are numerous suburban neighborhoods in eastern Loudoun, most of which have their own homeowner’s association. Loudoun County’s seven incorporated towns each have their own local government structure, including a town council. Loudoun’s villages and suburban neighborhoods are unincorporated entities that do not have local government structures and are governed by the nine-member Board of Supervisors.

In order to maintain the sense of place and quality of life associated with Loudoun’s three distinct geographies, this plan will continue to employ the four, broad and comprehensive concepts associated with the Main Street Four-Point Approach™. This framework will define ways in which the County can foster economic vitality in its traditional commercial districts without detracting from the existing assets of these unique places. Loudoun’s towns, villages, and suburban neighborhoods each have many distinctive qualities to build upon; this plan will help identify the collective and individual needs, allowing the County to assist efforts to preserve their core assets while capitalizing on economic development opportunities.

The first section of this plan will outline the Main Street Four-Point Approach and review the Main Street Loudoun program, including why it was created, how it operated within the Department of Economic Development, the challenges it faced, and why the program is still vital for accomplishing the County’s larger economic development goals. In order to understand how the Department of Economic Development can most effectively assist Loudoun’s communities with implementing the Main Street Four Points, the thoughts and opinions of stakeholders that have been involved with the Main Street program were captured through interviews and evaluated. The Community Profiles section provides an in-depth look the specific needs associated with the three community-types in the county, by examining the Town of Purcellville, the Village of Lincoln, and the suburban neighborhood of Sterling Park. In addition to these three communities, stakeholders from a cross-section of the county’s towns and villages were interviewed, to ensure the Main Street Loudoun successor program will be a valuable resource for all of Loudoun’s communities.¹

While Main Street is a proven and successful approach for economic development within the context of historic preservation, programs from across the country working towards similar goals were reviewed to supplement the concepts of the Main Street approach and provide the County with other ideas for enhancing the vitality of its communities.

The information in the first section of this plan establishes a context for the recommendations in the following sections, which have been formulated around the four points of the Main Street Approach. These economic, design, promotions, and organizational recommendations will allow the Department of Economic Development to support Loudoun’s communities in their pursuit of maintaining a high quality of life and sense of place while prospering economically:

¹ Attempts were made to interview stakeholders from suburban neighborhoods other than Sterling Park, but these efforts were unsuccessful.
I. Economic: sustaining a vibrant mix of businesses, improving communications between business associations, and ensuring Loudoun's traditional commercial districts retain their sense of place and quality of life.

II. Design: maintaining or creating pedestrian-friendly commercial districts

III. Promotions: creating a positive collective image for Loudoun's towns and villages

IV. Organization: specifying the roles both the Department of Economic Development and the Main Street Loudoun successor program should play in implementing the recommendations of this plan.

The members of Main Street Loudoun are currently in the process of drafting a mission statement and selecting a name for the new program. For the purposes of this plan, the new program will be referred to as the Main Street successor program.
The National Trust Main Street Center

In 1980, the National Trust for Historic Preservation created the National Main Street Center with the mission of revitalizing the downtown areas of small towns across the country by restoring economic vitality to traditional commercial districts. The suburban growth models that dominated the American landscape during the post World War II era through the very recent past effectively drained the life out of downtowns, Main Streets, and commercial corridors across the nation. The National Trust recognized the importance of these traditional business districts, specifically their historic commercial architecture and the economic value of their businesses. The initial Main Street pilot project in the late 1970s focused on three issues: understanding why downtowns were dying, identifying the factors affecting downtowns health, and developing a comprehensive revitalization strategy to save historic buildings. These early efforts helped Main Street to develop its trademark, Four-Point Approach:

- **Economic Restructuring**: strengthening existing economic assets while expanding and diversifying the economic base, sharpening competitiveness of existing businesses, recruiting compatible new businesses, and converting vacant or underutilized buildings into economically productive property.
- **Design**: getting the commercial district into top physical shape, capitalizing on assets such as historic buildings and pedestrian-scale amenities, and creating an inviting atmosphere through window displays, street furniture, signage, landscaping, etc.
- **Promotion**: selling a positive image of the commercial corridor through advertising, retail promotional activity, special events, and marketing campaigns to encourage consumers to live, work, shop, play, and invest in the district.
- **Organization**: getting everyone working towards the same goal and assembling the necessary human and financial capital to implement the Main Street revitalization program, including a governing board, standing committees, volunteers, and a paid program director.

Main Street programs have made a significant impact on communities across the country. According to the National Trust for Historic Preservation, between 1980 and 2006, in more than 2,050 communities throughout the country, the Main Street Approach™ has produced the following results:

- **Total amount reinvested in physical improvements from public and private sources**: $41.6 billion
- **Average investment per community**: $11,083,273
- **Net gain in businesses**: 77,799
- **Net gain in jobs**: 349,148
- **Number of buildings rehabilitated**: 186,820
- **Reinvestment Ratio (amount of new investment that occurs on average for every dollar community spends to support Main Street program)**: $25.76 to 1

In Clarksville, Missouri, the Main Street Four-Point Approach™ was employed to revitalize a once bustling business district near a shipping port along the Mississippi River. By the late 1980s, the buildings that lined Clarksville’s downtown were dilapidated with broken windows, leaking roofs, and deteriorating facades. The Historic Clarksville, Inc. nonprofit organization was formed with the vision of saving downtown’s historic structures by buying and redeveloping them, or helping the private sector do the same, in order to rent or sell properties to new businesses to jump-start the economy. Despite a lack of confidence and funding from the city council, Historic Clarksville was able to gain momentum by developing a vacant downtown lot into...
a park, which ignited public confidence in the program and helped the group solicit donations to take on more aggressive rehabilitation projects for the 31 commercial structures in downtown.

The group’s revitalization efforts also included recruiting the appropriate mix of businesses from four defined retail niches to downtown; this dramatically changed the vacancy rate in downtown from 86 percent in 1990 to zero in 2003. The organization also established promotions to draw visitors and prospective businesses to town and created workshops to assist merchants with running their business and to help local contractors understand preservation. Clarksville was awarded with a Great American Main Street Award in 1995. The Main Street Four-Point Approach™ provides a comprehensive strategy for commercial district revitalization by encouraging economic development within the context of historic preservation.

By advocating community self-reliance and local empowerment, Main Street programs help localities to rebuild commercial districts based on their unique assets: distinctive architecture, pedestrian-friendly environments, personal service, local ownership, and a sense of community. Beyond the Four-Points, the Main Street program also offers eight guiding principles that characterize successful revitalization projects:

- **Comprehensive nature**: a single focus will not lead to long-term revitalization or sustainable results, the comprehensive approach of the Four-Points is essential.
- **Incremental**: revitalization will not happen overnight. Basic activities are needed to create public confidence in the program; as the program matures, more complex and sophisticated projects can be tackled.
- **Self-Help**: the will and desire of local leaders, resources, and talent is necessary in order to produce long-term success, local leadership must foster community involvement and commitment to the revitalization process.
- **Partnerships**: both the private and public sectors are essential to revitalization success, each must understand their role in the process and the other’s strengths and weaknesses.
- **Identifying and Capitalizing on existing assets**: every district has unique qualities and these must serve as the foundations for all aspects of revitalization.
- **Quality**: concentrate on creating quality products for Main Street, from neat and clean storefronts to professional marketing materials, in order to establish a positive overall appearance for the district.
- **Change**: carefully planned Main Street programs will help shift public perceptions of the district; equally important, new business practices, different ways of thinking, and improved physical appearance of the district will be
necessary to create this new perception.

- **Implementation:** visible results from completed projects are necessary for success and serve as a clear reminder of revitalization efforts; constant activity from the Main Street program raises public confidence and helps to increase participation levels.

The most common organizational model that Main Street programs follow is that of a free-standing nonprofit. The National Main Street Center suggests this approach because creating a new nonprofit to administer the program allows for a clear and independent mission focused on revitalization and new goals to infuse a spirit of change into the community. Additionally, the nonprofit can bring together both the private and public sectors for the revitalization process, but operate outside the arena of local politics, which is more difficult for programs housed within local government. There are several other organizational models, with both advantages and disadvantages, which Main Street programs may follow, including:

- **Local government departments:** local government-run programs have the advantage of stable funding, but can deter the development of private sector involvement in the Main Street program
- **Chambers of commerce:** reduction of start-up costs for the Main Street program since staff and office space may be shared with the existing chamber, however a chamber of commerce usually has a more expansive focus while Main Street programs are intended to focus on a single commercial district
- **Community development corporations:** can help to integrate the Main Street program with other community development initiatives, but the Main Street staff will likely end up focusing on activities related to the larger mission of the community development corporation, not just the business district in need of revitalization
- **Merchants associations:** often initiate interest in establishing a Main Street program, but may not have the organizational capacity or funding to sustain a comprehensive revitalization effort
- **Special tax districts:** provide an excellent source of funding for Main Street revitalization, but may create ill-will among property owners because of the mandatory increase in tax assessment
- **Downtown development authorities:** usually have many of the qualities needed in a Main Street group, however if this group has a poor public image in regards to dealing with downtown issues the Main Street group may suffer.

The role of the National Main Street Center is to serve as a clearinghouse for information, technical assistance, research and advocacy for the preservation-based revitalization movement. Through consulting services, conferences, publications, membership, newsletters, and trainings, the Center educates and empowers individuals and local organizations to lead the revitalization of their downtowns and neighborhood commercial districts. National Trust Main Street Center membership is open to both organizations and individuals, at a cost of $250 per year. Benefits of membership include:

- **Main Street News:** monthly journal providing in-depth feature articles, best practices case studies, and network news
- **ShopMainStreet.org:** a vehicle for revitalization organizations to promote their businesses with e-commerce capabilities
- **Online Database Resources:** allow members to receive exclusive access to documents and information in online database library - the Knowledge Base
• **Members Directory**: contact information for other network members in the Members Directory.
• **Main Street List Serve**: dynamic, active online forum, allows revitalization professionals to post questions and get firsthand advice from colleagues around the nation.
• **Discounts on books, trainings, and conferences**: members receive a substantial discount on Center-produced books in the Main Street Bookstore and on conferences such as the National Main Streets Conference, the National Preservation Conference, and other trainings, and a 10 percent discount on Preservation Books publications.
• **Quarterly E-Bulletin**: reminds members to take advantage of membership benefits, informs members about current events at the National Trust for Historic Preservation and the National Trust Main Street Center, and connects members with resources.
• **Secure Online Contributions Page for organizations**: the National Trust hosts contribution pages on their secure web site and allows members to link to their secure online contribution pages through the member’s web page, free of charge.
• **Members on Main Program**: allows organizations to offer National Trust memberships to their constituents for free.
• **Volunteer Opportunities web page**: allows organizations to attract more volunteers.
• **National Trust Membership List Exchange**: cost-effective way for members to build a list of supporters or to promote a special event.
• **Access to Insurance**: allows members to access insurance for health and special insurance for buildings, businesses, events, and organizations.
• **Full National Trust member benefits**: subscription to the award-winning magazine, *Preservation*, published bi-monthly; access to *Preservation’s* online archive; free or discounted admission to National Trust historic sites nationwide, plus a 10 percent discount in most National Trust historic site museum shops; 10 percent discount on Preservation Books publications www.preservationbooks.org.

**Coordinating Programs**: The Main Street network currently consists of over 40 Coordinating Programs, with more than 1,200 active local Main Streets nationally. The National Main Street Center relies on Coordinating Programs to provide local Main Street organizations with training, tools, information, and networking needed for successful revitalization efforts. These Coordinating Programs exist at state, regional, and city levels and are structured as government entities or nonprofit organizations. Coordinating Programs actively identify local needs through on-site consulting and training services, which help to establish local programs, plan revitalization strategies, develop detailed implementation plans, and solve specific problems. Training services are often delivered in partnership with the National Trust Main Street Center or other professionals. Coordinating Programs help to raise public awareness for Main Street revitalization and may work with other programs, such as Small Business Development Centers, to enhance services and resources for Main Street communities’ needs. While staffing, services, and funding vary, the median budget of Coordinating Programs is $331,000 with an average of three full-time and two

2 There are also two successful Local Regional Circuit-Rider Main Street programs in the rural counties of Hamilton County, Iowa and Hardin County, Illinois. These Circuit-Rider programs consist of multiple communities, usually very small towns, that band together to pool resources and share staff to implement the Main Street approach in their respective downtown districts. For more information, please see their web sites: http://www.develop.hamiltoncountyiowa.com/, http://www.standingupforillinois.org/mainstreet/town.php?town=Elizabethtown&username=62931
part-time staff serving a median of nineteen local programs each. Most Coordinating Programs also have additional staff or contractors to provide services such as marketing, business development, or design assistance. The primary functions of Main Street Coordinating Programs are:

- to “translate” and tailor the Main Street approach according to the specific economic conditions, economic development tools, and resources in their geographic region;
- to select local Main Street districts and programs for participation;
- to provide an appropriate scope of technical assistance and, in a few cases, financial assistance to local Main Street organizations;
- to provide networking, advocacy, and encouragement to participating local Main Street programs;
- to serve as a liaison with the National Trust Main Street Center, and to identify which local programs annually meet the standards of National Main Street Program Accreditation.

Local Main Street Programs

There are three major components of local Main Street programs: volunteers, governing board, and staff. Whether they are operating as a standalone, nonprofit entity, or as part of an existing Business Improvement District or Community Development Corporation, volunteers create, support, and participate in the program’s revitalization efforts and are critical to the success of Main Street. Average size Main Street programs have 40 to 60 volunteers engaged in revitalization planning and implementation. These volunteers work on committees structured around the four-points - economic, design, promotion, and organization. Local Main Street programs also have a governing board representative of the broad constituency necessary for successful revitalization, including business owners, property owners, local government officials, citizens, financial institutions, civic groups, and media, among others. The governing board is responsible for funding, policy, and planning for Main Street. Lastly, local Main Street programs employ a Program Manager or Executive Director to manage the program, coordinate volunteers, assist with program implementation, and act as the primary spokesperson for the organization.

The Adams Morgan Neighborhood in Washington, D.C. is an example of a successful local Main Street program. Tryst is a popular local bistro in the neighborhood.
**Virginia Main Street**

Administered through the Department of Housing and Community Development, Virginia Main Street serves as the coordinating program for 21 designated communities and 55 affiliate communities throughout the Commonwealth of Virginia through three full-time technical staff, one part-time administrative staff, and the Virginia Main Street Architect. Virginia Main Street is structured as a self-help program and does not offer funding, but provides valuable assistance to train, prepare, and support communities at no charge. To become a designated community, the following minimum criteria must be met:

- Total population of 75,000 or less
- Fifty commercial enterprises and seventy commercial structures in proposed Main Street district
- Two-thirds of structures commercial (or zoned commercial)
- Pedestrian scale and orientation with ground floor storefronts
- Twenty-five percent linear street frontage and a setback of fifteen feet or less from the sidewalk
- Compact size and regular pattern of sidewalks

3 It should be noted that Leesburg, Purcellville, and Middleburg are likely the only communities in Loudoun County that would meet the Virginia Main Street requirements needed to become a designated community.

Fully designated Main Street communities are selected through a competitive application process held every three to four years. Virginia Main Street offers a variety of technical and specialty services to its fully designated communities, ranging from organizational assessment, to on-site technical design assistance, and program manager training.4 These services are most intensive during the first few years if a program’s life, and are provided on a performance-based approach. For example, prior to facilitating a board planning retreat for an organization, Virginia Main Street may ask that the board read a particular article and complete and submit a survey on goals to be used during the facilitation as a precondition for providing the service. More mature Main Street communities receive similar services as needed, with the exception of services specifically geared toward getting the program off the ground (reconnaissance visit, initial organizational visit). Virginia Main Street also provides a core competencies checklist to assist communities with the incremental and comprehensive process of downtown revitalization. The checklist outlines general tasks and projects vital to the continual growth and development of a Main Street program, and Virginia Main Street uses the checklist to evaluate the progress of designated Main Street communities.

In addition to full designation, Virginia Main Street offers the opportunity of affiliate program status to communities beginning to explore revitalization options, those preparing for designation, or those who do not meet eligibility criteria. Affiliate communities receive access to training by state and national downtown development experts, but may not use their Virginia Main Street commercial district affiliation status for marketing or promotional materials. Unlike the competitive full designation process, communities may become affiliates of Virginia Main Street.

4 For a complete list of these services, please refer to the appendix.
Street at any time by simply filling out an application and being accepted. Commercial district affiliate communities must meet the following requirements to receive Virginia Main Street services:

<table>
<thead>
<tr>
<th>Requirements</th>
<th>Services</th>
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<tbody>
<tr>
<td>Pedestrian oriented commercial district</td>
<td>Main Street Essentials</td>
</tr>
<tr>
<td>Broad-based revitalization organization</td>
<td>Topical Training</td>
</tr>
<tr>
<td>Use of comprehensive Main Street Approach™</td>
<td>Scholarships</td>
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<tr>
<td>Active Participation</td>
<td>Remote Consultation</td>
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<td></td>
<td>Resource and Information Sharing</td>
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</tbody>
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Source: Virginia Main Street Program Guidelines, 2006

Loudoun County Growth and Development: Establishing a Context for the Creation of Main Street Loudoun

Loudoun County was created in 1757 when the Virginia House of Burgesses divided Fairfax County. The western section was named for John Campbell, Fourth Earl of Loudoun, a Scottish nobleman who served as Commander-in-Chief for all British armed forces in North America and titular Governor of Virginia from 1757 to 1759. Loudoun’s earliest settlements began to crop up by the 1720s and continued through the early twentieth century with the incorporation of Round Hill in 1900. The Quakers played an important role in establishing a number of western Loudoun’s earliest communities during the 1720s, including Waterford, Lincoln (originally Goose Creek), Hamilton (originally Harmony), and Unison (originally Union). Germans from Maryland and Pennsylvania settled the Lovettsville area between 1745 and 1760, and the region west of the Catoctin Mountains saw an influx of Quakers, Germans, Irish and Scots-Irish. Leesburg, named for the influential Lee family, was settled in 1758 and has continuously served as the County seat for over 250 years. James Dillon was Purcellville’s first settler in 1764; prior to 1852 Purcellville was known as Bonadventure, but was renamed after Valentine Vernon Purcell, who established Purcel’s Store and Post Office and was later appointed Postmaster in 1822. The Town of Middleburg was established in 1787 by Revolutionary War Lieutenant Colonel and Virginia statesman, Levin Powell. Hillsboro, the first two-mill town in the Virginia Piedmont, became an official town in 1802.

Agriculture was the dominant industry for Loudoun’s 20,000 residents through the first half of the twentieth century. The landscape of eastern Loudoun began to change with the construction of Dulles International Airport in 1959, which extended sewer and water throughout the area and

Downtown Culpeper is a fully designated Virginia Main Street community.
quadrupled the price of land from $125 an acre to $500 an acre. The construction of the airport led to additional roadways better connecting the somewhat isolated area to its primary users 26 miles to the east in Washington, D.C. With taxes less than half of those in Fairfax County and a simple 30 minute commute, Loudoun County became an easy sell to the growing population of the Washington, D.C. metropolitan area.

During the 1990s, aircraft operations at Dulles Airport significantly increased, and in 2000 the airport was the fastest growing of the world’s fifty largest airports. Around the same time, the Washington, D.C. metropolitan area began to attract a large number of technology oriented industries, and many of these jobs were captured by the surrounding counties in Virginia and Maryland. Loudoun County initially experienced population increases (doubling between 1970 and 1990), attributed to workers in Washington, D.C. and Fairfax County seeking more affordable housing and convenient roadway access along Route 66, Route 7, the Dulles Toll Road, and the Dulles Greenway. However, the County developed a non-residentially dependent commercial base much earlier in its growth sequence than is typical of suburbanizing jurisdictions, attributed to the burgeoning technology industry in the Washington, D.C. metropolitan area.
This intense residential and commercial growth significantly transformed the landscape of eastern Loudoun County from mostly farmland to suburban style neighborhoods and strip retail centers, and created three distinct geographic settings within the county. The areas west and south of Leesburg retained the traditional small town and rural character associated with pre-1960 Loudoun County, while eastern Loudoun County became highly suburbanized. While the core commercial districts and surrounding historic neighborhoods in Loudoun’s towns have been preserved, suburban style shopping areas, strip centers, and neighborhoods have begun to develop on the outskirts of these historic cores, detracting from the overall setting and drawing business away from traditional commercial districts. The County recognized the importance of preserving the sense of place and high quality of life found in its three distinctive geographies, in addition to helping these places capture the economic development opportunities that were being created during this time of rapid growth.

Main Street Loudoun: Program Operations

Loudoun County is governed by a nine-member Board of Supervisors responsible for setting County policies, adopting ordinances, appropriating funds, approving land rezonings and special exceptions to the zoning ordinance, and carrying out other responsibilities set forth by the State Code. The Department of Economic Development is one of over forty departments within Loudoun County’s government and provides leadership, strategic advice, and customer service towards creating an economically vibrant and globally competitive community. Main Street Loudoun is one of the department’s six public-private partnerships within the

<table>
<thead>
<tr>
<th>Decennial Population Trends, 1930-2030</th>
<th>Population</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1930</td>
<td>19,852</td>
<td>N/A</td>
</tr>
<tr>
<td>1940</td>
<td>20,291</td>
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<td>1950</td>
<td>21,147</td>
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<td>1960</td>
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<tr>
<td>1970</td>
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<td>1980</td>
<td>57,427</td>
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<td>1990</td>
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<td>14.30%</td>
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Source: U.S. Census Bureau, Decennial Census 1930 to 2000; Loudoun County Annual Growth Summary 2006
Department of Economic Development, which also include the CEO Cabinet, the Design Cabinet, the Economic Development Commission, the Rural Economic Development Council, and the Science and Technology Cabinet. These partnerships are designed to solicit community expertise and assist the department with achieving its goals.

The Main Street Loudoun program was started in 2001 as an effort to promote economic growth and vitality in Loudoun’s towns, while preserving their historic character. The Loudoun County Board of Supervisors, in partnership with the Loudoun Convention & Visitors Association, created an Exploratory Towns Team comprised of approximately forty-five people from each of the seven towns and the Village of Waterford. The Exploratory Towns Team proposed a new program based on the National Trust’s Main Street model, called Main Street Loudoun, to help Loudoun’s towns with their economic development, historic preservation, tourism, and planning efforts. This program was to initially be focused on Loudoun’s seven towns, with the county’s villages and neighborhood business districts incorporated down the line. Around this time, Loudoun County was at the peak of its rapid growth, having nearly doubled its population between 1990 and 2000.

The 2001 Main Street Loudoun Program Concept listed an array of services that would be available to Loudoun’s towns through Main Street Loudoun:

- **Small Business Incentives**: assistance programs with renting or leasing spaces (rent or utility subsidy).
- **Exterior Building Improvement Programs**: Grants or loans for painting, landscaping, or building rehabilitation or conservation.
- **Professional Services**: Consultants for parking, traffic calming, corridor studies, industry studies.
- **Professional Design Services**: Architects, Design charrettes, revitalization or new development small scale modeling, landscaping, streetscape designs.
- **Basic Services**: Main Street organization (contact with National Main Street and expanded County Economic Development, Planning and Loudoun Convention & Visitors Association services)
- **Services**: printing, promotional, and marketing.

These services were to be carried out in partnership between the Department of Economic Development, Department of Planning, Loudoun Convention & Visitors Association, the Main Street Advisors, and outside consultants when necessary.\(^5\)

Representatives from Leesburg were involved with the initial Exploratory Towns Team.

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\(^5\) There were three Main Street Advisors from the Department of Economic Development, Loudoun Convention & Visitors Association with knowledge in marketing/promotions, and Leesburg who had previous experience with a Main Street community.
This assistance was a key component of the Main Street program; however, a consistent service level for these offerings could not be established. Some of these services were offered to communities, such as the town Assessments completed in 2004 by Arnett Muldrow and Associates, and charrettes through the Design Cabinet on a variety of traditional downtown design issues, including traffic calming, site-specific redevelopment, or more general community visioning. (The Design Cabinet is a group of volunteers from the fields of architecture and urban design that encourages the highest quality physical design in Loudoun County through its Signatures of Loudoun design awards, and community design charrettes, which are complimentary brainstorming and problem-solving sessions held at the request of both the public and the private sector.) Furthermore, towns were expected to have an endorsement from their councils for all project requests, develop a strong volunteer base to work in concert with Main Street Loudoun and the County, and make a two-year commitment to the County program. Each town appointed a representative
to serve on Main Street Loudoun’s Review Committee, whose responsibilities included identifying priorities and challenges for the program, reviewing service requests, assisting as project manager for implementation, and receiving monthly status reports from towns on Main Street Loudoun projects.

The Main Street Manager charged with overseeing the Main Street program started as a part-time position within the Department of Economic Development, but eventually became a full-time position. Since 2000 there have been four different staff overseeing Main Street Loudoun, and the program is currently administered by the Department of Economic Development’s Community Development Manager, whose primary responsibilities are acting as town liaison and small business development, both of which are related to the Main Street program. Nevertheless, the position is not totally focused on the Main Street program in particular.

**Challenges Faced By Main Street Loudoun**

One of the initial goals of Main Street Loudoun was to establish individual Main Street entities in each of Loudoun’s seven towns. It has become clear over the past seven years that Loudoun’s towns do not have the individual capacity to support some of the key components of a local Main Street Program, including the level of volunteer support needed and the creation of stand-alone nonprofit entities.

However, the Main Street model is most often applied in communities that are in need of intensive revitalization, and it was initially developed for such purposes in the late 1970s and early 1980s. This need for revitalization often

6 It should be noted that Middleburg has continued its Main Street Middleburg group that was established through the countywide Main Street Loudoun program. Main Street Middleburg brings together on a monthly basis all the organizations involved in Middleburg’s downtown. However, they are not a designated Main Street community or affiliate of Virginia Main Street.
spurs volunteers in support of the effort, and the solicitation of volunteers is most effectively accomplished by a new nonprofit organization with the sole purpose of downtown revitalization. Loudoun County’s communities are not in need of intensive revitalization, but its communities are seeking to sustain economic growth and vitality while preserving their historic character, which is the desired outcome of the Main Street approach. Thus, being a formally designated Main Street community is something Loudoun’s towns do not have the capacity to support, but it is also likely not necessary.

Since this initial goal of creating individual Main Street entities in each of Loudoun’s seven towns was not accomplished, the program has stagnated somewhat over the last few years and has not been able to establish a clear mission, as seen through a few of the published vision/mission statements for the program:

“Main Street Loudoun Program: The mission of this county-town partnership is to enhance business ties and tourist travel between the County and its towns, villages, and suburban commercial areas, as well as the Loudoun Convention & Visitors Association.” - County document for bond evaluation.

“Main Street Loudoun concept would be a countywide program that provides tools, resources and technical assistance to our towns, neighborhoods and villages. The program will allow us to preserve that sense of place that makes Loudoun unique.” - County of Loudoun Board of Supervisors Information Item, January 2002.

“Main Street Loudoun is a Partnership between Loudoun County and its towns, villages, and suburban commercial areas, as well as the Loudoun Convention & Visitors Association. Our mission is to improve business and tourism in Loudoun’s historic towns and village commercial centers.” - Experience Main Street Loudoun brochure

“Main Street Loudoun is an economic development program that leverages volunteer resources to encourage new business, attractions, business expansion, capital investment, and tourism growth in Loudoun’s historic commercial centers.” – Rural Economic Development Council Annual Report

Using the Main Street Name

In order to properly meet the criteria set forth by the National Trust Main Street Center, the Main Street Loudoun and the Department of Economic Development would need to serve as a Regional Coordinating Program for communities throughout the County.
This would require:

- Creating economic development tools and resources that reflect the region’s specific economic conditions and needs;
- **Selecting local Main Street districts and programs for participation;**
- Providing an appropriate scope of technical assistance to participating local Main Street programs;
- Providing networking, advocacy, and encouragement to participating local Main Street programs;
- Serving as a liaison with the National Trust Main Street Center; and
- **Identifying local programs that annually meet standards of National Main Street Accreditation.**

Essentially, Loudoun County would need to serve in the same capacity as Virginia Main Street does for the Commonwealth of Virginia, and each community in Loudoun would need to be an individual local Main Street program. It has become clear over the last seven years that Loudoun’s individual communities do not have the capacity to meet all of the requirements necessary to be local Main Street programs, whether it is the volunteer manpower, a paid program director, or the preferred stand-alone nonprofit entity. Additionally, the Department of Economic Development would then be providing many of the same services already available to Loudoun’s communities through the commercial district affiliate program of Virginia Main Street, which would not be an effective use of the County’s resources. Affiliate communities receive access to training by state and national downtown development experts, however, commercial district affiliation status may not be used for marketing or promotional materials. Recent discussions with the National Trust Main Street Center have indicated the County can no longer continue using the trademarked Main Street name.
for its countywide program, since it is not functioning as a Regional Coordinating Program. Since this is not a feasible option for the County or its communities as this time, a new program will grow out of Main Street Loudoun, but no longer utilize the Main Street name.

**Main Street Loudoun: Still An Existing Need**

According to the 2006 Loudoun County Annual Growth Summary, the County’s population increased by approximately six percent between 2005 and 2006, and it is expected to jump by another 40 percent by 2016. While most of the growth and development in Loudoun County has been concentrated in the eastern section of the County, it is likely the next phase of growth and development, associated with the 40 percent population increase projected between 2006 and 2016 that will affect both eastern and western Loudoun County.

Some areas of western Loudoun have already started to experience the impact of the County’s continued growth. Between 2000 and 2006, the Town of Purcellville increased its total population by nearly 84 percent and its number of housing units by 86 percent, both the largest increases of all incorporated towns. Furthermore, the larger Route 7 West Planning Subarea, which includes Purcellville, increased both its population and housing units by approximately 60 percent over the same six-year span, outpaced only by the eastern Loudoun communities of Ashburn and Dulles.\(^7\)

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7 Please refer to the Appendix for Incorporated Town population table. Please refer to the Purcellville Community Profile for Incorporated Town housing trends.
It is inevitable that these growth pressures will continue to alter the landscape of western Loudoun County. If left unchecked, these growth and development forces could adversely affect the small towns and rural villages that contribute to the cultural heritage and high quality of place the County has deemed as three of its guiding principles for future economic growth in its Economic Development Strategic Plan:

- The interdependence between economic development and quality of life.
- Loudoun’s cultural heritage and rural countryside as an essential component to quality of life.
- The unique commerce opportunities presented by Loudoun’s distinguished geographies: suburban, towns, villages, and rural areas.

Additionally, the Economic Development Strategic Plan sets forth the goals of achieving a high quality of place and serving as a favored visitor destination and highlights four strategic initiatives to accomplish these goals:

- Brand and market Loudoun’s assets
- Develop and expand signature attractions and entertainment
- Protect and promote authentic cultural heritage
- Create distinctive neighborhoods and strong amenities

The County’s Revised Comprehensive Plan envisions fostering a vibrant rural economy, preserving the character of towns and villages, and creating a strong sense of community. The Economic Development chapter of this plan notes that part of the guiding economic development strategy over the next five to ten years is creating economically vibrant communities with a high quality of life. As these vision statements, goals, and strategic initiatives indicate, the County recognizes the importance of preserving and maintaining its three unique geographic settings: small towns, rural villages, and suburban neighborhoods. Thus, there is still a clear need for a Main Street-like program to ensure the high quality of life and strong sense of place associated with Loudoun’s communities continues into the future.

Finally, creating a program to replace Main Street Loudoun will address the strong interest that still exists throughout the county for promoting economic growth and vitality in Loudoun’s towns while preserving their historic character. The group that grew out of the Exploratory Towns Team and into the Main Street Loudoun program has continued to meet fairly regularly on a monthly basis, and has created a previously non-existent forum for stakeholders throughout the County’s communities to work with the County and other communities to address common issues. Even though the Main Street model was created for communities in need of revitalization, it still provides a comprehensive framework for economic development in the context of historic preservation, which, generally speaking, is in

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<tr>
<td>Ashburn</td>
<td>33,581</td>
<td>70,417</td>
<td>36,836 (109.7%)</td>
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<tr>
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<td>7,795</td>
<td>27,374</td>
<td>19,579 (251.2%)</td>
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<td>Leesburg</td>
<td>31,840</td>
<td>48,794</td>
<td>16,954 (53.2%)</td>
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<tr>
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<td>6,499</td>
<td>8,966</td>
<td>2,467 (38.0%)</td>
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<tr>
<td>Potomac</td>
<td>39,113</td>
<td>43,058</td>
<td>3,943 (10.1%)</td>
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<tr>
<td>Route 15 North</td>
<td>2,506</td>
<td>3,790</td>
<td>1,284 (51.2%)</td>
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<tr>
<td>Route 15 South</td>
<td>2,403</td>
<td>2,950</td>
<td>547 (22.8%)</td>
</tr>
<tr>
<td>Route 7 West</td>
<td>12,354</td>
<td>19,710</td>
<td>7,356 (59.5%)</td>
</tr>
<tr>
<td>Southwest</td>
<td>6,056</td>
<td>7,193</td>
<td>1,137 (18.8%)</td>
</tr>
<tr>
<td>Sterling</td>
<td>27,450</td>
<td>30,707</td>
<td>3,257 (11.9%)</td>
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<td>TOTAL</td>
<td>169,599</td>
<td>262,959</td>
<td>93,360 (55.0%)</td>
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Source: 2006 Annual Growth Summary, Loudoun County, VA; U.S. Census Bureau, Census 2000; Loudoun County Department of Management and Financial Services
line with the vision of Loudoun County and its communities. Thus, the framework of the Main Street four points should guide the future objectives of the Main Street Loudoun successor program.

In the past, Main Street Loudoun was heavily focused on the county’s seven towns. However, the Main Street successor program will seek to be a beneficial resource not only for Loudoun’s towns, but also for its villages, and suburban neighborhoods. To help the Department of Economic Development more effectively address the needs specific to these three geographic types, in relation to the goals of the Main Street successor program, a profile for one of each of these community-types was created. These profiles are based on in-depth interviews with stakeholders from each community.

Selection of Communities for Study

The Town of Purcellville, the Village of Lincoln and suburban neighborhood of Sterling Park were selected because of their differing geographies and because each was involved with the Main Street Loudoun program in some capacity. Between five and seven stakeholders were interviewed for each community, each with at least some past experience with the countywide Main Street program.8 The Community Development Manager from the Department of Economic Development assisted with identifying stakeholders for interviews. Most interviews were conducted in-person and some interviews were conducted over the phone; a total of 26 interviews were conducted. On average, the interview’s lasted 30 minutes each.

Community Profile: Town of Purcellville

Purcellville is Loudoun’s second largest town behind Leesburg, with a population of around 7,000. Main Street is Business Route 7 and connects Purcellville to Leesburg and the rest of the Washington, D.C. metropolitan region to the east, and Winchester, Virginia to the west. Purcellville’s 2005 Downtown

8 Please refer to the Appendix for interview questions.
Master Plan defines the Central Business District as being roughly bound by the W&OD Trail to the north, Hatcher Avenue to the east, Main Street to the South, and 21st Street to the west. Main Street from 16th Street west to 32nd Street has many turn-of-the-century historic homes, used as both residential and commercial properties. The scale and setbacks of Purcellville’s downtown buildings create a sense of enclosure; however some areas lack sidewalks, which makes it difficult for pedestrians to stroll and window shop. Downtown is home to a number of well-established local businesses, including Nichols Hardware, Magnolia’s at the Mill, Blackberry’s (coffee shop), and the Farmer’s Market.

Purcellville’s Central Business District and areas adjacent to the district offer opportunities for redevelopment and infill projects that can increase the business opportunities in downtown. The 2005 Downtown Master Plan identifies these areas and offers recommendations for future land use in the downtown area, as well as suggesting streetscape improvements and compatible businesses for downtown and the surrounding commercial areas through a market analysis.

According to the 2006 Annual Growth Summary, the Town of Purcellville experienced the greatest percentage of population increase of all incorporated towns between 2000 and 2006, with nearly an eighty-five percent increase over this six year period. Additionally, nearly half of all of the population growth within the larger Planning Subarea of which Purcellville is a part, Route 7 West, occurred within the town itself. Purcellville also doubled its housing stock between 2000 and 2006, jumping from approximately 1,300 to nearly 2,400 total housing units.

Purcellville is a major hub of commerce for western Loudoun (west of Leesburg), as reflected in its diversified economy, with establishments fairly well distributed over 11 industries. The town’s leading industry in 2006 was Agricultural, Forestry, and Fishing where it accounted for nearly fourteen percent of all County employment in this industry, behind Middleburg (27%) and Upperville (16%).

Magnolia’s at the Mill restaurant in downtown Purcellville.

9 Please refer to the Appendix for a complete breakdown of Purcellville’s industries.
While Purcellville only accounts for around eight percent of all manufacturing employment in the county, the majority of the county’s manufacturing is found in the eastern hubs of Dulles (65%), Ashburn (12%), and Sterling (9%).

The Town of Purcellville has been involved with Main Street Loudoun since its inception in 2000-2001. Stakeholders from Purcellville that have been involved with the Main Street program include town staff (Planning Department and Town Administration), members of the Economic Development Commission, local business owners, and members of the Purcellville Business and Professional Association. There have been efforts within the town to establish its own Main Street program, but these efforts have struggled to find the volunteers necessary for such a program.

The two greatest benefits of the Main Street program noted by the Purcellville stakeholders are the networking opportunities and professional expertise of the charrettes held in coordination with the Loudoun County Department of Economic Development Design Cabinet, which produced a very valuable product for the community. The Design Cabinet Charrette held in Purcellville in 2003 helped form the foundations for the 2005 Downtown Master Plan. Networking opportunities provided a forum for exchanging views on growth issues and the continuous pressures faced trying to balance growth with heritage preservation, and learning about other towns’ projects, specifically those of Middleburg’s Tourism Action Team. Stakeholders maintained the Main Street successor program should work to educate all sectors of the community on positive growth. Specifically, focusing on how large retail developments impact the economic vitality and historic character of downtown. Stakeholders stressed the importance of minimizing the potential loss of historic fabric with three major redevelopment projects, the Cole Farm, O Street,
and the Loudoun Valley Shopping Center, all of which are key initiatives for Purcellville’s future.

One stakeholder does not see clear benefits for Purcellville from the Main Street program and maintained the County does not provide beneficial resources, adding that the Main Street program must be carried out at the local level, not the County level. Most Purcellville stakeholders expressed a need for the countywide Main Street program to clearly re-establish its mission and vision, which they identify broadly as improving the quality of life and creating great places throughout the County. They also note a great potential for this program to help create a strong partnership between the rural economy of western Loudoun and the towns through heritage tourism and connecting wineries with local arts and music offerings. Stakeholders noted the importance of the County providing adequate resources, in terms of staff and funding, to allow the Main Street successor to be beneficial for both eastern and western Loudoun communities, a task they think too large for one program.

A glaring need discussed by all of the Purcellville stakeholders is improving the town’s marketing materials and developing a cooperative marketing scheme for all seven towns. These marketing efforts could include: creating a general calendar of events, working to promote and create more events linking the towns to western Loudoun’s rural economy, establishing more outlets for Loudoun County’s homegrown products, and promoting the towns’ shared economic development assets. Stakeholders noted interest in creating annual, well-established events for Purcellville, on par with those in Leesburg and Middleburg. Increased marketing would also be helpful for attracting “creative class” workers and entrepreneurial businesses compatible with the town’s

Train station in downtown Purcellville.

Infill development in downtown Purcellville.
small town and historic character. Purcellville’s stakeholders maintained it is very important for the Main Street successor program to continue to provide a forum in which information could be shared between the towns.

**Community Profile: Village of Lincoln**

With the only active Quaker meetinghouse in the county, the Village of Lincoln is a unique community where its residents take pride in their Quaker heritage and try to continue the tolerance and open-mindedness for which the village has been known. Lincoln’s Goose Creek Quaker meetinghouse, which attracts Friends from across Loudoun, Grace Methodist Episcopal Church, and the post office still serve as the focal points of this community. The Grace Methodist Episcopal Church building is currently being restored through the joint efforts of the Lincoln Preservation Foundation and the church’s Board of Trustees. When completed, the building will house both an African-American museum and a community meeting space. With its unique connection to President Lincoln, having named the village in honor of him prior to his assassination, the Village of Lincoln is currently working towards incorporating the community into the two-year, nationwide Lincoln bicentennial celebration, which could attract a significant number visitors to the village over the next two years.¹¹

The Village of Lincoln is part of the larger Route 7 West Planning Subarea and is located southeast of the Town of Purcellville, just beyond the Purcellville Urban Growth Area.¹²

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¹⁰ For more on Lincoln’s early history, please refer to the Appendix.
¹¹ The Lincoln Bicentennial is a two-year event honoring President Lincoln through community engagement, education, celebration, commemoration, and examination of his legacy and unfinished work. For more information, please visit [www.lincolnbicentennial.gov](http://www.lincolnbicentennial.gov).
¹² The Purcellville Urban Growth Boundary was established through the Purcellville Urban Growth Area Management Plan (PUGAMP), created in 1995. The PUGAMP allows the Town to annex property in the Purcellville Urban Growth Area as it deems appropriate, specifically requires that the Town and the County prepare a joint comprehensive plan to address land use, development densities, transportation, proffer guidelines and public utilities and facilities.
The village center is located along Lincoln Road, and consists of the post office/Janney Store, the original Goose Creek Quaker meetinghouse (c. 1770s), the current Goose Creek Quaker meeting house (c. 1840s), Oakdale School, and a recently rehabilitated historic home which now houses several small businesses, including a photography studio, an advertising and marketing company, and an art studio. The post office is an important local landmark, and is how the village obtained its current name. Maintaining the post office, which is currently run by the Lincoln Community League through a contract with the United States Postal Service, is a top priority for the community, as is keeping the elementary school within the village; both are vital to preserving its historic rural character. Stakeholders expressed an interest in learning how to attract additional small businesses that would not undermine the character of the historic village. Lincoln currently has a few small businesses located in its center, and a couple of home-based businesses. The parcels near the village center are zoned for rural commercial use, allowing for more small businesses to locate in Lincoln in the future.

Main Street Loudoun has allowed Lincoln to establish relationships with other communities throughout the County. Stakeholders suggested that the Main Street successor program re-establish its partnership with the Design Cabinet, and expand its educational offerings. In terms of improving the organization, stakeholders stated its mission should continue to be in line with the National Trust Main Street model, and focus on preserving historic buildings throughout the county. Additionally, the new program should establish a greater presence within communities by having regular meetings with community stakeholders and helping to educate communities on healthy growth patterns.
Community Profile: Sterling Park

Sterling Park is part of the larger unincorporated Sterling area of Loudoun County, which borders Fairfax County to the east and is adjacent to Washington Dulles International Airport. Sterling is comprised of four communities: Broad Run Farms, Potomac Falls, Sterling Park, and Sugarland Run. Old Sterling, also known as Guilford or Loudoun, was a popular summer resort for Washingtonians, and President Buchanan visited along the Alexandria, Loudoun, and Hampshire Railroad during 1859-1860. This area became officially known as Sterling in 1887, and continued to be sparsely populated farmlands through the early 1960s. In 1959, construction for Dulles Airport commenced on land adjacent to Sterling, creating a prime development opportunity as water and sewer lines were quickly extended to this area.

As one of the earliest suburban style communities in Loudoun, Sterling Park and the greater Sterling Planning Subarea have not experienced the same sharp increases in residential development as have other planning subareas in the eastern section of the county during the 1990s and early 2000s. In 2000, the Sterling area accounted for approximately 16 percent of all housing units in the county, but by 2006, this had decreased to approximately 12 percent, while the areas of Ashburn and Dulles experienced significant increases. Additionally, the Sterling area accounted for a mere five percent of the residential building permits issued within the ten planning subareas between 1996 and 2006.13

While residential growth has been minimal, the Sterling Planning Subarea has experienced significant non-residential growth. The two zip codes that encompass the Sterling area, 20164 and 20165, account for nearly 12 percent of all employment in Loudoun County, including approximately 20 percent of the County’s Retail Trade sector. Furthermore, nearly 20 percent of all business establishments in the county are located within these two zip codes, and this area accounts for about one-fifth of all business establishments in the Construction, Wholesale Trade, Retail Trade, Financial, Insurance and Real Estate, and Services sectors. In 2006, Sterling tallied approximately 16 percent of all non-residential building permits in Loudoun County, trailing only Ashburn in this category. Much of this retail development is located along Route 7 and Route 28, each of which are adjacent to Sterling Park, and this development has caused a decline in neighborhood retail offerings along Sterling Boulevard, specifically in the earliest shopping centers along the Boulevard. The Sterling Park stakeholders all spoke of the redevelopment and revitalization of the Sterling Mall and other older strip shopping centers near

13 Please refer to the Appendix for a complete breakdown of residential building permits between 1996 and 2006.
the Sterling Community Center as a key initiative for Sterling Park’s future growth. There are many vacant stores within these strip centers, creating safety issues and keeping customers at bay.

While attempts have been made to improve these shopping centers, they are owned by absentee landlords who have been unresponsive to the community’s requests. Stakeholders also noted a need for a business association in Sterling Park, and that it would be helpful if the Main Street successor program could provide guidance on how to create this type of entity.

The community of Sterling Park has been involved with the Main Street Loudoun program for the past few years. There has been one primary community representative, and other stakeholders within the community are aware of the countywide program through The Sterling Foundation. There was an attempt to establish a Main Street Sterling committee within The Sterling Foundation, as a subgroup of the County program, but this group has not been sustained. The Main Street Sterling group accomplished some tasks, including positively improving the promotions and public relations of The Sterling Foundation through updating the web site, and participating in the “Main Street is Blooming” project (countywide clean-up and planting day initiated by Main Street Loudoun). Sterling Park also incorporated the Main Street name into its on-going Sterling Boulevard Beautification project, dubbing it “Main Street in the Making.”

Prior to becoming involved with the Main Street Loudoun program, there was little or no interaction between Sterling Park and the other towns and communities in western Loudoun County. Main Street Loudoun provided an opportunity for the Sterling Park representative to interact with western Loudoun communities and learn about the issues these places are dealing with and how this relates to problems Sterling Park is facing. The Sterling Park representative on Main Street Loudoun was also able to learn from the guest speakers who attended the Main Street Loudoun monthly meetings covering topics such as farmers’ markets, Community Development Block Grants, and the Loudoun Volunteer Services Board, and disseminate this information back to the Sterling Park community. Lastly, the work completed by the Promotions subcommittee of the Main Street Sterling group was extremely beneficial to The Sterling Foundation. However, stakeholders maintained this likely would have happened anyway without the Main Street group because it was a glaring need. In order to improve the cohesiveness of Sterling Park, the community would like to break down the language and cultural gap that currently exists between the newer Sterling Park residents (those who have moved there in the last five to ten years) to better integrate these residents into the community. One Sterling Park Strip mall in Sterling Park.
stakeholder noted that for the Main Street program to be more beneficial, it needs to be more tailored to Sterling Park, specifically to work with the lack of local government structure, and with the all-volunteer Sterling Foundation Board.

Other Stakeholders’ Views

In addition to stakeholders from Purcellville, Lincoln and Sterling Park, other Main Street Loudoun stakeholders were interviewed. This group of stakeholders was comprised of: town staff, two town elected officials, a representative of a local non-profit organization, a representative of a town business association, a citizen volunteer in the real estate business, and staff of a County-affiliated non-profit organization. Each of these stakeholders is affiliated with a Loudoun town, with the exception of the staff of a County-affiliated non-profit organization. Nearly half of these stakeholders have been involved with Main Street Loudoun since its inception in 2001.

All stakeholders mentioned the monthly meetings as a great networking opportunity, a forum for exchanging ideas, and a chance to learn from the successes and failures of other towns. The charrettes conducted in conjunction with the Loudoun County Design Cabinet were another positive experience noted by many of the stakeholders; specifically, for the high level of professional expertise and the opportunity to bring together community members and key players involved in a specific project. The only coordinated

14 Attempts were made to contact stakeholders from Loudoun’s Villages and suburban communities (other than Lincoln and Sterling Park), but since these places have not been as involved with the Main Street Loudoun program as the Towns have been, it was difficult to find stakeholders to contact and those contacted were not receptive to interview requests.

Hanging flower pots could be included in future “Loudoun is Blooming” projects.

and cooperative project of Main Street Loudoun mentioned by some of the stakeholders was the Loupdoun Is Blooming project, in which some of the communities organized volunteer groups that planted flowers and beautified the downtown areas during the same week in spring.

Stakeholders consistently spoke of the lack of understanding as to the mission of this countywide Main Street program. While monthly meetings offered a positive networking opportunity, there was no real implementation of ideas, which many attribute to the high turnover within the Main Street position in the County’s Department of Economic Development. Most agree that the group’s mission should center on broad ideas such as improving the quality of life in Loudoun communities, focusing on what a great place Loudoun is, and continuing to link Loudoun’s towns. Many noted that more was accomplished when the Main Street program was full-time responsibility of a staff person.

In the past, the Main Street program brought in professionals for discussions and workshops, including the community assessments completed by Arnett Muldrow and Associates, and
most stakeholders opinioned that reestablishing and expanding these workshops and trainings would help to improve Main Street’s successor program. Other ideas for the program’s improvement include, continuing to offer scholarships to national conferences (i.e., the National Main Street conference), linking the program with the economic development goals of the County, and creating a web site for the program to showcase its positive effects on Loudoun’s communities.

When asked to discuss the needs of their communities and the types of projects on which they would like to partner with the Main Street successor program, most stakeholders mentioned projects related to small business development including business retention, business recruitment, and creating a business association. Stakeholders maintain this is an area which the County, specifically the Economic Development Department, and the Small Business Development Center, could provide technical expertise. The towns with more businesses and events (Leesburg, Purcellville, and Middleburg) expressed interest in working on marketing and promotions related projects including cooperative advertising and marketing between the towns. The Loudoun Convention & Visitors Association is available for technical assistance and for programs and events that attract out-of-county visitors and it offers Cooperative Marketing Matching Funds for these programs and events.

Representatives from the smaller towns (Hamilton, Hillsboro, Lovettsville, Round Hill) expressed an interest in projects that were more oriented toward design-related issues such as improving pedestrian safety (sidewalk and streetscape upgrades), burying utility lines, and identifying funding for these projects through the state government. The smaller towns also expressed interest in obtaining professional expertise in areas such zoning, economic development, and updating their comprehensive plan as available through partnering with other towns or with the County. Other noted projects include improving farmers’ market sites, establishing public transportation between the towns, and being more involved with the Journey Through Hallowed Ground initiative.

Technical expertise, either from County staff or others brought in for workshops, is most often cited by stakeholders as an important resource the Main Street successor program could provide to communities. Another resource noted by stakeholders is grants and funding opportunities, or assistance with locating these opportunities outside the County. Both the smaller and larger towns agreed the demographic, economic, and GIS data available from the County is a highly useful resource and all would like more of this type of data tailored specifically to each community.
The following summary organizes the thoughts and opinions of all stakeholders gathered through the interview process. This summary of stakeholder thoughts and opinions will help craft the recommendations for the Department of Economic Development and the Main Street successor program that are outlined in the forthcoming sections.

**Summary of Stakeholder Views**

Main Street Loudoun has consistently provided a valuable networking opportunity for towns, and helped to establish working relationships among stakeholders. The program also created a dialogue between eastern and western Loudoun communities which did not exist prior to Main Street Loudoun. The Main Street Loudoun program has a core group of members that have been involved with the program since its inception and are dedicated to its future success. There is support for this program from the towns, in the sense that many of Main Street Loudoun’s members are town staff.

Loudoun’s communities take pride in their unique characteristics, but acknowledge the common issues they all face. There appears to be a positive working relationship between the towns, and a willingness to learn from one another’s successes and failures. Even though the villages and suburban communities do not have local government structures, there are organizations within these communities that could serve as a contact point for the Main Street successor program.

Many stakeholders expressed interest in business recruitment, development and retention, a common thread that the Main Street successor program can build upon.

The County staff that have served in the role of Main Street Loudoun liaison have developed positive relationships with stakeholders over the program’s seven year existence. Furthermore, the County Department of Economic Development is viewed as an interested, concerned, and willing partner by the Main Street Loudoun stakeholders. The Department of Economic Development is committed to re-establishing the Main Street Loudoun program with a new name and new focus, and sees this program as a vital component of the various advisory entities the Department supports. The Department of Economic Development can provide administrative support for the program, in terms of coordinating meetings, meeting spaces, and serving as a liaison to other departments. Additionally, the other roles of the County staff member serving the Main Street Loudoun successor program involve working with small businesses and as Department of Economic Development’s liaison with the towns, roles that are complementary to the mission of Main Street Loudoun successor program. The Department of Economic Development and the Office of Mapping and Geographic Information maintain...
comprehensive and up-to-date demographic, geographic and economic data that is an excellent resource for Loudoun’s communities.

Both the Design Cabinet and the Loudoun Convention & Visitors Association are also important resources for the Main Street successor program. The Design Cabinet provides technical expertise to communities on design-related issues that are a significant community benefit. The Loudoun Convention & Visitors Association offers funding opportunities for programs and events attracting out-of-county visitors, and technical expertise with marketing and non-profit organization.

Weaknesses of the Main Street Loudoun program noted by stakeholders include the high degree of turnover within the Department of Economic Development staff in charge of the Main Street program, creating a lack of continuity, implementation, and focus for the program. Additionally, the lack of grants or funding sources available for communities. One source of funding is through the Loudoun Convention & Visitors Association for out-of-county events and promotions, but there seems to be a low level of awareness in regards to these funds.

Despite being in existence for seven years, the Main Street program was never able to garner strong support outside its core member base. Additionally, the program will now operate without the Main Street name, a well-known and identifiable brand. Even though the countywide Main Street program was always intended to serve towns, villages, and suburban neighborhoods, membership among villages and suburban communities has been minimal at best. Many members of Main Street Loudoun have been involved with the program from the beginning and may not have the energy to continue pull the program through its current reorganization phase. The lack of a local government structure in Loudoun’s villages and suburban communities makes it more difficult to incorporate these communities into the program. Furthermore, Main Street’s monthly meetings were held at weekday morning times, which made it more difficult for members outside of town staff to participate in meetings.

Many stakeholders spoke of the ongoing battle of balancing growth while maintaining the heritage and characteristics that make each place in Loudoun unique and interesting. The Main Street program has established a strong networking forum among the seven Loudoun towns. There are a number of existing entities whose focuses are complementary to that the Main Street successor program. These include the Loudoun
Convention & Visitors Association, the Small Business Development Center, the Rural Economic Development Council, Loudoun’s Farmer’s Markets, the Design Cabinet, the Economic Development Commission, Loudoun Volunteer Services Board, and more local entities such as business associations and historic preservation groups that exist throughout the County. The greatest threats to Loudoun’s communities noted by stakeholders are the pressures associated with the projected growth and development of the County in the near future.

In order to gain a better understanding as to how other communities are addressing issues similar to those facing Loudoun County, programs and practices from around the country were reviewed. The following is a summary of three ideas that will help the Department of Economic Development and the Main Street Loudoun successor program build upon the four-points of Main Street Approach. Each of these practices offer components that could prove beneficial to for the Loudoun County Department of Economic Development as it works promote economic development in the context of historic preservation, and establish the Main Street successor program as a vehicle to support this vision. Affinity Lab provides a model that can help attract small businesses to Loudoun’s communities. The Elm Street Program is modeled after the Main Street program and provides a comprehensive approach to neighborhood revitalization. Lastly, the Arlington Nonprofit Assistance program provides a basic organizational framework the Main Street successor program can implement.

**Best Practices**

**Affinity Lab**
Adams Morgan, Washington, D.C.
www.affinitylab.com

OVERVIEW: Affinity Lab is a collective work space (incubator) in the heart of Washington, D.C.’s Adams Morgan neighborhood. Situated on the second floor of a mixed-use building, the Lab’s 3,000 square feet of space is rented out to young, progressive businesses. The Lab manages the shared business and operations needs of its member organizations, allowing them to better focus on their mission and execution.

Sprawling growth patterns could threaten Loudoun’s traditional commercial districts.
Affinity Lab serves an entrepreneurial launch platform for a rich community of businesses, non-profits and start-ups. Along with the managed business infrastructure, membership at Affinity Lab also means being a part of a peer group, a culture of people, a circle of friends, who are also in the process of developing their entrepreneurial businesses and organizations. To ensure the entrepreneurial process is fun along the way, Affinity Lab has regularly scheduled “Mandatory Happy Hours,” cultural events, outings and celebrations throughout the year. The mission of Affinity Lab is to simplify the process of starting and growing entrepreneurial ventures by providing member organizations with tiered business space, tools and services in an environment that engenders the sharing of knowledge, resources and opportunities.

IMPLICATIONS FOR LOUDOUN COUNTY: With over 10,000 home-based businesses in Loudoun, creating a collective workspace similar to the model used by Affinity Lab could be an interesting way to attract these entrepreneurs and start-up companies to locate in Loudoun’s traditional commercial districts. Additionally, creating this entrepreneurial launch platform could be useful in attracting and capturing ancillary business that are part of Loudoun’s targeted industrial clusters:

- Aerospace and Airport Related
- High-Value Agriculture
- ICT (Information and Communication Technology) and High Technology
- Life Sciences
- International

This type of collective workspace for small-business start-ups and entrepreneurs would help to expose these businesses to the various unique assets of Loudoun’s traditional commercial districts, including coffee shops and restaurants as alternative meeting spaces, recreational amenities such as the W&OD Trail, community-oriented events such as the Bluemont Concert series and farmers’ markets, all of which contribute to a high quality of life and sense of place. These businesses and their employees would not only strengthen the County’s targeted industrial clusters, but would also help to enhance these exiting assets by creating a demand for increased service-related businesses nearby, such as retail, restaurants, and entertainment.
Elm Street Program
Pennsylvania Downtown Center
http://www.padowntown.org/programs/elmstreet/default.asp

OVERVIEW: The Elm Street program through the Pennsylvania Downtown Center is a systematic approach to neighborhood revitalization focused on strengthening older neighborhoods around Main Streets. The program was created in 2004, and is based on many of the ideas and experiences from Pennsylvania’s successful statewide Main Street program, which is focused on revitalizing commercial districts.

PROGRAM OPERATIONS: The Elm Street Program is run through the Commonwealth of Pennsylvania Department of Community and Economic Development. Communities apply to participate in the Elm Street program, and the Pennsylvania Downtown Center (branch of the Department of Community and Economic Development) provides assessment, training, and technical assistance to communities. The program provides communities with three levels of grants:

- Planning Grant: Funds to create a plan to meet the program’s requirements, make a new plan, or add to an existing plan.
- Elm Street Designation: Administrative and staffing funds, including support for Elm Street Manager position.
- Residential Reinvestment Grants: Funds for physical improvements in neighborhoods.

CORE COMPONENTS: There are five focus areas, integrated through a community-based strategic planning process, which the Elm Street program is centered on:

- Clean, Safe and Green: safe image for neighborhoods, attracting new residents and keeping current residents
- Neighbors and Economy: employment accessibility, maintaining mix of income levels, linking to neighborhood commercial district
- Design: creating positive character, preserving architectural details, general design characteristics
- Image and Identity: improving the way the neighborhood is viewed internally by residents and externally by non-residents
- Sustainable Organization: ultimate long-term goal of enabling local neighborhood revitalization leaders to achieve results, demonstrate worth, and build a sustainable program

IMPLICATIONS FOR LOUDOUN COUNTY: While the small towns and villages in eastern Loudoun have assets such as historic buildings and pedestrian-oriented communities to build on, the suburban neighborhoods of eastern Loudoun were developed for the automobile-focused, post-World War II generation, and thus have some different assets and needs than western Loudoun’s communities. The core components of the Elm Street Program provide communities with a comprehensive, strategic-based planning process for neighborhood revitalization, similar to the
Main Street Four-Point Approach that has been successful for commercial revitalization efforts. Main Street is an economic development driven tool, which may not be appropriate for all of Loudoun’s communities, specifically its suburban neighborhoods, which are more residential in nature.

Elm Street’s neighborhood revitalization efforts are strongly linked to nearby Main Streets, and are intended to operate in parallel coordination with existing downtown or commercial corridor revitalization programs. The five points of Elm Street could help eastern Loudoun communities, such as Sterling Park, Ashburn Village, Potomac, and Sugarland Run, create an improved sense of place and quality of life. Additionally, the comprehensive, strategic-based planning process of the Elm Street program could assist the Loudoun County Department of Planning with implementing the results of its current Potomac/Sterling Community Outreach program, which is seeking to engage citizens from the Potomac and Sterling planning subareas in a public dialogue to capture their concerns, needs, and desires for future fine-grained and detailed suburban community planning efforts that can improve the quality of life in these neighborhoods. Some of the community outreach topics include:
- Transit/public transportation
- Safety & community policing
- Traffic calming
- Pedestrian connectivity
- Neighborhood boundaries
- Land use conflicts
- Potential reinvestment & revitalization
- Opportunities for business development
- Location of new public facilities
- Watershed management
- The environment

However, just as the Elm Street program works in concert with ongoing commercial revitalization efforts, neighborhood revitalization efforts in eastern Loudoun should be also be coordinated with commercial revitalization efforts for businesses that will serve these neighborhoods. For example, the revitalization of the Sterling Park Mall and surrounding strip centers should be in concert with neighborhood revitalization efforts for the surrounding residential areas.

**Arlington Nonprofit Assistance Network**

**Arlington Economic Development**
http://www.arlingtonvirginiausa.com/index.cfm/11642

OVERVIEW: The Arlington Nonprofit Assistance Network maximizes the use of existing County resources and partners with other organizations to provide customized help for Arlington’s nonprofit community. This program seeks to assist nonprofits with their need for effective governance and management. Many nonprofits face the challenge of implementing both sound business practices and mission-based tasks. The Nonprofit Assistance Network provides community-based nonprofit entities with capacity-building assistance and broader management capabilities. Arlington County partners with Virginia Tech’s Nonprofit and Civil Society Program to administer this comprehensive program, which includes organizational assessments, training, and direct technical assistance increasing the capacity, capability, and sustainability of Arlington’s nonprofit sector.

CORE COMPONENTS: This multifaceted, capacity-building program has four core components:
- Nonprofit Coordinating Council: Group of peer service provider organizations that assist nonprofits by providing information and referrals
- Nonprofit Resource Center: Space in Arlington Library
where nonprofit staff and board members can review information on all aspects of nonprofit operations, governance, management, and leadership.

- **Nonprofit Curriculum: Five Core Courses in Law and Legal Basics, Nonprofit Financial Management, Fundraising 101, Basics of Strategic Planning, and Basics of Good Governance.**

- **Nonprofit Executive Coaching Program:** Managers and executives engage in a professionally tailored program to accelerate individual development.

**IMPLICATIONS FOR LOUDOUN COUNTY:** While the Arlington program is focused specifically on non-profit organizations, its general organization model appears to match the capacity of the Main Street successor program, and provides framework to grow and expand the program. Main Street Loudoun’s current members equate to a coordinating council. Establishing a designated resource center where members and all interested parties could access information related to the program’s mission could be created fairly easily through a web site, with possible expansion to physical location in the future. Workshops, speakers, and educational opportunities were previously part of the Main Street program, and nearly all stakeholders noted the importance of re-establishing these offerings. The last component of the Arlington program is strongly linked to its partnership with Virginia Tech’s Nonprofit and Civil Society Program. While the Main Street Loudoun successor program does not currently have such a partnership, the program could actively seek institutions in the region with which to partner that match its vision and mission, allowing the program to expand its technical service offerings throughout the county.
Using the information compiled through stakeholder interviews and the review of best practices related to improving and enhancing downtown commercial districts, the following recommendations were crafted for the Main Street Loudoun successor program. These recommendations will assist county with its vision of maintaining and preserving the quality of life and sense of place within its three distinct geographies, while still helping communities capture the economic development opportunities available to them.

The following recommendations are structured around four points of the Main Street approach. While the new program will not be using the Main Street name, the four-point approach still provides a comprehensive framework for economic development within context of historic preservation, which is generally in line with county’s vision.

**ECONOMIC RECOMMENDATIONS**

A unique mix of vibrant businesses is at the core of any thriving commercial district. Loudoun’s communities have a strong base of well-established enterprises to build upon, such as Purcellville’s Nichols Hardware, the Leesburg Vintner, or The Fun Shop in Middleburg. These economic recommendations should allow the Department of Economic Development and the Main Street Loudoun successor program to help communities learn how to effectively attract new establishments and entrepreneurs that complement both the existing business mix and the character of each community. Additionally, these recommendations should help the Department of Economic Development and the Main Street Loudoun successor program improve communications with business associations throughout the county. Lastly, these recommendations suggest how the Department of Economic Development and the Main Street Loudoun successor program can ensure growth does not detract from the existing historic character, sense of place, and quality of life associated with Loudoun’s traditional commercial districts.

**GOAL 1: Create a toolkit to assist communities with business recruitment, development, and retention strategies.**

**Objective 1.1:** Gather information on business development and retention strategies to create a repository for these resources available to merchants, business associations, and local government staff.

**Implementation Strategies:**

- The Community Development Manager should work with a sub-committee from the Main Street Loudoun successor group and the Loudoun Small Business Development Center to create the toolkit.

- Utilize the Small Business Development Center’s existing resources as a foundation for the toolkit including workshops and seminars, counseling from professionals and volunteers, The Entrepreneurial Resource Center, and the SBDCNet from The National Association of Business Development Centers.\(^\text{15}\)

- Work with the Small Business Development Center staff to create more workshops, seminars, and resources geared towards retail and restaurant businesses. For example, the Maryland Small Business Development Center has two surveys, one for restaurants and one for retail, which ask a series of questions covering everything from basic

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\(^\text{15}\) Please refer to the Appendix for a complete list of the Small Business Development Center’s workshops, seminars, and counseling topics.
operations and customer service, to competition and technology, helping these types of businesses measure their performance levels against industry standards.  

Additionally, the Maryland Small Business Development Center offers Retail Smart Start and Restaurant Smart Start classes to assist entrepreneurs interested in starting these types of businesses.

- Include information on Entrepreneur Express workshops offered through vastartup.org, which provide information on available business resources and deliver practical, hands-on training covering key elements of business practice.  Another excellent resource from this group is the Question and Answer Guide for Starting and Growing Your Own Business, available through vastartup.org.

- Provide examples of business planning and development documents.  Templates of these types of documents are available through SCORE, a nonprofit association dedicated to educating entrepreneurs and the formation, growth, and success of small businesses nationwide.
  - Business Plan
  - Preliminary Projections Worksheet
  - Balance Sheet
  - Bank Loan Request
  - Sales Forecast
  - Start-up Expenses
  - Business Retention Plan

- The Loudoun County Economic Development Commission has a sub-committee devoted to Marketing and Business Retention; advice, expertise, and best practices on business retention should be solicited from this committee to be included in the toolkit.

- This committee should be formed over the next few months as the Main Street successor group establishes its new mission, and work towards having the toolkit prepared for January 2009.  Since many of the resources will be web-based, the toolkit should initially be available through the Main Street successor program’s web page on the Loudoun County Department of Economic Development web site.

- Once assembled, the toolkit should be advertised through the Main Street email list, with further dissemination to local businesses and merchants through town government staff and business associations.  The toolkit should be updated on

Business retention strategies will help communities like Leesburg retain strong local businesses such as the Leesburg Vintner.

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16 Please refer to the appendix for examples of these surveys.
17 Please refer to the Appendix for more information on these workshops.
18 Please refer to the Appendix for full documents.
Objective 1.2: Create and maintain business recruitment packets geared specifically towards Loudoun’s Towns and Villages to provide potential businesses with detailed information on both Loudoun County and its unique communities.

Implementation Strategies:
• The Community Development Manger and a business recruitment sub-committee should work with communities to develop these packets.

• These packets should include:
1. A list of available properties in each community
2. Datasheets for each property (square footage, rent, zoning, historic designation, etc.)
3. Loudoun County fact sheet with demographic trends and business resources (target industries, modified development process).
4. Community-specific fact sheet with demographic information, zoning regulations, and local amenities.

• The first three items are readily available through the Department of Economic Development web site, or will be shortly. The Department of Economic Development is currently developing a web-based database listing available properties (address, square footage, amenities, photo, broker information, rent).

• The Community Development Manager and the business recruitment sub-committee should work with Town staff or community representatives to develop the community specific fact sheets. The Annual Growth Summary will provide a strong starting point for demographic and economic information for the Towns.

• This sub-committee should be formed over the next few months as the Main Street successor group establishes their new mission, and work towards having the packets prepared for January 2009. These packets should be printed and available at the County office, Town Halls, business associations, and local real estate agents. Packets should be updated on a yearly basis.

GOAL 2: Attract small businesses and entrepreneurs to the County’s traditional commercial districts.

Objective 2.1: Develop an incubator for business entrepreneurs and start-up companies in a selected traditional commercial district.

Affinity Lab, located above a diner in Washington, D.C.’s Adams Morgan neighborhood, helps attract entrepreneurs to this area.
Implementation Strategies:

- The Community Development Manager should create a list of available spaces that would be suitable for this workspace (between 1,500-3,000 square feet), ideally located on the second story in a downtown.

- The Community Development Manager should work with the Small Business Development Center to determine the needs of the entrepreneurs and start-up businesses that would most likely be attracted to the incubator, to ensure the collective workspace would offer all of the basic services (desk space, internet access, phone/fax service, file storage) and any other amenities these companies would need.

- Recruit entrepreneurs and start-up businesses from Loudoun’s targeted industry clusters, which include: Aerospace and Airport Related businesses, High-Value Agriculture, Information and Communication Technology, Life Sciences, and International businesses.

- A minimum of one staff member would need to be hired to manage this collective workspace to ensure members are receiving services and recruit new members as necessary.

- The Affinity Lab in Washington, D.C.’s Adams Morgan neighborhood should be used as a model to follow for this project, specifically the services offered and membership levels.

- Ideally, the monthly membership fees would cover the rental cost of the space and services (phone and internet). The County and the Small Business Development Center would share the initial startup costs (furniture, paint, office supplies and equipment) and the salary of the Workspace Manager.

GOAL 3: Develop a stronger relationship between the Main Street Loudoun successor program and existing business associations throughout the county.

Objective 3.1: Establishing this relationship with help the Main Street successor program to be attuned to the changing needs of merchants and businesses throughout the county.

Implementation Strategies:

- Current members of Main Street Loudoun involved who are also members of existing business associations should take the lead for this initiative.

- Contact all existing business associations throughout the County to obtain meeting dates and times to post on web site. Confirm that business owners interested in forming business association could attend meetings.
• Work with the Community Development Manager to organize a countywide “Meet and Greet” event for all business associations and those interested in starting business associations to create a networking opportunity for business association members, allow for the exchanging of ideas, and learn how the Main Street successor program can work more effectively with these groups.

• This event should be held once the toolkit has been created promote this resource, and should be held in the evening to allow merchants to participate.

• The coordinating for this event should begin over the next few months as the Main Street successor group establishes their new mission, and work towards holding this event in early 2009.

GOAL 4: Conduct Community and Economic Impact Reviews of large retail development projects.¹⁹

Objective 4.1: This independent review should ensure objective information about the economic impacts of a project is disseminated to both the appropriate approval body and the general public. The stakeholder interview analysis indicated a high level of concern in regards to balancing future growth while maintaining the traditional characteristics of Loudoun’s communities. With twenty-two

Major Retail Centers (each over 100,000 square feet) approved in 2006, establishing the precedent of Community and Economic Impact Reviews should help to ensure the unique sense of place and quality of life remains associated with Loudoun County’s traditional commercial districts.

Implementation Strategies:
• Initially, a sub-committee of the Main Street successor program should be created to gather background information on Community and Economic Impact Review policies. The Institute for Local Self-Reliance has documented many local, regional, and statewide economic impact review laws, and would serve as an excellent starting point. This sub-committee should form a position statement for the Main Street successor program on this and relate it to how Community and Economic Impact Reviews would help to advance the group’s mission.

• After the initial background information and position statement are assembled, this should be disseminated to all Main Street Loudoun members and posted on the program’s web page. Members should be encouraged to distribute the information to the communities and organizations they represent. This information will also provide local governments with a starting point for creating their own

¹⁹ Community and Economic Impact Reviews involve an independent study of the economic and fiscal impact of large retail developments. These studies analyze a variety of impacts from a proposed development, including existing local businesses, jobs, wages, the vitality of downtown, tax revenue, municipal costs, and historic, scenic and environmental resources. Additionally, this review process establishes standards a project must meet in order to be approved (i.e. as long as the study does not show undue adverse impact or that the costs outweigh the benefits).
Community and Economic Impact Review process.

- The Community Development Manager should assist the Main Street successor program with working in conjunction with the Economic Development Commission to create a more formal policy recommendation, which could then be proposed to the Board of Supervisors.

- This sub-committee should be formed over the next few months as the Main Street successor group establishes its new mission, and work towards presenting this idea to the Economic Development Commission in early 2009.  

**DESIGN RECOMMENDATIONS**

Traditional community design characteristics, including unique historic buildings, interesting window displays, and pedestrian amenities (sidewalks, street furniture, lighting, etc.), play a vital role in creating an inviting atmosphere that will attract users to commercial districts. Generally speaking, Loudoun’s traditional commercial districts display well-maintained buildings and infrastructure, which establishes an overall positive design image for the districts; additionally, there are several communities (Purcellville, Lovettsville, and Lincoln) in the process of enhancing their infrastructure, specifically pedestrian amenities, by installing additional sidewalks and pedestrian-scale lighting. While the traditional commercial districts in western Loudoun have these strong physical, design assets to build upon, eastern Loudoun is dominated by strip-style commercial centers that need re-design to create a pedestrian-oriented, rather than automobile oriented, environment. The Design Cabinet plays an important role in reinforcing the principles of traditional community design to both the public and private sectors through its community-based charrettes.

**GOAL 1: Help communities to maintain or create pedestrian-friendly commercial districts.**

**Objective 1.1:** Maintain pedestrian-friendly commercial districts throughout western Loudoun’s towns and villages.

**Implementation Strategies:**
- Re-establish a working relationship between the Design Cabinet and the Main Street successor program. The Loudoun County Design Cabinet encourages the highest quality physical environment through both its Signature of Loudoun design awards and community-based charrettes. Many communities have utilized the design charrettes to improve existing development plans and offer a fresh, creative approach to public officials.

20 Please refer to the Appendix for examples of local, regional, and statewide economic impact laws.
To improve communications between communities and the Design Cabinet, the Main Street Loudoun successor program should serve as a point of contact and promote the services of the Design Cabinet to Loudoun’s communities. The Main Street Loudoun successor program should invite members of the Design Cabinet to present an overview of the services involved with the design charrettes; this will ensure all members of the Main Street Loudoun successor program are knowledgeable of the design charrette service and can disseminate this information to local governments and organizations that could utilize this service.

The Community Development Manager and a sub-committee from the Main Street Loudoun successor program should assist communities interested in design charrettes with creating a proposal for the Design Cabinet, should communicate with Design Cabinet staff about communities interested in the Cabinet’s services, and assist with logistics and coordination of design charrettes.

With the assistance of the Community Development Manager, a sub-committee from the Main Street Loudoun successor program should suggest the Design Cabinet expand their Signatures of Loudoun design awards to include recognition of the best implementation of a Design Cabinet charrette.

The Design Cabinet should be invited to present at the monthly Main Street Loudoun meeting as soon as possible.

Objective 1.2: Begin revitalization efforts for the Sterling Park Mall area to create a pedestrian-friendly commercial area that should serve as a model for other older strip centers in eastern Loudoun’s suburban neighborhoods.

Implementation Strategies:

- The Community Development Manager should work with the Sterling Foundation to create a proposal for a design charrette through the Design Cabinet focused on the Sterling Park Mall and other strip centers adjacent to the Sterling Park Community Center. This charrette should involve stakeholders from both the public and private sectors.

Downtown Brea, California was a classic suburban strip. Brea Boulevard is an example of a revitalized suburban strip.
sectors that have an interest in this area, such as Planning Commission members, Supervisors, business owners, property owners, and citizens.

- The Department of Planning should be involved with this charrette as it will be complementary to the Department’s current Community Outreach in the Potomac and Sterling areas. This outreach is aimed at engaging citizens in a public dialogue to address concerns and needs in regards to topics including traffic calming, pedestrian connectivity, potential reinvestment/revitalization, opportunities for business development, and other quality of life issues.

- In addition to the Design Cabinet Charrette, the core concepts from the Elm Street Program model should be used to help integrate a community-based, strategic planning process for neighborhood revitalization. These neighborhood and commercial revitalization efforts should help to create an improved sense of place and quality of life for Loudoun’s eastern suburban communities.

- The Design Cabinet charrette should serve as an important first step towards the revitalization of the Sterling Park Mall area. Since the Design Cabinet provides this complimentary service to communities, a design charrette is an appropriate first step in the process of revitalization. The charrette will provide the community with quality design expertise, bring the community together to express its wants and needs, and open the lines of communication between stakeholders from both the public and private sectors, which should play a key role in revitalization. However, as the Main Street Four-Point Approach emphasizes, a diverse and competitive economic base is vital to any commercial district, urban or suburban.

- A market analysis for the Sterling Park Mall area should immediately follow the design charrette. The market analysis should assess the development potential of the area and recommend uses that will complement the existing commercial mix. This market analysis is a priority for the revitalization of the Sterling Park Mall area and should be included in the detailed Suburban Community planning efforts that are recommended to the Board of Supervisors through the Potomac/Sterling Community Outreach through the Department of Planning.

- The Community Development Manager should begin work immediately with the Sterling Park member of the Main Street Loudoun successor program on creating a proposal for the Design Cabinet charrette.

**PROMOTION RECOMMENDATIONS**

Effective marketing and promotions strategies should create a positive collective image for Loudoun’s towns and villages. The Loudoun Convention Visitors Association is a valuable resource, and provides marketing and promotions expertise to help create this positive image for the county’s towns and villages. The following recommendations will encourage both out-of-county visitors and local Loudoun residents to live, work, shop, play and invest in Loudoun’s traditional commercial districts.

**GOAL 1: Use promotional strategies to create a collective positive image of Loudoun’s traditional commercial districts.**
Objective 1.1: Start a Buy Local First Campaign. Buy Local First Campaigns build support for local businesses by working to increase the awareness of choosing local stores over chains. Locally owned businesses are an important contributor to the unique sense of place found in Loudoun’s communities. A Buy Local First Campaign should help to create a strong, collective marketing image for locally owned businesses throughout Loudoun’s traditional commercial districts.

Implementation Strategies:

- The Community Development Manager should coordinate members of the Rural Economic Development Council’s marketing committee, which organized a “Green Friday” event this year, and members of the Main Street Loudoun successor program involved with business associations, to recruit business owners from throughout Loudoun’s traditional commercial districts to serve on the Buy Local First Steering committee. Green Friday was marketed as an alternative to Black Friday (the Friday after Thanksgiving, traditional start of holiday shopping season) and encouraged shoppers to purchase locally-produced products. The Buy Local First Campaign should build on the ideas and success of this effort.

- This Steering Committee of the Buy Local First Campaign should include 10-15 people, predominantly local business owners, but also a representative from the Main Street Loudoun successor program, the Rural Economic Development Council, and the Community Development Manager.

- The Steering Committee should develop a name, slogan, and logo for the Buy Local First campaign. Examples of names include: Cambridge Local First (Cambridge, Massachusetts), Homegrown El Paso (El Paso, Texas), and StayLocal (New Orleans). Slogan examples include: “Local Spoken Here,” “Keep Portland Independent,” “Think Local First,” and “Buy Close By- Preserve the Community.” The Buy Local Steering Committee should solicit advice for the name, slogan, and logo from the Loudoun Convention and Visitors Association, or ask local designers to volunteer their services in exchange for free membership.

- Develop a campaign kit to distribute to businesses when they join the Buy Local First campaign. This packet should include:
  - A welcome letter explaining the objective of the Buy Local First campaign and facts about other successful Buy Local First campaigns.
  - A window decal of the campaign logo for their storefront.
  - A “Top 10 Reasons to Support Locally Owned Businesses” flyer for customers.
  - A list of other participating businesses.
  - A poster with the Buy Local First slogan and logo.
  - Determine which businesses will be eligible to participate in the campaign, and how much membership will cost. For example, will membership El Paso, Texas, and Portland, Oregon, have successfully implemented Buy Local First Campaign.
be open to all locally owned businesses, or only those located in traditional commercial districts, and will franchises that are locally owned be allowed to participate?

- This Steering Committee should be formed over the next few months as the Main Street successor group establishes its new mission, and work towards holding a kick-off event in conjunction with the Meet and Greet that should be held for business associations throughout the County through the Main Street successor program. A press release should also be included as part of the kick-off to ensure businesses and citizens are aware of this new program.

**Objective 1.2:** Enhance the online presence of Loudoun’s traditional commercial districts by creating a Main Street Loudoun successor program web page as part of the Department of Economic Development web site.

*Implementation Strategies:*

- This web page should be formatted similar to the other “Partners” web pages on the Department of Economic Development web site, and should include basic information such as the Main Street successor program’s mission, members, and information about the different projects of this group as they get underway.

- The web page should also include links to all of the organizations that the Main Street Loudoun members represent, whether government Town, business associations, or other groups (i.e. The Sterling Foundation).

- Once the Buy Local First Campaign has been established, the web page should include information on this event including Steering Committee members, participating businesses, how to become a member, and other information from the member’s packet.

**ORGANIZATIONAL RECOMMENDATIONS**

A strong organizational structure should help the Main Street successor program to be more action-oriented, and have a greater positive impact on Loudoun’s communities. These organizational recommendations are designed to specify the roles of both the Department of Economic Development and the Main Street Loudoun successor program in regards to the oversight of the economic, design, and promotions recommendations previously outlined. Additionally, these goals focus on organizational objectives for the Main Street Loudoun successor program after the group has determined a clear mission statement and selected a name, both of which
are currently in process. The Arlington Nonprofit Assistance Network, summarized in best practices section, provides a strong model that fits the capacity of the Main Street Loudoun successor program and provides opportunity for the program to grow and expand.

GOAL 1: Improve organizational structure of the Main Street Loudoun successor program.

Objective 1.1: Use the organizational structure of the Arlington Nonprofit Assistance Network as a model.

Implementation Strategies:
• The current Main Street Loudoun group should serve as the Coordinating Council formulating the program’s goals and future enhancements, along with supporting events and activities that improve the economic development practices of Loudoun’s communities, within the context of historic preservation.

• A Resource Center should be created through continued memberships in the National Trust Main Street Center and Virginia Main Street by taking advantage of Main Street News, online database resources, discounts on books and trainings, and www.preservationbooks.org. Additionally, Coordinating Council members can suggest new resources as needed. This Resource Center could initially be part of the Main Street successor program’s web site, with a physical location determined in the future, if necessary.

• The Main Street Loudoun successor program should seek out a partnership with an institute of higher education in the region to improve and expand services offered to communities.

Objective 1.2: Establish sub-committees to coordinate and prioritize the economic, design, promotional and organizational recommendations outlined in this plan. These sub-committees are important to establish responsibilities for the Main Street Loudoun successor program’s members and help the group to have a more action-oriented agenda.

Implementation Strategies:
• Organize an Economic sub-committee. This sub-committee should work with the Community Development Manager and the Small Business Development Association to implement the goals in the Economic recommendations sections, including the business recruitment, development, and retention toolkit, business recruitment packets, business association communication, and Community and Economic Impact reviews. Additionally, this sub-committee should take the lead on all future economic and small business related items for the Main Street Loudoun successor.
• Organize a Design sub-committee. This sub-committee should be responsible for assisting the Community Development Manager and the Design Cabinet in finding communities interested in need of Design Cabinet charrettes. Additionally, this sub-committee should take the lead on all future design related projects for the Main Street Loudoun successor program.

• Organize a Promotions and Marketing sub-committee. This sub-committee should be responsible for organizing the Buy Local First Campaign. Additionally, this group should take the lead on all future marketing and promotions related activities of the Main Street Loudoun successor program in the future.

• Organize a Membership and Outreach sub-committee. This sub-committee should be responsible for recruiting new members for the Main Street Loudoun successor program, specifically members from Loudoun’s village communities and eastern Loudoun neighborhoods. The Main Street Loudoun program offered a unique and productive networking opportunity for Loudoun’s towns and the Main Street successor program should continue and expand this networking opportunity for Loudoun’s village and suburban communities. Additionally, this sub-committee should work with the Community Development Manager to develop quarterly educational trainings and workshops.

• Sub-committee organization should begin organized after the Main Street successor program has created its new mission and selected a new name.

Objective 1.3: Hire an intern to assist the Community Development Manager and sub-committees with previously identified implementation strategies and responsibilities.

Implementation Strategies:
• The intern’s responsibilities should initially be focused on the Membership and Outreach sub-committee in order to expand the outreach of the Main Street successor program, specifically targeting village communities and suburban homeowner’s associations.

• The Community Development Manager and Main Street successor program members should identify stakeholders from village communities and suburban homeowner’s associations the intern can contact.

• After this initial recruitment process is complete, the intern should assist with other sub-committee responsibilities as needed.

Objective 1.4: Establish the Main Street successor program as a committee of the Economic Development Commission. Becoming a committee of the Economic Development Commission will allow the Main Street successor program to have greater involvement in the countywide forum of the Economic Development Commission and have a voice in the local and regional policy recommendations the Commission is responsible for.

Implementation Strategies:
• The Community Development Manager and the Main Street Loudoun successor program members should meet with
members of the Economic Development Commission to discuss how the Main Street successor program can become a committee of the Economic Development Commission.

**GOAL 2: Strengthen and expand the educational trainings and workshops of the Main Street Loudoun successor program.**

**Objective 2.1:** Develop quarterly educational trainings and workshops. These trainings and workshops should involve both internal Loudoun County organizations such as the Loudoun Convention and Visitors Association, and external entities that have expertise in selected topics, such as the Urban Land Institute.

**Implementation Strategies:**

- The Community Development Manager and the Membership and Outreach sub-committee should work with the entire Main Street Loudoun successor group to develop a list of possible topics for educational trainings and workshops.

- These educational trainings and workshops should serve as a specific way the County can provide resources for localities to work towards the vision of improving economic vitality while preserving the historic value of Loudoun’s communities. Topics for trainings and workshops could include: facilitating public-private partnerships for the enhancement of downtown, traffic calming, downtown parking, window displays, creative merchandising, streetscape improvements, advertising/marketing for both tourist activities and more business specific (i.e. cross-promotions between businesses), starting a Buy Local First Campaign, or developing a Community and Economic Impact review process.

- The Membership and Outreach Committee and the Community Development Manager should work to holding the first workshop or training during the last quarter of 2008 or the first quarter of 2009.
CONCLUSION

There is still a clear need for a countywide program that will assist Loudoun’s communities with sustaining their economic vitality while preserving their historic character. The Main Street successor program can build on the positive aspects of the Main Street program and expand its scope to meet the specific needs of all of Loudoun’s communities.
SOURCES


National Trust Main Street Center. “The Main Street Four-Point Approach.” http://www.mainstreet.org/content.aspx?page=2&section=1;


The History of Loudoun County Virginia. “Purcellville History.” http://www.loudounhistory.org/history/purcellville-history.htm
## APPENDIX

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### Median Household Income

- **United States**: $99,371
- **Virginia**: $78,978
- **Washington D.C. Metropolitan Area**: $48,541
- **Loudoun County**: $56,277

### Population of Incorporated Towns 2000 and 2006

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<tbody>
<tr>
<td>Hamilton</td>
<td>562</td>
<td>568</td>
<td>6 (+1.1%)</td>
</tr>
<tr>
<td>Hillsboro</td>
<td>96</td>
<td>96</td>
<td>0 (0.0%)</td>
</tr>
<tr>
<td>Leesburg</td>
<td>28,311</td>
<td>37,811</td>
<td>9,500 (33.6%)</td>
</tr>
<tr>
<td>Lovettsville</td>
<td>853</td>
<td>1,134</td>
<td>281 (32.9%)</td>
</tr>
<tr>
<td>Middleburg</td>
<td>632</td>
<td>678</td>
<td>46 (7.3%)</td>
</tr>
<tr>
<td><strong>Purcellville</strong></td>
<td><strong>3,584</strong></td>
<td><strong>6,585</strong></td>
<td><strong>3,001 (83.7%)</strong></td>
</tr>
<tr>
<td>Round Hill</td>
<td>500</td>
<td>524</td>
<td>24 (4.8%)</td>
</tr>
<tr>
<td><strong>TOTAL:</strong></td>
<td><strong>34,538</strong></td>
<td><strong>47,396</strong></td>
<td><strong>12,858 (37.2%)</strong></td>
</tr>
</tbody>
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Source: 2006 Annual Growth Summary Loudoun County, VA; U.S. Census Bureau, Census 2000; Loudoun County Department of Management and Financial Services
## Housing Units by Type in Planning Subareas

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<tbody>
<tr>
<td></td>
<td>SFD</td>
<td>SFA</td>
<td>MF</td>
</tr>
<tr>
<td>Ashburn</td>
<td>5,540</td>
<td>4,341</td>
<td>2,126</td>
</tr>
<tr>
<td>Dulles</td>
<td>1,800</td>
<td>938</td>
<td>268</td>
</tr>
<tr>
<td>Leesburg</td>
<td>5,966</td>
<td>2,980</td>
<td>2,994</td>
</tr>
<tr>
<td>Northwest</td>
<td>2,333</td>
<td>88</td>
<td>11</td>
</tr>
<tr>
<td>Potomac</td>
<td>7,299</td>
<td>4,928</td>
<td>1,497</td>
</tr>
<tr>
<td>Route 15 North</td>
<td>933</td>
<td>13</td>
<td>18</td>
</tr>
<tr>
<td>Route 15 South</td>
<td>891</td>
<td>23</td>
<td>24</td>
</tr>
<tr>
<td><strong>Route 7 West</strong></td>
<td><strong>3,860</strong></td>
<td><strong>433</strong></td>
<td><strong>175</strong></td>
</tr>
<tr>
<td>Southwest</td>
<td>2,450</td>
<td>128</td>
<td>120</td>
</tr>
<tr>
<td>Sterling</td>
<td>4,857</td>
<td>3,517</td>
<td>1,609</td>
</tr>
<tr>
<td><strong>TOTAL:</strong></td>
<td><strong>35,929</strong></td>
<td><strong>17,389</strong></td>
<td><strong>8,842</strong></td>
</tr>
</tbody>
</table>

Source: 2006 Annual Growth Summary, Loudoun County, VA; U.S. Census Bureau, Census 2000; Loudoun County Department of Management and Financial Services

Note: SFD (Single-Family Detached), SFA (Single-Family Attached), MF (Multi-family)

## 2006 Employment Establishments Purcellville 20132

Source: 2006 Annual Growth Summary, Loudoun County, Virginia. Mining is the only Industry which Purcellville does not have any establishments
### Percentage of Residential Building Permits Issued by Planning Subarea 1996-2006

- Ashburn: 40%
- Dulles: 19%
- Leesburg: 16%
- Northwest: 2%
- Potomac: 8%
- Route 15 North: 1%
- Route 15 South: 1%
- Route 7 West: 7%
- Southwest: 5%
- Sterling: 1%

*Source: 2006 Annual Growth Summary*

### Employment Establishments Sterling 2016, 2015

- Construction: 20.90%
- Manufacturing: 4.20%
- Wholesale Trade: 14.10%
- Retail Trade: 20.50%
- Trans. And Warehousing: 20.60%
- Information: 14.70%
- FIRE: 19.70%
- Services: 15%
- Public Administration: 19.20%

*Source: 2006 Annual Growth Summary. Sterling has no establishments in the Ag., Forestry, and Fishing, Mining, and Utilities Industries.*
Non-Residential Building Permits by Planning Subarea, 2006

Source: 2006 Annual Growth Summary
Loudoun County Stakeholders Interview:

Hello, it’s nice to meet you. My name is Kelly Kinahan. I am a graduate student in the Master of Urban and Regional Planning program at Virginia Commonwealth University. I am working with the Loudoun County Department of Economic Development to create a plan for the future of the Main Street Loudoun Partnership. I’m conducting confidential interviews with stakeholders throughout Loudoun County to find out the needs and assets of the Towns, Villages, and suburban areas, and how this program through Loudoun County Department of Economic Development can best address these needs and build upon these assets.

I’d like to ask you a few questions that will last 20 minutes or so. If there are any questions you don’t want to answer, please say so. Your name will not be used in this report. Please be as candid as possible so that I can provide useful information to the County.

If you have any questions, you can contact Phil Denino or Larry Rosenstrauch at LCED (703-777-0426), or Dr. John Accordino at VCU (804-827-0525)

Past Experiences with MSLP
1. In what capacity and for how long were you involved with the existing Main Street Loudoun? (someone from Town involved before you?)

2. What are some of the projects that your Town has partnered with Main Street Loudoun on?

3. What were the benefits for your town from participating in the Main Street Loudoun?

4. What are some ways in which the Main Street Loudoun could be improved?

5. Name three projects you would like to partner with the new economic development program on.
   a.
   b.
   c.

Assets and Needs
6. What are some of the greatest assets/strongest qualities of the Town that make it a great place to live, make people want to come here? How are you currently taking advantage of them?

7. How can the County help you take advantage of these assets?

8. What are the areas of greatest need you have as a town/community that you would like to see the county provide assistance?

9. How can the County help you address these needs?

10. What other community (in Loudoun or outside) would you like to emulate? How do you think your Town can do this?

11. How has the Town addressed the needs of small business development and welcoming business innovation and entrepreneurs? (Market analysis, business recruitment plan, business development/improvement plan, merchants association)
   a. Is this an area you would want the County to provide assistance? If yes, how?
12. How has the Town addressed the design needs of the community? (preserving important/historic buildings, parking, traffic calming, pedestrian friendliness/walkability, parks/open spaces, green design/sustainability)
   a. Is this an area you would want the County to provide assistance? If yes, how?

13. How has the Town addressed promotions/marketing/advertisements creating a defined image for itself?
   a. Is this an area you would want the County to provide assistance? If yes, how?

14. What other entities are involved in community development/enhancement within the Town and how well do they all work together? (merchants association, downtown improvement association, preservation group, historical society)
   a. Is this an area you would want the County to provide assistance? If yes, how?

Vision/Growth/Evolvement
15. Does your town/community have a town plan or vision published? If so, what are the key initiatives? If not, is this an area you would want the County to provide assistance?

16. What are some of the Town’s priorities/key initiatives (for local economic development strategies) over the next 2 years, 5 years, and 10 years?

17. What resources from the County would be most beneficial for your Town? (technical assistance, grants/funding, workshops/education)

18. Name three goals that should be the initial focus of the Main Street Loudoun successor.
Loudoun County: Early History

In 1649, King Charles II of England granted seven noblemen a five million acre tract known as the Northern Neck of Virginia Propriety. This area of land between the Rappahannock and Potomac Rivers was divided between 1653 and 1730, forming the Counties of Stafford, Westmoreland, and Prince William, with the remaining property designated as Fairfax County. The area today known as Loudoun County was created in 1757 when the Virginia House of Burgesses divided Fairfax County. The western section was named for John Campbell, Fourth Earl of Loudoun, a Scottish nobleman who served as Commander-in-Chief for all British armed forces in North America and titular Governor of Virginia from 1757 to 1759. Leesburg has continuously served as the County seat for over 250 years.

Permanent settlements began to crop up in Loudoun between 1725-1730, while still part of Lord Fairfax’s land. Large tobacco plantations were established in southern Loudoun County by English Cavalier settlers from eastern Virginia, while northern areas of Loudoun became populated by those from the Middle Colonies of Pennsylvania, New Jersey, and Maryland. Germans from Maryland and Pennsylvania settled the Lovettsville area between 1745-1760, and the region west of the Catoctin Mountains saw an influx of Quakers, Germans, Irish and Scots-Irish. The Quakers played an important role in establishing a number of communities in western Loudoun including Waterford, Lincoln (originally Goose Creek), Hamilton (originally Harmony), and Unison (originally Union). Areas of southwestern Loudoun became a refuge for those escaping the Shenandoah Valley after the defeat of General Braddock at Fort Duquesne. Loudoun County served as an asylum for President Madison and important state documents, including the Constitution, during the War of 1812. As the country moved toward civil war in during the mid-nineteenth century, residents’ of Loudoun were divided over the issue of secession. Similar to the geographic divide that existed throughout the country, northern Loudoun’s Quaker and German settlers were against slavery and separation from the Union, while views of the tobacco farmers in southern Loudoun were aligned with the Confederacy.
Purcellville: Early History

Purcellville’s first settler, James Dillon, hailed from Bucks County, Pennsylvania and came to the area in 1764. Prior to 1852 Purcellville was known as Bonadventure, but was renamed after Valentine Vernon Purcell who established Purcell’s Store and Post Office and was later appointed Postmaster in 1822.

Traffic through Purcellville began to increase during the mid-nineteenth century with the construction of a turnpike connecting Alexandria to Winchester and beyond through Purcellville, and a rail line which was extended to the Purcellville from Leesburg in 1874. During the late nineteenth century, Purcellville was home to the Bush Meeting, a Grand Religious Temperance Demonstration. This annual event was held in August, and by the early twentieth century the event had grown to attract well-known politicians of the day including William Jennings Bryan. In 1904, Arch Simpson of Round Hill constructed The Tabernacle, which stood as the County’s largest structure until Dulles Airport was built, to house the meeting. The Bush Meeting ended by 1931, but The Tabernacle continued to play an important role in Purcellville’s social gatherings. The first Loudoun 4-H Fair was hosted there in 1935, and it also served as a both a roller skating rink and hosted events from wrestling matches to country singers. In 1947, the local fire company purchased the complex to use as a baseball field; in 1999 the field was refurbished allowing Purcellville to host the Babe Ruth World Series.

Purcellville is home to the oldest retail business in the Virginia Piedmont still within the founding family, Nichols Hardware, which opened in 1914. The Nichols Hardware building, also constructed by Round Hill’s Arch Simpson, was made of brick in response to the fires that had recently destroyed many of Purcellville’s frame buildings. In 1920, Nichols Hardware expanded into the adjacent livery stable, which housed the furniture wing of the store. Another important business in Purcellville’s history is the mill opened in the late nineteenth century by John T. Hirst and John R. Smith. The mill was sold to William Henry Adams and his son Contee Lynn Adams in the 1920s, and they concentrated the business on the cleaning of seed. Orchard grass seed proved to be vital for the war efforts during the 1940s, used to proficiently pack ammunition and artillery shells. The mill was rebuilt three times during the late nineteenth and early twentieth centuries due to fire, but still stands today as Magnolia’s at the Mill restaurant.
Lincoln: Early History
With its abundant land and high quality soil, Pennsylvania Quakers were immediately attracted to Loudoun County, and the Village of Lincoln was settled by two of these Quakers, Hannah and Jacob Janney. In 1765, the Quakers constructed a stone meetinghouse, which still stands in the village today, as does the larger brick meetinghouse built for the growing congregation in 1812. The Quaker roots of this village gave way to two important schools, a one-room brick schoolhouse constructed in 1815 that welcomed both black and white students, and Springdale Academy, a boarding school for girls that operated during the 1840s. In 1866, the Board of the Freedman Bureau School for black children became the first integrated public body in the County. The Village of Lincoln is also home to the Grace Methodist Episcopal Church, one of the first legal black churches in Loudoun County. Constructed jointly by freed slaves and Quakers in 1884, the church continued to serve as a unifying and stabilizing force for the village through the mid-twentieth century. During the late 1940s, the church was abandoned in favor of a new building constructed in Purcellville, where most of the congregation was living at the time. Originally known as Goose Creek, the village changed its name to Lincoln, while President Abraham Lincoln was still in office, after its request for a post office was approved.
Sterling Park: Early History
Marvin T. Broyhill, Jr. began development for a planned community, the first in the County, near the airport around the same time construction began. Broyhill purchased the 1,762 acres in fourteen parcels for $2,115,783.86, which included $1,700 an acre for the prime real estate of the 226-acre Hughes farm along Route 7. Sterling Park was developed east of present day Route 28, with Sterling Boulevard constructed as the main thoroughfare of the community. Broyhill’s vision for this new planned community included homes that would sell for around $17,000, $3,000 less than the average home in Fairfax County at the time, and include amenities such as air-conditioning, and free golf, tennis, and pool access. Sterling Park constituted another first in Loudoun County’s history: Broyhill and his development company offered the School Board $250 for each household in the new community, the first development proffer in the County. As was common for many communities throughout the country during the 1960s, the homes in Sterling Park were to be sold to those of “Caucasian race” only. With the population of the new development at Sterling Park projected to nearly reach the total population of the entire County at the time (approximately 24,700) there was great backlash from western Loudouners against this exponential growth. Prior to this new development, the population of the Sterling area was approximately 250.
VIRGINIA MAIN STREET SERVICES

NEWLY DESIGNATED MAIN STREET COMMUNITY SERVICES

Special Services
Reconnaissance Visit: State and outside specialists perform a preliminary needs assessment of the physical and economic environment of the community and downtown. (On-site)
Organizational Visit: State staff assists with organizational issues including roles and responsibilities of staff and Board. Work planning assistance is also provided. (On-site)
Specialist Visits Specialists: in the fields of market analysis, branding, and/or other fields identified during the Reconnaissance Visit: work in conjunction with the local community to address specific needs. (On-site)
Core Competencies Checklist: Identifies program benchmarks and serves as the basis for committee work plans.

Specialist Services and Technical Assistance
Design Assistance: Comprehensive assistance from an architect with expertise in older, historic commercial architecture, including façade designs, consultations and training.
Specialist Visits: One-day visits by State staff and downtown development specialists to help communities address specific issues.
Organizational Assessments: State staff and specialists come on-site to assess organization progress.

Program Support and Professional Development
National Main Street Center Network Membership:
Benefits include subscriptions to technical publications, newsletters and a hot line.
Program Manager Training: Regular training by state and national experts is provided. Managers must attend.
Regional Board Training: As needed training by State staff and experienced Board members.
Main Street Essentials: State staff and specialists train local programs in the Main Street Approach.
Topical Training: State staff and specialists train local programs in specific revitalization topics. Program managers, board and committee members are encouraged to attend.
Scholarships: Scholarships to the NMSC’s annual conference are provided.
Work Planning Assistance: State staff is available to facilitate local strategic and work planning.
Remote Consultation: State and National Main Street Center staff are available by phone and e-mail.
Resource & Information Sharing: State staff and specialists prepare quarterly newsletters and timely e-mail updates of opportunities for services and funding available. Networking with other communities is encouraged using VMS maintained contact lists.
Virginia Main Street Library: More than 175 titles are available for loan. Extensive files are also available.

Marketing
Road signage: Road signs to denote Main Street designation are provided.
Public Relations: Regular press coverage and exposure is provided through media releases and marketing materials, including the Driving Tour Brochure and Annual Report.
Use of Main Street Logo: Electronic artwork is provided.

AFFILIATE COMMUNITIES Services
Main Street Essentials: State staff and specialists train local programs in the Main Street Approach.
Topical Training: State staff and specialists train local programs in specific revitalization topics.
Scholarships: Scholarships to the Virginia Downtown Development Association conference and/or National Main Street Center’s conference are provided through a competitive process on a limited basis, as funds allow.
Remote Consultation: State staff is available by phone and e-mail.
Resource & Information Sharing: State staff and specialists prepare quarterly newsletters and timely e-mail updates of opportunities for services and funding available to Virginia’s downtowns. Networking with other communities is encouraged using VMS maintained contact lists.
Virginia Main Street Library: More than 175 titles are available for loan. Extensive files are also available.

Requirements

• Work in a pedestrian-oriented commercial district

While Affiliates are not required to have a traditional Main Street district, they should have a pedestrian-oriented commercial area with a high percentage of locally-owned businesses. A county may become an Affiliate on behalf of one or more communities within the county. A city may become an affiliate on behalf of one or more neighborhood commercial districts within a city.

• Have a broad-based revitalization organization

This organization does not have to be an independent nonprofit and may include Chambers of Commerce, departments of local government or other structures. Use the comprehensive Main Street Approach™ This is the foundation of all Virginia Main Street assistance.

Active Participation Affiliate communities must keep their contact information current and utilize VMS services at least once each year to remain active. Affiliates that remain inactive for a period of more than one year will be notified and dropped from the Affiliate roster. Communities dropped from the affiliate roster may re-apply by completing the Affiliate application again.

MATURE MAIN STREET COMMUNITY SERVICES

Specialist Services and Technical Assistance

Design Assistance: Limited number of façade drawings, updates to existing drawings and sign design, as resources allow. Phone and e-mail assistance as needed.
Specialist Visits: Virginia Main Street Staff available on request.
Specialists, as resources allow.
Organizational Assessments: As needed.
Research: Staff will conduct research on issues or topics of interest using state and national contacts.

Program Support and Professional Development

Program Manager Training: Regular training by state and national experts is provided. Managers must attend.
Regional Board Training: As needed training by State staff and experienced Board members.
Main Street Essentials: State staff and specialists train local programs in the Main Street Approach™
Topical Training: State staff and specialists train local programs in specific revitalization topics. Program managers, board and committee members are encouraged to attend.
Scholarships: Scholarships to the Virginia Downtown Development Association conference and/or National Main Street Center’s conference are provided through a competitive process on a limited basis, as funds allow.
Work Planning Assistance: State staff is available to facilitate local strategic and work planning.
Remote Consultation: State and National Main Street Center staff members are available by phone and e-mail.
Resource & Information Sharing: State staff and specialists prepare quarterly newsletters and timely e-mail updates of opportunities for services and funding available to Virginia’s downtowns. Networking with other communities is encouraged using VMS maintained contact lists.
Virginia Main Street Library: More than 175 titles are available for loan. Extensive files are also available.

Marketing
Public Relations: Regular press coverage and exposure is provided through media releases and marketing materials, including the Driving Tour and Annual Report.
Use of Main Street Logo: Electronic artwork is provided.
Excerpted below are the relevant portions of the Los Angeles Municipal Code:

(a) Definitions. (Amended by Ord. No. 176,166, Eff. 10/4/04.) For purposes of this Subdivision the following words and phrases are defined as follows:

Economic Assistance Areas means the existing geographically defined areas: Five State Enterprise Zones, Federal Empowerment Zone, Federal Renewal Community Zone, thirty-seven Community Redevelopment Agency Project Areas, and Earthquake Project Areas, and a one-mile buffer surrounding each of the above-identified zones, as identified by the Community Development Department and as shown on the “Los Angeles Economic Assistance Areas” Map, dated January 2004, which is attached to Council File No. 00-1675 S2 and is on file in the Community Development Department, and which may be amended from time to time.

Major Development Project means the construction of, the addition to, or the alteration of, any buildings or structures which create or add 250,000 square feet or more of warehouse floor area, 250 or more hotel/motel guest rooms, or 100,000 square feet or more of floor area in other nonresidential or non-warehouse uses. The above definition shall apply to the cumulative sum of related or successive permits which are part of a larger project, such as piecemeal additions to a building, or multiple buildings on a lot as determined by the Director of Planning. For the purpose of this subdivision, floor area shall be as defined in Section 12.03 of this Code.

Non-taxable Merchandise means products, commodities, or items not subject to California state sales tax. For purposes of this ordinance, the definition of non-taxable merchandise shall not include, without limitation, Sales Floor Area devoted to any of the following categories: services, including the services of a chiropractor, optometrist, optician, physician, surgeon, podiatrist, dentist, spa, gym, nail salon, and travel accommodation services; theaters and other entertainment uses; and food products sold through vending machines.

Sales Floor Area means the interior building space devoted to the sale of merchandise, but excludes restrooms, office space, storage space, automobile service areas, or open-air garden sales space. For the purpose of determining the total sales floor area of a single business establishment, the aggregate square footage of all adjacent stores that share common check stands, management of the business operation of such adjacent stores, controlling ownership interest in the business operation of such adjacent stores, warehouses, or distribution facilities shall be considered a single business establishment.

Superstore means a Major Development Project that sells from the premises goods and merchandise, primarily for personal or household use, and whose total Sales Floor Area exceeds 100,000 square feet and which devote more than 10% of sales floor area to the sale of Non-Taxable Merchandise. This definition excludes wholesale clubs or other establishments selling primarily bulk merchandise and charging membership dues or otherwise restricting merchandise sales to customers paying a periodic assessment fee. This definition also excludes the sale or rental of motor vehicles, except for parts and accessories, and the sale of materials used in construction of buildings or other structures, except for paint, fixtures, and hardware.

(d) Superstores in Economic Assistance Areas. (Added by Ord. No. 176,166, Eff. 10/4/04.)
(1) Additional Findings. In addition to the findings otherwise required by this Section and set forth in Paragraph (b) of this Subdivision, prior to approval of a Superstore that is located in an Economic Assistance Area, the City Planning Commission...
or the City Council on appeal shall find, after consideration of all economic benefits and costs, that the Superstore would not materially adversely affect the economic welfare of the Impact Area, based upon information contained in an economic impact analysis report submitted by the applicant, any other information received or obtained by the Community Development Department or the Community Redevelopment Agency, a recommendation by the Community Development Department, or the Community Redevelopment Agency pursuant to Subparagraph (3) below, and any other information received before or at a public hearing required by this Section. The phrase “Impact Area” refers to a three mile radius surrounding the proposed location of the Superstore.

(2) Procedures. An application for approval of a Superstore pursuant to this paragraph shall follow the procedures for conditional use permits otherwise required by this Section. In addition, the applicant shall prepare and submit the economic impact analysis report referenced in Subparagraph (1) to the Community Development Department or to the Community Redevelopment Agency, where appropriate, for review in conjunction with its application to the Department of Planning. The economic impact analysis report shall be reviewed by the Department or Agency and/or a consultant, if deemed necessary by the Department or Agency and paid for in full by the applicant. The Community Development Department and the Community Redevelopment Agency shall complete its review of the report within 60 days after receipt of the report from the applicant. The report shall identify whether:

(i) Efforts to establish a market larger than 20,000 square feet within the Impact Area have been unsuccessful or whether the proposed use will have an adverse impact or economic benefit on grocery or retail shopping centers in the Impact Area;

(ii) The Superstore would result in the physical displacement of any businesses, and, if so, the nature of the displaced businesses or would create economic stimulation in the Impact Area;

(iii) The Superstore would require the demolition of housing, or any other action or change that results in a decrease of extremely low, very low, low or moderate income housing on site;

(iv) The Superstore would result in the destruction or demolition of any park or other green space, playground, childcare facility, community center;

(v) The Superstore would provide lower in cost and/or higher in quality goods and services to residents than currently available or that are currently unavailable from a cost benefit perspective within the Impact Area in which the project is proposed to be located;

(vi) The Superstore would displace jobs within the Impact Area or provide economic revitalization and/or job creation. For purposes of determining this impact, the applicant must identify the number of jobs displaced or created, the quality of the jobs, whether the jobs are temporary or permanent, and the employment sector in which the lost jobs are located;

(vii) The Superstore would have a fiscal impact either positive or negative on City tax revenue;

(viii) Any restrictions exist on the subsequent use of the property on which the Superstore is proposed to be located, including the provisions of a lease if applicable, which, in the event the owner or operator of the Superstore vacates the premises, would require the premises to remain vacant for a significant amount of time;

(ix) The Superstore will result in any materially adverse or positive economic impacts or blight on the Impact Area; and

(x) Any measures are available which will mitigate any materially adverse economic impacts, if any, identified by the
applicant, if necessary.

(3) Recommendation. The Community Development Department, or the staff of the Community Redevelopment Agency if the Superstore is proposed to be located in a redevelopment area or in the surrounding one-mile buffer zone, shall review the economic impact analysis report and, after consideration of economic benefits and costs, make a written recommendation as to whether the proposed Superstore will result in a materially adverse economic impact on the Impact Area and, if so, whether conditions are available which will mitigate the economic impact. The written recommendation, including proposed mitigation measures, if any, shall be submitted to the Department of Planning by the Community Development Department, or the staff of the Community Redevelopment Agency, as appropriate, in accordance with the written procedures on file with the Department and the Agency.

Loudoun County Small Business Development Center

Workshops and Seminars, 2008

- Start Your Business (23 per year)
- Basics of Federal Taxes for Small Businesses
- A Celebration of Women in Business
- Make Your Mark: Build Your Business Brand
- Viral Networking: Using LinkIn to Grow Your Business
- Getting Noticed on the Web: Truths and Myths of SEO
- The Art of Persuasive Selling™: The Rules of Messaging
- Human Resources: Building Your Small Businesses

Greatest Asset
- QuickBooks Demystified
- Bookkeeping and Taxation
- Retirement Funding
- Health Care Options

Areas of assistance covered by workshops or counseling:
- Business and strategic planning
- Business Planning/Pre-Startup issues
- Marketing
- Cost maintenance and reduction tools
- Business financing resources
- Web design and Internet technology
- Bank presentation preparation
- Business location/relocation (when applying for loans)
- International business issues
- Accounting/Bookkeeping
Affinity Lab
MEMBERSHIP: Full Member, $895 per month
This option provides the general infrastructure for an organization to carry out its day-to-day operations. Full members have 24-hour, 7-days-a-week, 365-days-a-year use of Affinity Lab. Monthly rate includes the following services:
- More than 100-square feet of desk space
- File storage
- Phone with voicemail
- Three-shelf bookshelf
- Redundant DSL Internet access
- Conference room access
- Fully equipped break area
- Receiving faxes and local sending
- Zipcar business membership

Shared Member, $495 per month
The Shared Member option is for those who spend a good portion of time outside of the office, yet require a desk space. With this option, up to 2 individuals or organizations share a desk space and phone line. Shared members have 24/7/365 access to Affinity Lab, but they may only use the assigned desk 50% of the time. Desk-use schedules are worked out between the organizations sharing the desk space.
- More than 100-square feet of desk space
- Shared file storage
- Shared phone with voicemail
- Shared three-shelf bookshelf
- DSL Internet access
- Conference room access
- Fully equipped break area
- Receiving faxes and local sending

Virtual Member, $195 per month
Affinity Lab also offers a Virtual Member option for those interested in using the space as a receiving point for client calls, packages and mail as well as a company meeting point. Virtual Members may use the common areas and resources (Conference room, common work areas, Internet access, etc.) of the Lab for 5 hours during traditional business hours (8AM-6PM) and for unlimited time during non-traditional business hours. The monthly rate is $195 per company.
- Mail and package delivery
- DSL Internet access
- Conference room access
- Fully equipped break area
- Receiving faxes

For all membership levels the following additional services are available on an à la carte basis:
- Networked printer/copier
- Long-distance faxing
- Long-distance phone calls
- Postage
RESTAURANT CHECK-UP SURVEY

Scoring
H: Healthy = meeting standards consistently
OK: Okay = haphazard compliance
S: Sick = not occurring in the business
[n/a] = not applicable

* If a statement is not applicable, or you don’t understand it, leave [n/a] checked. Your total will be adjusted accordingly.

http://www.mdsbdc.umd.edu/restaurant_check_up.html

The Basics [H] [Ok] [S] [n/a]
1. Your business is making money.
2. You are paying your bills on time - especially invoices with discounts.
3. Your vendors and suppliers are shipping you with terms.
4. You are current with your taxes, permits, and licenses.
5. Your business is trending up overall since you opened.
6. Your business is trending up compared to last year.
   (comp #’s)
7. You comply with all Health Department Standards.
8. You have an effective and consistent customer service plan in place.
9. You work beside your employees to help them succeed in their job.

Finance [H] [Ok] [S] [n/a]
1. You reconcile your checking accounts.
2. You are producing regular, consistently formatted statements. (income statement, balance sheet, sources and uses of funds)
3. You operate with a rolling cash flow 12 - 18 months out.
4. Your receivables are current.
5. Shrinkage (bad debt, internal and external loss) is less than 2% of gross revenue.
6. There is a sales plan in place.
7. Your lease is competitive.
8. Your payroll is an acceptable percentage of sales.
9. A basic ratio analysis corresponds favorably to industry benchmarks.
10. You monitor and manage your Cost of Goods and Payroll according to business levels.

Operations [H] [Ok] [S] [n/a]
1. You always keep to your Posted Hours of Operation.
2. Vendors respond and deliver promptly and consistently and at convenient times.
3. You match packing slips with purchase orders with invoices and check quality of goods.
4. You have policies for damaged or spoiled supplies received from vendors.
5. The process of ordering and delivering product is adequately controlled.
6. Your system allows for orderly register “closings” at C.O.B.
7. You make bank deposits daily.
8. You record weather on your daily business summary report.
9. You anticipate business needs and work loads based on weather predictions and/or seasonal variations.

Supplies, Food and Produce [H] [Ok] [S] [n/a]
1. You store your goods so they can be rotated and used in the order received.
2. Portions are clearly defined, measured and controlled.
3. All prep work is complete by open of business or prior to peak business hours.
4. Prep work is done with attention to consistency and waste control.
5. Storage areas are clean, orderly, and kept at proper temperature.
6. Foods to be carried over are properly packaged, labeled and dated, and kept at proper temperature.
7. Foods are disposed of properly in a timely fashion.
8. You are able to anticipate quantities and usage and order so that supply levels are adequate to meet customer demands with a minimum of spoilage.

Menus and Presentation [H] [Ok] [S] [n/a]
1. Menus are clean, attractive, easy to read, and understandable.
2. Lighting is adequate (or even enhancing).
3. Display menus/signage are attractive, distinct, easy to read, and clearly priced.
4. Cold/hot cases look full, fresh, and “ready for business.”
5. Cold/hot cases beverage and dispensers are maintained throughout the day to be ready at peak hours.
6. Visible cooking areas are clean, orderly, and constantly maintained.
7. These areas enhance the perception of your food.
8. Food is attractively and appetizingly presented to the customer

Physical Plant [H] [Ok] [S] [n/a]
Front of the House
1. The front/entrance of the shop is clean and in good condition.
2. Windows are clean.
3. All light bulbs are working and interior is well lit.
4. Window displays and signage are effective and in order.
5. Furnishings and décor are clean and in good condition.
6. Tabletops are clean.
7. Utensils, napkins, and condiments are clean and readily accessible (whether on the table or at a central station).
8. The floor is clean.
9. The bathrooms are clean.
10. The music is appropriate.
11. Refuse containers are periodically emptied and wiped down.
12. The shop opens daily “ready for business” regardless of your presence.

Back of the House
13. All equipment works and is safe and in good condition.
14. All prep stations are set up correctly and on time at the start of the day.
15. All food and beverage prep areas are thoroughly cleaned at C.O.B.
16. Floors are clean.
17. Storage areas are neat, orderly, and clean.
18. Cleaning supplies are properly stored.
19. Water temperatures are appropriate.
20. Food prep and utensil cleaning equipment is properly maintained.
21. All aspects of operations could withstand a health dept. inspection.

Personnel [H] [Ok] [S] [n/a]
1. Staff is stable and turnover manageable.
2. Employees clearly understand performance standards and friendly customer service.
3. Operational policy and procedures are clearly stated.
4. Employee discounts or purchase program are clearly defined.
5. Employees have an understanding of “product knowledge”, “selling techniques”, and “use of downtime.”
6. Training is provided.
7. Employees are properly groomed and attired.
8. The compensation system incentivizes behavior.
9. All behavior receives appropriate feedback, redirection, or reinforcement.
10. You solicit and listen to employees’ ideas and suggestions.
11. You periodically “drop-in” on your day off to see if
management is as good as it should be when you are not there. Customer Service [H] [Ok] [S] [n/a]
1. You can describe your customer in detail in two or three sentences.
2. Merchandising (purchasing, display, signage, pricing) policy (checks, credit card, return, exchange, credit), promotional, marketing, or replacement decisions are made from a customer service perspective.
3. Your customers are greeted when they enter your shop.
4. Your employees answer the phone in a prescribed manner.
5. Customers are thanked when they spend money with you.
6. You have sat or eaten at every table in your shop.
7. You have had your restaurant “secret shopped.”
8. You have a “complimentary drink or menu item” budget.

Marketing [H] [Ok] [S] [n/a]
1. You have identified the most effective means of communicating with your customer. (neighborhood, community, local, regional resources.)
2. You capture customer information for mailing or direct contact.
3. You contact customers on a regular basis.
4. You have a marketing plan and a budget.

Competition [H] [Ok] [S] [n/a]
1. You patronize the competition.
2. You are familiar with competitors’ marketing, menu, pricing, and policy practices.
3. You are beating the competition.
4. You consider having “loss leaders” that are readily reorderable and might enhance customer loyalty.
5. You understand where else a customer might spend the dollars that would be spent in your shop. (substitute, complementary, or alternative products)

Loss Prevention and Safety [H] [Ok] [S] [n/a]
1. Shop and register keys are in management’s possession at all times.
2. Customer entry chimes (bell) work.
3. Stockroom and office doors are closed and secure.
4. Rear entrances are locked.
5. You conduct regular inventory plus “spot check” inventory on costly goods.
6. Emergency numbers are clearly posted in front and rear of shop.
7. Fire extinguisher and first aid kit are in good order.
8. Exits clear, exit signs and emergency lights are working.
9. Bathrooms are monitored by staff.

Technology [H] [Ok] [S] [n/a]
1. You employ a computerized Point of Sale system that provides effective data and control.
2. It integrates to accounting and inventory systems.
3. It provides information for adequate and timely reordering.
4. It captures customer information.
5. You have a Website.
6. You have done a “Technology Assessment” to determine appropriate technology applications and cost/benefit for your business.