



Board Meeting

Town Council Chambers

February 11th, 2021 @ 5:15 p.m.

A G E N D A

1. Welcome/Call to Order
2. Approval of Consent Agenda
 - Meeting Minutes – January 14th, 2021
 - Committee Reports (*if included*)
 - Design
 - Economic Vitality
 - Marketing
 - Organization
 - Promotion
 - Monthly Financial Report
 - Main Street Coordinator's Report
3. Main Street Coordinator Updates
 - AOT Boundary Expansion
 - Art on Main
 - Vista Theatre Façade Rendering
4. Old Business
 - Downtown Investment Grant – Application Ideas
5. New Business
 - AOT Work Plan Review
 - Bylaws Modification – Executive Director Role
 - Distrx Mobile App
 - Façade Loan Program Modification
 - DRO Material Limitations
6. Adjournment

Next meeting: March 11th, 2021 @ 5:15 PM



Board Meeting

Town Council Chambers

January 14th, 2021 ~ 5:15 p.m.

A G E N D A

Attendance: Board Members: Regina Adams, Katie Lane, Robert Pate, Melinda Saunders, Jessica Sundblom, Ed Soto, Yolanda Stone (phone)

Town Employees: Sharon Williams

Community Coordinator: George Sandridge

1. Welcome/Call to Order (Ed Soto)
2. Approval of Consent Agenda
 - Meeting Minutes – December 10th, 2020
 - Design Committee Report
 - Community Coordinator's Report
 - Motion – Regina Adams
 - Second – Jessica Sundblom
 - Approved
3. Treasurer's Financial Report (George Sandridge)
 - November Financial Documents included
 1. Motion – Katie Lane
 2. Second – Melinda Saunders
 3. Approved
4. Community Coordinator Updates (George Sandridge)
 - CY2020 VMS Data Bonanza Review
 1. January 25th this is due – Email George and Ed if you have any edits
 - 2021 Downtown Investment Grant Ideas
 1. COVID Relief and Economic Development will be the main focus this year
 - Applications needed by March 2021
 2. Should we look at the Pop Up programs?
 - FYI – 2021 VMS Training Opportunities

1. Document shared (attached)
2. Available to Board Members

5. Old Business

- Accounting Software Review (George Sandridge)
 - Begin using Aplos
 - Motion – Katie Lane
 - Second – Regina Adams
 - Approved
 - George Sandridge will let the Board know how it is going and if we need to make any changes after the free trial period
- AOT Boundary Expansion (Ed Soto)
 - We will need to scale back our proposed area
 - Future goal would be to go to Wood Lane
 - Current goal is updated to Charlotte Street
 - We would get around 12 new businesses
- Pop-Up Program – Modification (Ed Soto & George Sandridge)
 - Open it up to any location instead of one previously chosen location
 - Consider a cap for the grant since rent will be different by location
 - Current plan is for up 1k a month for rent for 3 months
 - Rename – Downtown Business Investment Grant
 - Board is good with George Sandridge moving forward to see if possible
 - Looking at utilizing 5 locations/businesses that are currently empty buildings

6. New Business

- Auto-Pay for Credit Card (George Saunders)
 - Allow for Auto-Pay
 - Motion – Regina Adams
 - Second – Jessica Sundblom
 - Approved
- Fundraising Raffle (Ed Soto)
 - Do we do an Experience Raffle?
 - Do we do different business owners?
 - Keep it online instead of raffle tickets
 - Do a raffle and let the committee decide
 - Motion – Jessica Sundblom
 - Second – Melinda Saunders
 - Approved
- Monthly Classic Car Cruise-In (Ed Soto)
 - Band Boosters no longer wants to host
 - People on Facebook reached out about wanting to host
 - Think about closing part of the street in the future
 - Open up to other organizations hosting it
- Design Committee (Melinda Saunders)
 - Will submit design plans for flags in FY22 to place out in FY23
 - Parklet – will need some guidance from Board
 - Keep the first parklet to be designed by the Board/Committee
 - Possibly host one at the Spark Innovation Center?

- Possibly host one next to Cyclin 'Nuts?
 - Possibly use repurposed wood from English Park?
- Art on Main Vacant Buildings (Sharon Williams)
 - Window size information coming 1/14/21
 - 8 vacant window spaces
 - Current goal is to have it completed in March
- 60 in 60 Challenge Type Program (Sharon Williams)
 - Possible partnership with AOT, Town, and the Recreation Committee
 - Health Challenge
 - Virtual Walk/Health Challenge
 - Registration might cost
 - Focus on the Downtown District
 - Would be great to have Art on Main completed for this
 - Around March timeframe is the current goal
- SRML Book Hunt (Katie Lane)
 - Around 60 pieces of paper taken/participated
 - Good feedback from patrons
 - Partnership with the library

7. Adjournment

Next meeting: February 11th, 2021 @ 5:15 PM



Main Street Coordinator January 2021 Monthly Report

Businesses Visited/Contacted

- Blum Skincare
- Cyclin' Nutz
- Danny's Village Barber Shop
- Edward Jones Investments
- English Auto
- First National Bank
- General Store & Inn
- KB Bookkeeping
- Kent & Kent Law Firm
- Linda's Barber & Beauty Shop
- Main Street Café
- Main Street Shoppes
- Miller's Jewelry
- Rountrey Hardware
- Schewel's Furniture
- Scoops
- SPT Salon
- Steve's Florist
- Styling Boutique
- The Portrait Place
- Vista Fitness
- Vital Edge Nutrition

AOT Activities

- Accounting Software: The Main Street Coordinator presented several accounting software solutions to the AOT Board at their monthly meeting on January 14th. Aplos Solutions was the program chosen to replace QuickBooks. However, after using the software for approximately one week, the MSC informed the Board that he would be proceeding with Publiq Software due to its ease of use, cost savings, and adherence to governmental accounting practices. The software will go live in February.
- AOT Boundary Expansion: At the January meeting, the AOT Board voted to proceed with a modified boundary expansion (*see attached map*). This expansion would encompass businesses from Pittsylvania Avenue to Charlotte Avenue and would add an additional 10-12 businesses to the AOT district. A completed application was submitted to VMS staff on January 29th, with a final decision expected prior to the end of February.
- Art on Main: The Main Street Coordinator met with the Community Development Director and Jordan Wellborn, Director of the Campbell County Library System, to discuss the upcoming Art on Main program. The MSC provided Mrs. Wellborn the measurements of several vacant downtown buildings to better assess the number of art displays that can be accommodated. The MSC began calling property owners on January 29th to explain the program and request permission to utilize the building. As of February 1st, four out of the six property owners have been contacted. One has provided permission and three have been left voicemails.
- CY2020 DHCD/VMS Data Bonanza: The Main Street Coordinator finalized and submitted the CY2020 Virginia Main Street Data Bonanza. After review by VMS staff, a program information sheet will be sent detailing the level of investment brought to Altavista by AOT.

- Distrx App: The Main Street Coordinator met with Ron Cook, a developer for Distrx, regarding a new app offered in partnership with the National Main Street Center. The app is free and allows accredited Main Street programs to build a mobile app that shows restaurants, businesses, landmarks, events, etc. The app also allows Main Street localities to program a walking tour of the district. It is estimated that the app will go live towards the end of February. The City of Danville, Gloucester County, Town of Tazewell, and Town of Luray are examples of VMS localities that currently use the app.
- Downtown Investment Grant: The Main Street Coordinator continued to research possible application ideas for the FY2022 Downtown Investment Grant offered by Virginia Main Street. At the January meeting, the AOT Board discussed possible funding ideas, including the Spark Innovation Center, the Pop-Up Program, or the façade loan. The deadline for the grant is March 15th, so a decision will be finalized at the February 11th board meeting.
- Pop-Up Program: The Main Street Coordinator presented a revised program at the January board meeting. Instead of focusing on one specific building, the program will now be open to any vacant building in the AOT district. The MSC will reach out to vacant building owners to discuss the program and finalize building details (square footage, rent, utilities, etc.). The AOT Board also voted to rename the program – “AOT Downtown Business Investment Grant.”
- VMS Program Manager’s Huddle: The Main Street Coordinator participated in the quarterly Virginia Main Street Program Manager’s huddle via Google Meet on January 28th. VMS staff provided updates on a variety of topics, including upcoming grant deadlines and training opportunities.

Town Activities

- Spark Innovation Center – Construction: The Town Manager, Assistant Town Manager, Community Development Director, and Main Street Coordinator met with staff from Hurt & Proffitt to begin discussions on engineering documents for the co-working space.
- Spark Innovation Center – Programming: Several meetings were conducted during the month with various programming partners, including Sandy Ratliff with Virginia Community Capital and Ben Bowman and Tim Saunders with Virginia Career Works. The Main Street Coordinator was joined by the Assistant Town Manager and the Community Development Director. Staff is continuing to explore various programming partners for the upcoming co-working space.
- Vacant Building Registry: The Main Street Coordinator completed the vacant building registry and provided the list to several individuals interested in opening businesses in downtown Altavista.
- Vista Theatre Façade Rendering: The Main Street Coordinator received the façade renderings performed by Frazier Associates on January 28th.

Town Social Media Activities

- **Page Likes:** 1,924 (+17 during January)
- **Page Followers:** 2,066 (+17 during January)
- **Post Reach:** 5,368 (-56% compared to December)
- **Total Posts:** 23 posts
- **Most Popular Post:** Spark Innovation Center – Name Reveal (January 19th) – 4,112 reached

AOT Social Media Activities

- **Page Likes:** 1,649 (+5 during January)
- **Page Followers:** 1,750 (+5 during January)
- **Post Reach:** 546 (-56% compared to December)
- **Total Posts:** 7 posts
- **Most Popular Post:** 2020 AOT Christmas Ornament (January 7th) – 321 reached



Agenda Cover Sheet
AOT Board Meeting
February 11th, 2021

Agenda Location

Main Street Coordinator Updates

Description

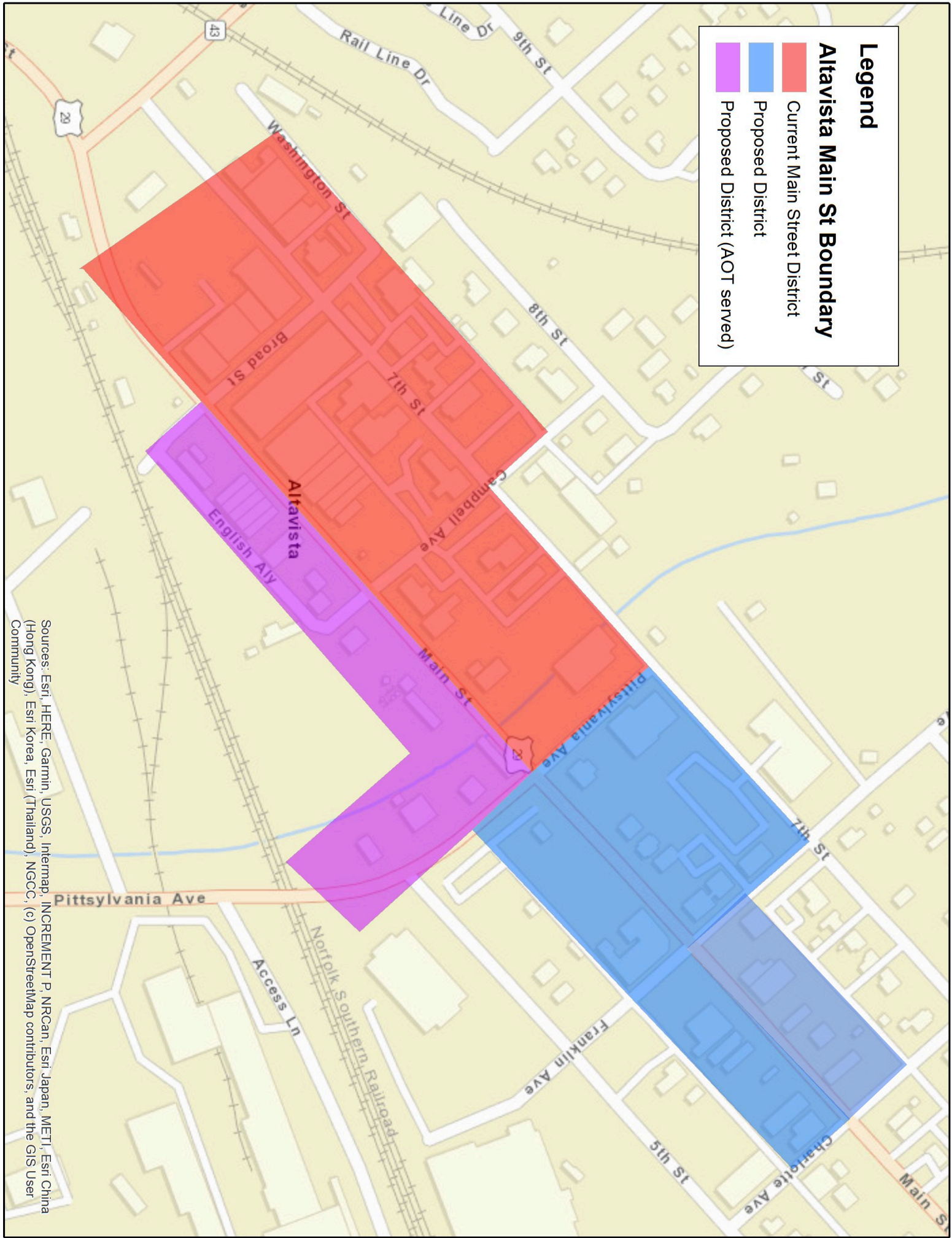
Following the AOT meeting on January 14th, the Main Street Coordinator submitted a revised application to DHCD staff for the AOT boundary expansion. The modified expansion would add an additional two blocks to the AOT district and extend it to Charlotte Avenue. Zachary Whitlow, Community Revitalization Specialist at DHCD, stated that a decision would be made towards the middle of February.

Potential Actions

No action needed. For informational purposes only.

Attachments

- Building Inventory
- Boundary Expansion Map



Legend




- Current Main Street District
- Proposed District
- Proposed District (AOT served)

Sources: Esri, HERE, Garmin, USGS, Intermap, INCREMENT P, NRCan, Esri Japan, METI, Esri China (Hong Kong), Esri Korea, Esri (Thailand), NGCC, (c) OpenStreetMap contributors, and the GIS User Community



Legend

Altavista Main St Boundary

-  Current Main Street District
-  Proposed District
-  Proposed District (AOT served)

Altavista On Track Boundary Expansion – Building Inventory

Buildings/Businesses Already Served

519 Broad Street	Restaurant
517 Broad Street	<i>Vacant</i>
507 Main Street	Hair Salon
509 Main Street	Massage Parlor
511 Main Street 513 Main Street	Photography
515 Main Street 517 Main Street	Photography
519 Main Street	Dance Studio
521 Main Street	Tax Service
525 Main Street	<i>Vacant (Restaurant)</i>
531 Main Street 533 Main Street	Gas Station
611 Main Street	Service Station
613 Main Street	Petroleum Provider
621 Main Street	Car Wash
508 Pittsylvania Avenue	Bike Store
504 Pittsylvania Avenue	Restaurant/Diner

New Buildings/Businesses to be Added

705 7 th Street 613 Pittsylvania Avenue	Thrift Store
700 Pittsylvania Avenue	BB&T
701 Main Street 715 Main Street	Car Dealership
710 5 th Street 712 5 th Street	Residential
710 Main Street	Residential
712 Main Street	Law Firm
714 Main Street	Residential
715 Main Street	Napa Auto Parts
717 7 th Street	Dry Cleaners
800 Main Street	Pool Care
802 Main Street	<i>Vacant</i>
804 Main Street	<i>Vacant</i>

810 Main Street	<i>Vacant (Restaurant)</i>
812 Main Street	Law Firm
818 Main Street	<i>Vacant</i>
809 Main Street 811 Main Street 815 Main Street	Funeral Home
817 Main Street	State Farm
821 Main Street	<i>Vacant</i>
823 Main Street	Multiple Businesses



Agenda Cover Sheet
AOT Board Meeting
February 11th, 2021

Agenda Location

Main Street Coordinator Updates

Description

On October 19th, 2020, the Town Manager directed the Main Street Coordinator to compile and submit an application to Frazier Associates for a façade rendering of the vacant Vista Theatre. The completed renderings were submitted to the Town by Frazier staff on January 29th, 2021.

Potential Actions

No action needed. For informational purposes only.

Attachments

- Façade Renderings

GENERAL NOTES:

VIRGINIA MAIN STREET: This community is a designated Virginia Main Street Community and as such these drawings are provided at no charge to the property owner. The Virginia Main Street program is sponsored through the Virginia Department of Housing and Community Development. Design recommendations must follow the Secretary of the Interior's Standards for Rehabilitation when the project is a designated historic building.

SCHEMATIC DESIGN: This drawing is conceptual and is not a working drawing for construction. The notes are intended as guidelines for rehabilitation. Any changes to the conceptual design should be reviewed and approved by the Main Street Designer and the local Program Manager. Some aspects of the design may require further drawings shown on this drawing. Field check any dimensions the owner and contractor to acquire additional technical or professional assistance as needed before or during construction

MATERIALS & MAINTENANCE CHECKLIST: See Materials & Maintenance Checklist when individual keynote is marked by asterisks (***) for rehabilitation methods. Any and all questions regarding rehabilitation methods should be addressed to the Virginia Main Street Designer.

ADA GUIDELINES: It is the owner's responsibility to ensure that the entire building meets the ADA Guidelines. Efforts are made in these drawings to meet the Guidelines when applicable.

SIGNS: Verify compliance of sign size, mounting, and location with municipality's sign ordinance prior to manufacturer and/or purchase. All efforts were made to comply with all information provided by owner and owner representative at the time of this drawing.

PAINT AND AWNINGS: If new paint colors and awnings are shown for this building, they will be specified on an attached or separate Colors and Materials Chart. Paint colors can be matched to paint brand of the owner's choice as long as the color is the same and a high quality paint is chosen. If an exact color match is not possible, please contact the Virginia Main Street Designer for assistance in choosing new colors. See the back of the Colors and Materials Chart for paint specifications.

LEAD PAINT & HAZARDOUS MATERIALS: The Owner & Contractor are responsible for total compliance of the Virginia Occupational and Health Administration regulations regarding protection for workers from and removal of lead paint, asbestos and all other hazardous materials.

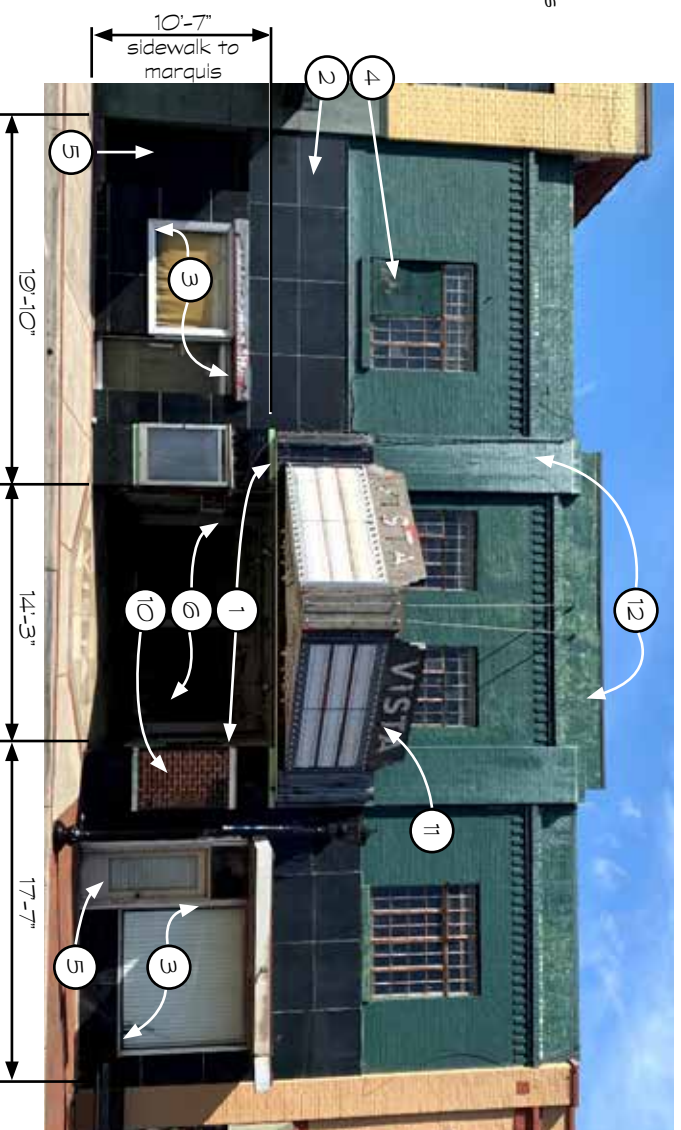
STATE AND FEDERAL HISTORIC TAX CREDIT PROJECTS: If a project to be submitted for rehabilitation tax credits, it is the owners responsibility to submit all required forms and secure any and all approval from state and federal agencies for proposed work prior to beginning any construction. Contact the Virginia Department of Historic Resources (VDHR) for more information.

DUE TO PANDEMIC: VMS

Architect was unable to visit the property. Rescheduling a visit by the VMS Architect is encouraged along with selective demolition by qualified contractor in order to recommend most appropriate methods for rehabilitation of this historic theater facade.

KEYNOTES:

- Carefully remove paint from existing decorative tile. If too damaged to retain and no exact matches can be obtained for replacement, consider reattaching all existing tile in good condition to facade facing sidewalk, then replace tile around the corner facing the recessed entry.
- Inspect, repair, patch and evenly re-attach granite facade panels. Match existing joint compound and tooling. If over 50% of panels are damaged or missing, options for replacement must be considered. Further discussion required upon on-site inspection as to appropriate repair methods.



EXISTING FACADE

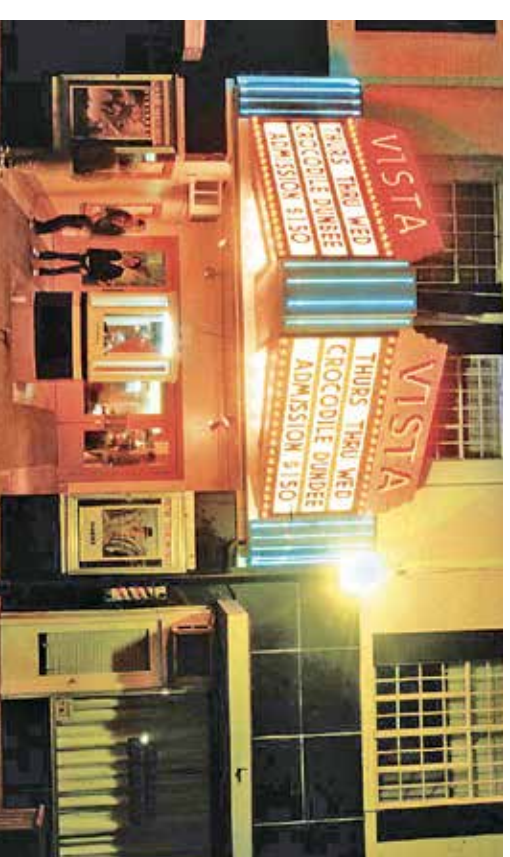
Dimensions provided by owner. Verify all dimensions in field.



FACADE - 1936

- Further inspection needed of existing storefronts when possible. In the meantime methods to retain and repair should be considered above replacement:
 - Repaint and re-flash the sign band.
 - Inspect and replace sealants and gaskets of storefront windows and framing.
 - Replace any broken glass to match color of existing.
 - Inspect existing glass door and hardware which appears in fair to good condition. Repair as needed.
 - Inspect, repair, re-flash and clean metal awning over right storefront.
 - Install new metal fascia to match existing if in irreparable condition.
 - *** Repair, scrape, rust-treat, and paint original metal windows. All glass pane replacements should match existing.
 - Remove protective panels and inspect existing wood doors and hardware. Repair, scrape, prime and paint as needed.
 - Further inspection required to determine whether existing elements in recessed entry are in good condition and/or original to the 1930s theater or likely c. 1950s facade remodeling. Again, methods to retain and repair should be considered above replacement. Repair, patch and replace any damaged ceiling panels and wall materials. Scrape, prime and paint.
- Remove any and all A/C units and installing new HVAC system. Patch wall openings to match adjacent surface.
- Clean and polish entry flooring, likely terrazzo tile.
- Use outline of original ticket booth on entry floor and old photos to rebuild ticket booth.
- Replace missing poster boxes and install new with internal lighting. Ensure poster boxes along front sidewalk cover exposed brick area between decorated tile and granite facade panels.
- Have marquis restored by experienced restorer. Carefully remove existing paint to determine original paint colors for refinishing. Restore neon lighting, and replace incandescent bulbs with new LED bulbs. Replace changeable letter sign area if it cannot be repaired or letters to fit tracks are unavailable.
- Scrape, prime and paint masonry walls, sills and coping.
- Provide new decorative light fixtures. Wall sconce, directional track lighting, and can lights are shown. If using, select finish color of track lighting to blend into ceiling color as closely as possible.

*** See Materials & Maintenance Checklist for more information.



FACADE - C. 1987



FRAZIER ASSOCIATES

ARCHITECTURE • COMMUNITY DESIGN • WAFINDING
213 NORTH AUGUSTA STREET, STAUNTON, VA 24401
PHONE 540.886.6230 FAX 540.886.9829
www.frazierassociates.com



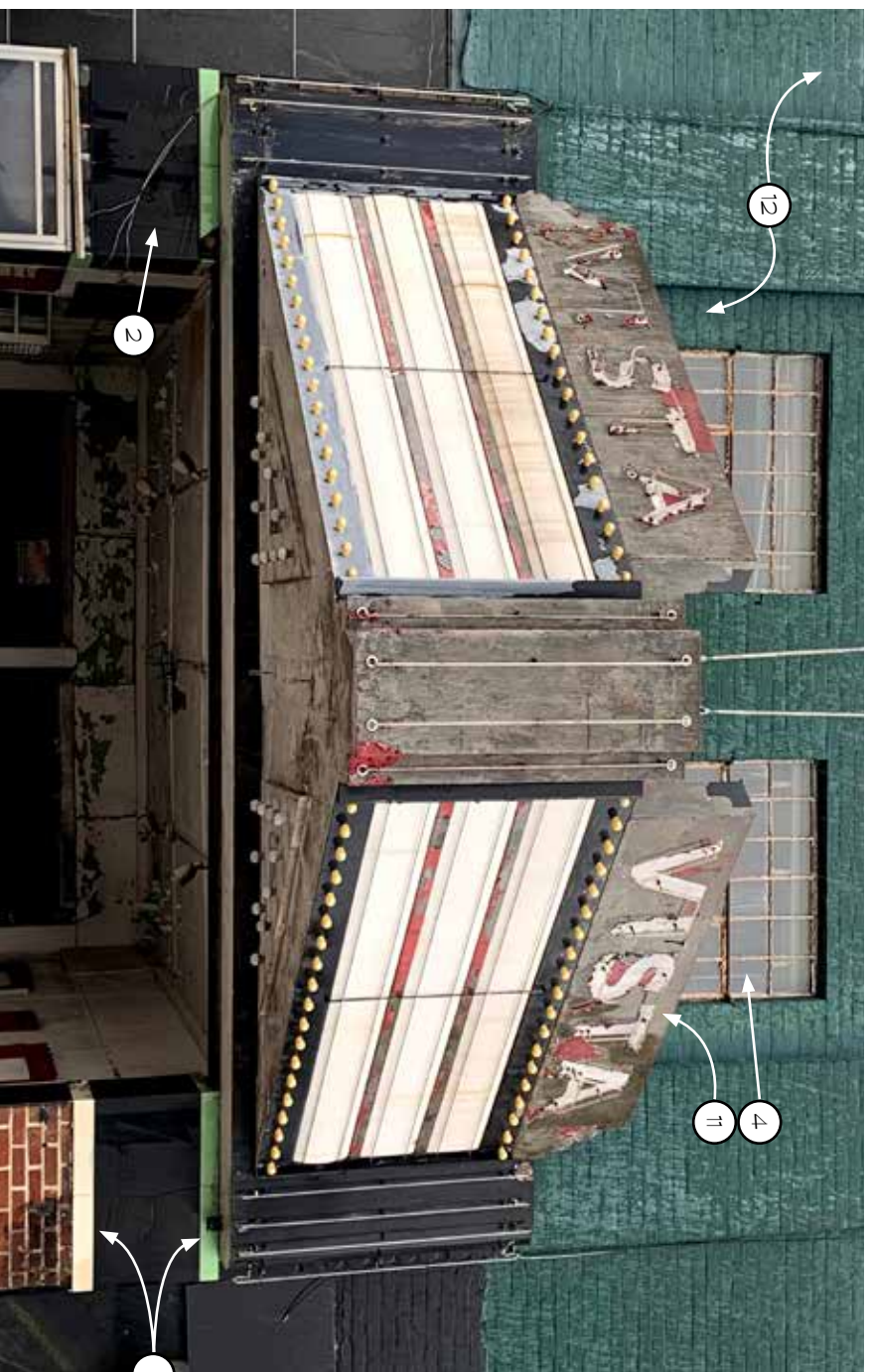
Vista Theatre
528 Main Street
Altavista, Virginia

01/28/2020
86002.GG.17

A.1

SHEET 1 OF 4

SCHEMATIC DESIGN ONLY
NOT FOR CONSTRUCTION

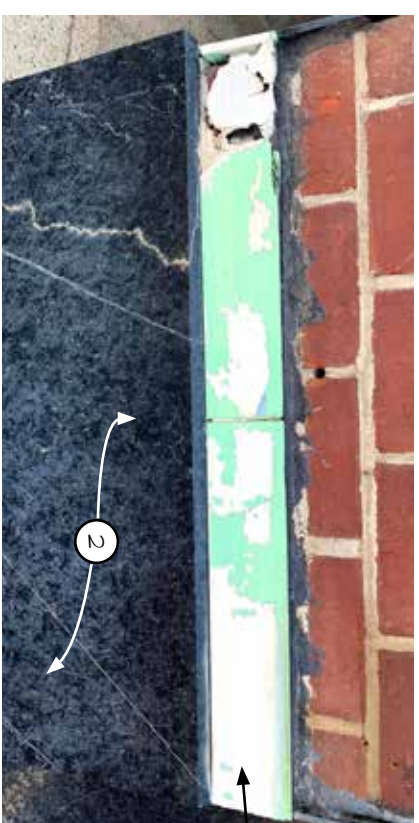


EXISTING THEATER MARQUIS

SEE SHEET A.1 FOR KEYNOTES
AND SHEET A.2 FOR
COLOR & MATERIALS CHART.



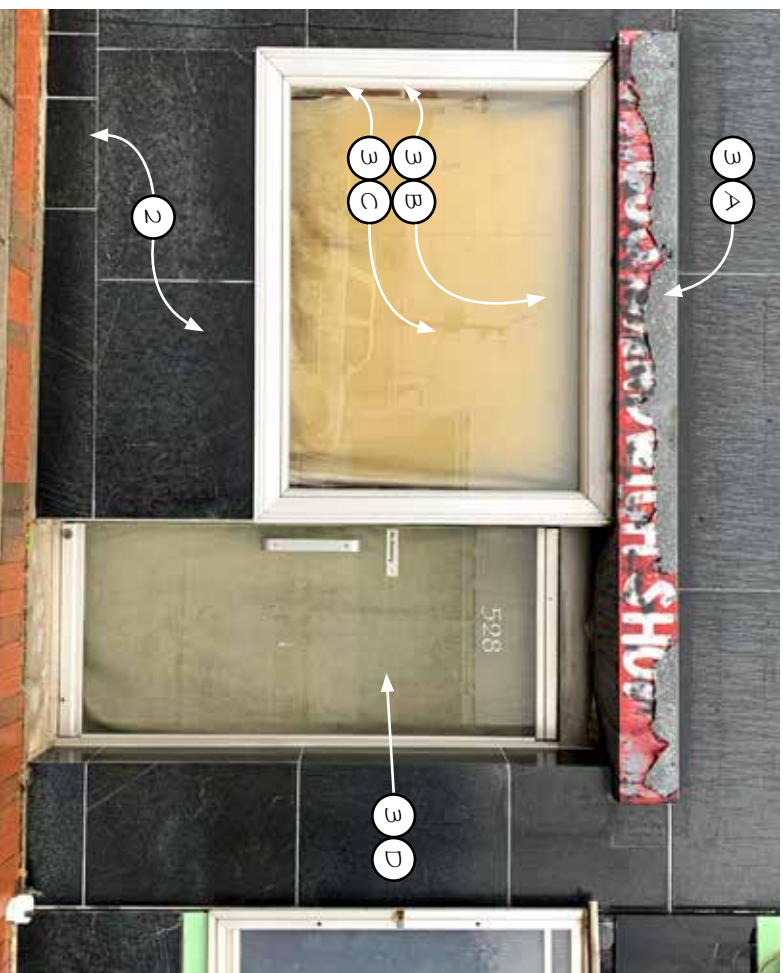
EXISTING THEATER ENTRANCE



EXISTING PIER DETAIL



EXISTING SIDE ENTRY



EXISTING STOREFRONT 528



EXISTING STOREFRONT 532



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PHONE 540.886.6230 FAX 540.886.8629
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Vista Theatre
528 Main Street
Altavista, Virginia

01/28/2020
86002.GG.17

A.2
SHEET 2 OF 4

SCHEMATIC DESIGN ONLY
NOT FOR CONSTRUCTION

COLOR & MATERIALS CHART

Acquire paint chip or material sample for more accurate color or material representation.

PAINT:
Sherwin Williams paint or equivalent

P1: SW 2833 Roycroft Vellum



P2: SW 7005 Pure White



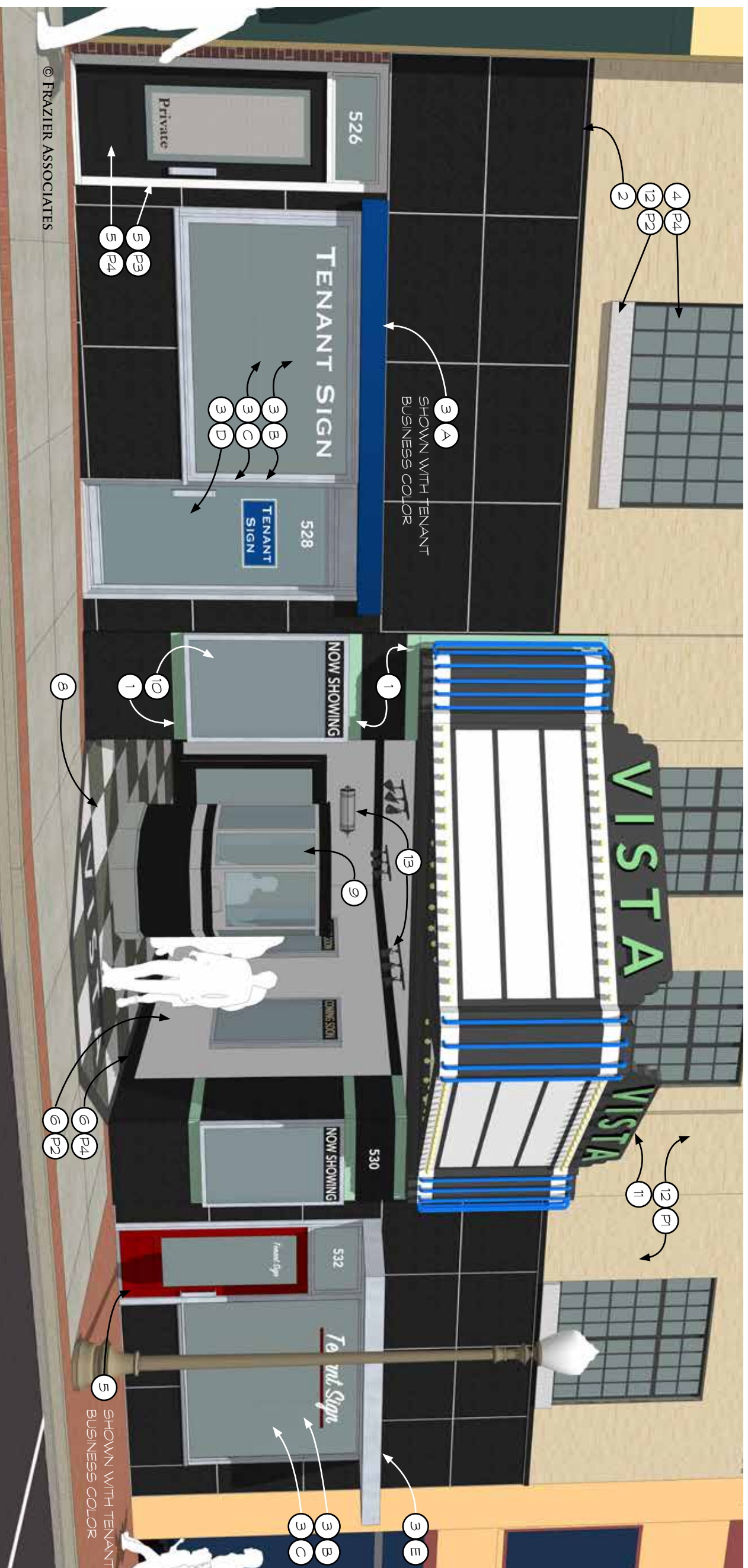
P3: SW 7063 Monorail Silver



P4: SW 7069 Iron Ore or black



SEE SHEET A.1 FOR KEYNOTES
AND SHEET A.2 FOR
COLOR & MATERIALS CHART.



MAIN STREET LOWER FAÇADE



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PHONE 540.886.6230 FAX 540.886.8629
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Vista Theatre
528 Main Street
Altavista, Virginia

01/28/2020
86002.GG.17

A.2

SHEET 3 OF 4

SCHEMATIC DESIGN ONLY
NOT FOR CONSTRUCTION



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MAIN STREET FAÇADE



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Vista Theatre
 528 Main Street
 Altavista, Virginia

01/28/2020
 86002.GG.17

A.4
 SHEET 4 OF 4

SCHEMATIC DESIGN ONLY
NOT FOR CONSTRUCTION



Agenda Cover Sheet
AOT Board Meeting
February 11th, 2021

Agenda Location

Community Coordinator Updates

Description

Each year local Main Street organizations work to attract the necessary public and private investment to their historic commercial districts in order to: (1) breathe new life into blighted and vacant buildings; (2) establish and expand independent businesses that make downtowns fun and unique consumer destinations; and (3) create mixed-use downtowns where people once again live above bustling commercial establishments and property owners maximize the productive use of every floor of downtown buildings. The Downtown Investment Grant (DIG) is one tool that Main Street communities use to accomplish the goals above.

The FY2022 DIG application is due March 15th, and it is recommended that each locality submit an application. Due to the financial impact of the COVID-19 pandemic, DHCD staff recommended that proposed projects focus on economic vitality and business relief/recovery instead of design and promotional content.

Following the last AOT meeting, the Main Street Coordinator and the Community Development Director met with Zachary Whitlow at DHCD to discuss possible ideas. He stated that ideas relating to the Spark Innovation Center may not be funded. Mr. Whitlow informed staff that ideas relating to the Pop-Up Program would be viewed favorably due to its relationship with economic vitality.

Potential Actions

The AOT Board may:

- Recommend an application idea to the Main Street Coordinator
- Take no action

Attachments

- Excerpt from FY2022 DIG Application Manual



Virginia Main Street Downtown Investment Grant Application Manual



FY2022

Virginia Main Street Downtown Investment Grant

The Virginia Department of Housing and Community Development's (DHCD) [Virginia Main Street Program](#) (VMS) is a community economic development program that follows the Main Street Approach of the National Main Street Center. Each year local Main Street organizations work to attract the necessary public and private investment to their historic commercial districts in order to: (1) breathe new life into blighted and vacant buildings; (2) establish and expand independent businesses that make downtowns fun and unique consumer destinations; and (3) create mixed-use downtowns where people once again live above bustling commercial establishments and property owners maximize the productive use of every floor of downtown buildings.

The cumulative success of the Main Street Approach and local programs has earned Main Street the reputation as a powerful economic revitalization tool. In 2019 alone, VMS designated communities reported:

- \$115 million in privately funded improvements to downtown historic buildings;
- \$44 million in public improvements to help encourage private investment in downtowns;
- more than 190 unique businesses created, expanded or retained in historic commercial districts, and;
- more than 730 jobs created or retained for local community members seeking employment.

Downtown Investment Grants (DIGs) allow Main Street organizations to take on unique, one-time projects that measurably, creatively, and sustainably advance the organization's goals and strategies. DIGs involve multiple downtown partners and require active leadership and participation by the organization's board, committees, and volunteers. DIGs may not be used for marketing, printing, continuing operations, program administration, payroll, debts, or any other operational expenses.

Grant Eligibility

Grants are available only to designated Advancing Virginia Main Street communities and must be administered through the local Main Street organization. Special exceptions may be made

for high performing Exploring Main Street communities (formerly DHCD Commercial District Affiliates). Applicants must be current on all VMS reports. Priority is given to Main Street America Nationally Accredited Communities.

All applicants must comply with DHCD's financial auditing requirements by uploading a copy of the organization's W-9 and a copy of the organization's most recent audit or financial statements, as applicable, to CAMS by the grant's application deadline (March 16, 2021). See <https://www.dhcd.virginia.gov/sites/default/files/Docx/audit-policy/dhcd-audit-policy.pdf> for more information on the policy.

Funding Priorities

A strong application will clearly explain how the proposed project will result in measurable economic improvement in the Main Street district. The project will support the community's vision for encouraging the private investment necessary for the economic revitalization of the Main Street district, will clearly align with the mission of the Main Street organization, and will address one or more of the board's Transformation Strategies or strategic planning goals for the Main Street district. The implementation of the proposed project will empower board and committee volunteers as leaders and will help develop and capitalize on the expertise and financial support of the organization's stakeholders and community partners.

Communities are encouraged to utilize Consultant Services (see pp. 9-12 in 2020 VMS Program Guidelines) to develop design projects, as well as the planning and organizational support components for economic vitality projects. DIG funds can be used to: fund complete projects; provide seed funding for new projects; or provide gap financing that allows a project to become fully funded. Other categories contributing to economic vitality will be considered.

The DIG funds will not be awarded for continuing operations, program administration, payroll, debts, or any other operational expenses. Funds will not be awarded for predictable organizational expenses for which the board could have reasonably planned (ex. general marketing materials, website updates, financial management expenses, etc.). Funds may not be simply "passed through" the Main Street organization to third parties.

Award Amounts

Up to \$25,000 each.

Grant Payment

If the application is selected for funding, grant funds will be paid upon completion of agreed upon project milestones, which will be negotiated and included in a memorandum of understanding that will be signed by both DHCD and the grantee prior to the start of the project. Projects must be completed no later than May 31, 2022. Before any funds are disbursed, the organization must be in compliance with DHCD's [audit policy](#).

Leverage Requirement

All projects require a 2:1 match. For every \$2 of grant funding applied for, there must be \$1 in match funding committed. In-kind services provided by local government, consultants, and other Main Street stakeholders and partners may be included. Time contributed solely to the implementation of the project by volunteers from the Main Street organization or the organization's partners may be included. Volunteer hours are calculated at \$27.20 per hour (https://www.independentsector.org/volunteer_time).

Project Implementation Period

July 1, 2021 – May 31, 2022 (final report due); all disbursements must be completed by May 31, 2022. Quarterly reporting through CAMS is required. All projects must be underway no later than October 1, 2021.

Grant Selection

Grant proposals are scored on a 0-100 point scale. Grant funds are limited and only those proposals exceeding the minimum 70-point threshold will be considered for funding. The project scoring methodology is as follows:

Scoring Criteria	Points
Relation to organizational mission and vision	10
Relation to organizational strategies/goals	30
Project impact/outcomes	30
Organizational capacity/readiness	20
Realistic project work plan and budget	10
Total	100



Agenda Cover Sheet
AOT Board Meeting
February 11th, 2021

Agenda Location

New Business

Description

Altavista On Track is required to design and execute a yearly work plan as outlined in its MOU with DHCD and the Town. The previous work plan was completed in July 2020 and runs to June 2021. Zachary Whitlow, Community Revitalization Specialist with DHCD, informed the Main Street Coordinator that he would be available to meet during the month of February to craft a new work plan for FY21-22. This work plan, which would go into effect July 1st, 2021, would be submitted to the Town and DHCD and would help to guide AOT throughout the year.

Potential Actions

- No action needed from Board. However, committees will need to schedule Zoom meetings with Zachary Whitlow and the Main Street Coordinator following the meeting.

Attachments

- Express Work Plan Summation



Altavista On Track (AOT)

Express Work Planning (Virtual)

Summation Report

AOT Express Work Planning: Overview

Recipient:

Altavista On Track (AOT)
510 7th Street
Altavista, VA 24517
(434) 369-5001
downtownaltavista@gmail.com

Session Dates:

July 16, 2020 (Session 1)
July 23, 2020 (Session 2)

Meeting Location:

Altavista Town Hall
510 7th Street
Altavista, VA 24517

Participants:

Kirsten Halverson Aherron, Executive Director
Eduardo Soto, President
Regina Adams, Vice President
Eleanor Hoehne, Treasurer
Katie Lane, Secretary
Jessica Sundblom
Melinda Saunders
Reggie Bennet, Ex-Officio
Sharon Williams, CD Director

Meeting Facilitator:

Zachary Whitlow, Virginia Main Street

Meeting Materials:

AOT Express Work Planning (PowerPoint Presentation)
Matrix Map (Worksheet)
Downtown Compass Rose (Worksheet)
Project Brainstorming (Worksheet)
Project Prioritization (Worksheet)
Project Sheet (Worksheet)

Pre-Express Work Planning Note:

On June 23, 2020, Zachary Whitlow (VMS) met with Kirsten Aherron (Executive Director) and Eduardo Soto (Board President) to review the National Main Street Center's (NMSC) publication *Main Street Forward: Planning for Recovery Guide*. Due to the COVID-19 pandemic, VMS staff encouraged AOT leadership to conduct the publication's recommended local resident survey and business recovery interviews, as well as examine other inputs, prior to the Main Street organization's Express Work Planning sessions to better understand consumer attitudes, feelings about safety guidelines, business model shifts and more, identifying and prioritizing recovery-related activities / partner organization activities alongside other strategic goals. Ultimately, AOT leadership decided not to focus on recovery work planning, but VMS staff suggested the Main Street organization consider recovery-related activities when crafting the program's comprehensive and strategic work plan to respond to the district's recovery needs.

AOT Express Work Planning: Purpose

AOT's Board of Directors convened to review the fundamentals of work planning, specifically how the Main Street Approach™ guides strategic planning, build consensus and identify worthwhile projects and initiatives that align with the Main Street organization's mission and Transformation Strategies (TS) to strengthen organizational focus. The summation report records the outcome(s) of AOT's Express Work Planning sessions and provides the Main Street organization the information necessary to start developing a new, comprehensive work plan.

Session 1: Agenda

Introduction + Objectives:

- Welcome / Icebreaker

Your Roadmap to Revitalization:

- Reasons to Plan
- Ordinary vs. Strategic Work Planning
- The Main Street Approach
- Transformation Strategies
- Four Points

Review of Current AOT Activities:

- Matrix Map (Homework)

District + AOT Analysis:

- Downtown Compass Rose (Homework)

Preparing for Session 2:

- Homework Review + Next Steps

Welcome / Icebreaker:

At the beginning of AOT's Express Work Planning (Session 1), session participants introduced themselves, sharing what they particularly loved about downtown Altavista and why they joined AOT's Board of Directors (if applicable). The brief icebreaker was meant to showcase the shared commitment amongst board members and other training participants to reinvigorate downtown Altavista. The varied responses clearly demonstrated the personal commitment of session participants, highlighting their common desire to bolster the Main Street organization's revitalization efforts, strengthen the local economy and improve quality of life.

Numerous session participants echoed similar sentiments, expressing their excitement to see an energized and hardworking group of volunteers and community leaders recognize the importance of Main Street, sharing mutual optimism for the future of downtown Altavista!

Your Roadmap to Revitalization:

Given that AOT's Board of Directors had requested work planning assistance, it appeared fitting to review the key reasons to plan, as well as the primary differences between ordinary and strategic work planning:

Reasons to Plan:

- Work plans help leaders define the organization's focus.
- Work plans provide direction and tools to measure program success.
- Work plans clarify roles / persons responsible for projects and initiatives.
- Work plans create a financial road map and help allocate scarce resources.
- Work plans offer credibility and purpose to funders and volunteers.
- Work plans make clear what you are NOT going to do!
- Work plans serve as a great team-building exercise that inspires ownership.

Ordinary vs. Strategic Work Planning:

AOT's Board of Directors reviewed the fundamental principles that underlie strategic planning:

- The overarching market-based and community-driven strategies adopted by Main Street organizations must span the **Four Points**¹, ensuring that activities are tightly integrated.
- Main Street organizations must coordinate a community-wide agenda, rather than tackle revitalization efforts alone. The organization should work closely with dynamic partner organizations to improve the downtown or commercial district.
- Continuing feedback and lateral (not top-down) communication remains incredibly vital.

¹ Economic Vitality, Design, Promotion, Organization

The fundamental principles that underlie strategic planning are important to acknowledge. AOT's Board of Directors understood that mundane, straightforward work plans that cause revitalization programs to remain static should be abandoned, and the local Main Street program should develop a comprehensive work plan that's comprised of mission-driven activities to yield meaningful results. But, what *guides* our strategic work planning?

The Main Street Approach:

Every community and commercial district has its own distinctive assets and sense of place. The Main Street Approach offers community-based revitalization with a practical, adaptable framework for downtown transformation that's easily tailored to local conditions. The time-tested framework will lead to community-driven, comprehensive revitalization.

AOT's Board of Directors were reminded that the Main Street Approach remains centered around Transformation Strategies that articulate a focused, deliberate path to revitalization or strengthening a downtown or commercial district's local economy.

Transformation Strategies:

Transformation Strategies are generated through meaningful community engagement and informed by an analysis of the district's market position. An effective Transformation Strategy serves a particular customer segment, responds to an underserved market demand or creates a differentiated destination. Session participants were reminded that Transformation Strategies maintain important characteristics:

- They're rooted in the community's vision for the district.
- They're based on a solid analysis/understanding of the district's economy/opportunities.
- They're comprehensive and implemented through a broad range of activities that span four broad areas of work represented by the Four Points.
- They're measurable, making it possible to track progress.

AOT has identified two Transformation Strategies that align with the district's current market and community interests. These strategies will help rebuild and preserve economic vitality in Altavista's historic downtown, guiding the program's revitalization initiatives:

- Family-Friendly District
- District Workers + Residents

AOT's Board of Directors reviewed the core attributes of both strategies, examining each strategy's customers, work planning considerations, and how to effectively measure progress.

Family-Friendly District (Strategy):

Family-friendly commercial districts are defined by the types of special events that are offered downtown, business hours of operation and the overall atmosphere of inclusiveness:

- Special events provide opportunities for families to have fun together, for children to play in a safe environment and for young people to build lasting memories.
- Businesses adapt their merchandise, services and hours to meet the needs of families.
- Physical characteristics make the experience of visiting downtown convenient/engaging.
- The downtown or commercial district seeks to be the liveliest during the early evening and on weekends, meeting the needs of families within the community.

Family-friendly commercial districts attract and/or serve the following customers:

- Families with babies and/or young children require inexpensive, convenient services. They appreciate early-evening activities and special events that cater to children. These customers also appreciate casual places that allow multiple families to gather / socialize.
- Grandparents and families caring for elderly family members need compact and walkable downtowns to easily access shops and other establishments.
- Teenage children need fun, social activities that are held in safe environments. Downtowns can support entrepreneurial, business-minded teens with coworking spaces, maker spaces, internships and other opportunities.

The following work planning considerations should be considered for success:

- Create an inventory of all district businesses that offer family-friendly products/services.
- Assemble relevant demographic characteristics of local and/or regional residents, focusing on income, age, household size and other informative data.
- Map competitive centers within the region and/or trade area, determining how the family-friendly strategy can be differentiated from competing areas.
- Identify potential barriers to pursuing the family-friendly strategy, including varied economic issues, public perception, physical facilities and more.

The following tools (example) can be used to track the strategy's success:

- Conduct on-street, multi-year surveys to determine if more people are patronizing the district for its family-friendly businesses and activities.
- Track trends in the number of square feet of retail space in businesses catering to families, as well as the changes that businesses have made to serve the market.
- Ask business owners or managers to keep an informal tally of foot traffic / gross sales.
- Choose several downtown intersections or entry points and count the number of people who walk by during 30 minute intervals at key times throughout the day.

District Workers + Residents (Strategy):

Downtowns that cater to district workers and residents offer access to convenience items, carry-out meals, personal/professional services and more to capture such “captive” groups:

- District workers are likely to need things before work, at lunchtime and after work.
- Residents who live in and/or near the district likely shop during the evenings/weekends.
- Employment characteristics and shopping habits of district workers and residents should be examined to inform marketing activities, gearing them towards their specific needs.
- The range of district products and services should be expanded when appropriate, adding new product lines or developing new businesses (or both).

District workers and residents are “captive” customers:

- People who work and live in and/or near the district are likely to encompass a wide-range of demographic characteristics, i.e. age, household income, education, etc.
- These individual are likely to maintain a wide-range of shopping habits and preferences, but they share a desire to have convenient access to daily staples and social spaces.
- District workers and residents tend to feel a great sense of pride in the downtown area where they spend so much of their time and money.
- In terms of consumer profiles, the price points of products and services that district workers and residents purchase can vary widely but hover around middle price-point(s).

The following work planning considerations should be considered for success:

- The strategy can generate new demand for housing in and/or near the district.
- Workers and residents are “captive markets,” meaning that potential customers and expanding sales and services can help create a self-sustaining economic ecosystem.
- Identify how many people work within the district, as well as how many people live in and/or near the district. What days/hours are most convenient to shop, dine and visit?
- Conduct surveys and/or focus groups to determine the specific wants and needs.
- Identify potential barriers and nearby competition that serve the district’s workers and residents, determining how the downtown or commercial district differentiates itself.

The following tools (example) can be used to track the strategy’s success:

- Conduct surveys to determine if people are patronizing the district for worker and resident-related businesses. Inquire about their attitudes and perceptions about the district, additional products and services that are needed downtown, shopping habits and where they live (generally).
- Ask business owners or managers to keep an informal tally of foot traffic, transaction amounts and gross sales. Are their numbers increasing due to strategic efforts?
- Track the number of changes (in service offerings or product mix) that businesses have made to serve the worker and resident market (also trends in devoted retail space).

Four Points:

After briefly reviewing AOT's Transformation Strategies, session participants were offered a refresher on the Four Points because Transformation Strategies are implemented through comprehensive work, giving the program balance and ensuring activities are tightly integrated:

- **Economic Vitality (EV)** focus on capital, incentives and other economic and financial tools to assist new and existing businesses, catalyze property development and create a supportive environment for entrepreneurs and innovators that drive local economies.
- **Design** supports a community's transformation by enhancing the physical and visual assets that set the downtown or commercial district apart from other localities.
- **Promotion** positions the downtown or commercial district as the center of the community and hub of economic activity, creating a positive image that showcases the community's unique characteristics.
- **Organization** involves creating a strong foundation for sustainable revitalization efforts, including cultivating partnerships, community involvement and district resources.

Sessions participants were shown various examples of projects and initiatives from other communities across Virginia, spanning the Four Points:

- **EV:** Danville's Dream Launch Competition | River District Association
- **EV:** Wytheville's "Do Business" webpage tab | Downtown Wytheville, Inc.
- **Design:** Culpeper Park Project (Before and After) | Culpeper Renaissance, Inc.
- **Design:** Bicycle Gardens | Downtown Ashland Association
- **Promotion:** Sandwich Sampler Competition | Downtown Blackstone, Inc.
- **Promotion:** A Downtown Affair | Fredericksburg VA Main Street, Inc.
- **Organization:** Feedback on Drink Coasters | North Fork (Heart & Soul)
- **Organization:** Pop-Up Idea Incubator | Harrisonburg Downtown Renaissance

Review of Current AOT Activities (Matrix Map): Homework

Prior to AOT's Express Work Planning (Session 1), board members plotted all of the organization's activities – not just its programs – into a single, compelling image through the Matrix Map worksheet. VMS staff noted that nonprofit organizations must continually shift their programmatic and revenue strategies to remain viable. By illustrating the organization's business model – through a picture of all activities and the financial and mission impact of each one – it supports genuinely strategic discussions and how activities interrelate, focusing on increased sustainability. Depending on where an activity is placed on the map, a strategic imperative emerges, signifying actions that would most likely strengthen the organization's "business model" and increase AOT's sustainability moving forward.

The following represents AOT's breakdown of current activities and programs:

HEART: KEEP + CONTAIN (HIGH IMPACT, LOW PROFITABILITY)

Items placed here are current activities that help AOT accomplish its mission but lose money. AOT may want to keep these activities and contain their costs because not every activity has to break even, per say. But, the organization can't allow activities to drive them to bankruptcy!

- Murals
- LOVEwork
- Altavista Block Party
- Food Truck Festival(s)
- Uncle Billy's Day Cruise-In
- Small Business Promotional Event(s)
- Scarecrow Stroll **(Differing Opinions)**
- Chalk Fest **(Differing Opinions)**
- Various Grant Programs
- 0% Interest Façade Loans

STAR: INVEST + GROW (HIGH IMPACT, HIGH PROFITABILITY)

Items placed here are current activities where board members should invest their time and attention, as well as financial resources.

- Giblet Jog
- COVID-19 Small Business Relief Grants
- Co-Working Space
- Pop-Up Program
- Relationship w/ Town of Altavista

STOP SIGN: CLOSE + GIVE AWAY (LOW IMPACT, LOW PROFITABILITY)

Items placed here are current activities that not only lose money, but they're also low impact. These activities consume time and energy, and they're reworked time and time again as board members try to improve marketing or search for a new funding source. Board members should let go of such activities, focusing on strengths and sustainability.

- Scarecrow Stroll **(Differing Opinions)**
- Chalk Fest **(Differing Opinions)**

MONEY BAG: KEEP + IMPROVE IMPACT (LOW IMPACT, HIGH PROFITABILITY)

Items placed here are low mission impact, but they generate surpluses. They should be kept, nurtured and board members can help increase their impact over time.

There were no items listed. VMS staff noted the need for the Main Street organization to focus on fund diversification, considering how to plan and execute a variety of activities that raise needed funds and sustain the local Main Street program. The following was recommended:

- Sponsorship Program / Fund Drive
- Program Services / Offerings
- Product Sales / Swag (Branding)
- New Fundraisers (Align w/ TS)

In preparation for AOT's Express Work Planning (Session 2), focusing on project development, session participants were encouraged to consider the message behind how the organization's activities cluster and the program's desired revenue mix. VMS staff recommended that board members review where current activities were placed, examine the organization's imperative and determine the appropriate actions needed to address respective findings.

When reviewing the financial impact (profitability) of current activities, session participants were encouraged to ask themselves the following questions (if applicable):

- Does AOT's current revenue produce a modest surplus?
- Does AOT have a reliable source of unrestricted support?
- Are AOT's largest sources of income paying for work that's essential to our impact?
- Are we relying on a funding stream that's changing? Is it beyond our control or not?
- Are we relying on a funding stream that's misaligned with our organizational values?

District + AOT Analysis (Downtown Compass Rose): Homework

Prior to AOT's Express Work Planning (Session 1), board members were asked to complete the Downtown Compass Rose worksheet. Board members were instructed to identify key issues to guide Altavista's development and AOT's strategic work planning for the upcoming year.

In preparation for the project brainstorming exercise, participants reviewed the district's assets and challenges and what's working and not working well for the Main Street program, hoping that key findings will illuminate what could foster or impede revitalization progress.

What are downtown Altavista's biggest ASSETS?

- Staunton River Memorial Library
- Food Bank / Pantry
- Young Men's Christian Association (YMCA)
- Altavista Train Station
- Altavista Community Transit System (ACTS)
- Community Involvement / Participation (Town Pride)
- Walkable Downtown (Small Town Charm)
- Ample Parking
- Proximity to Outdoor Recreation (Hiking, Biking, Splash Pad, Playgrounds)
- Diverse Merchant Mix
- Cost of Doing Business (Low)
- Holiday Spirit / Atmosphere (Decorations)
- Farmers Market

What are downtown Altavista's biggest CHALLENGES?

- Vacant Buildings
- Absentee Property Owners
- Lack of (Quality) Rental Options
- Lack of Housing (Upper-Story)
- Lack of Dining Options
- Lack of Green Space + Foliage
- Transient Workers (High Amount)
- Lack of Family-Friendly Offerings
- Heavy Vehicular Traffic (Main Street)

What is WORKING WELL for AOT?

- Enthusiastic + Energetic Board of Directors (Core Group of Changemakers)
- Full-Time Main Street Coordinator
- Partnership w/ Town of Altavista on Co-Working Space
- Letter of Agreement w/ Town of Altavista
- Well Attended + Supported AOT Events (Current)
- Strong / Diverse Social Media Presence
- E-Newsletter

What is NOT WORKING WELL for AOT?

- Program Impact
- Partnerships + Collaboration
- Communication w/ Partners + Stakeholders
- Explaining "Who We Are"
- Mission-Driven Marketing
- Community Engagement
- Relationships w/ Downtown Merchants (Building Trust)

Recognizing the organization's weaknesses, AOT's Board of Directors remained confident and optimistic that Kirsten Halverson Aherron's recent promotion (full-time) will allow the local Main Street organization to focus heavily on building relationships, forming valuable and strong partnerships, improving communications and telling the story of AOT to residents and visitors.

The hiring of a full-time coordinator, coupled with new leadership, has positioned AOT for success, in terms of addressing the challenges facing downtown Altavista.

Before Session 1 concluded, board members reviewed the Project Brainstorming worksheet that would be assigned for homework to ensure that everyone understood the assignment. Board members were also informed of Session 2 activities to gain a better understanding of the following week's focus on project development.

Session 2: Agenda

Introduction + Objectives

- Session 1 Recap
- Visioning Icebreaker

Project Brainstorming

- Brainstorming (Homework)

Project Prioritization

- Identifying Key Projects

Project Sheet(s)

- Outlining Implementation

Next Steps

- Work Plan Development

Final Thoughts

- Q&A

Main Street Resources & Training

- NMSC Publications
- 2020 Downtown Intersections

Session 1 Recap:

To kick-off the final work planning session, VMS staff offered a brief overview of Session 1, highlighting the importance of work planning, reiterating how the Main Street Approach guides strategic work planning and recapitulating the need for Transformation Strategies to span the Four Points to ensure program balance and organizational symmetry. Session participants also examined the organized findings from the Matrix Map and Downtown Compass Rose exercise.

Visioning Icebreaker:

Identifying a community vision for success remains informed by broad community engagement and shaped by the district's market realities. The organization's *vision statement* describes what the community wants downtown become and establishes the ultimate target through which organizational efforts are directed. Ultimately, it answers the question, what do people want?

Session participants answered the following questions(s), and VMS staff captured answers:

Imagine that you're describing your ideal downtown to a new resident or visitor. What would downtown look like if you had the power to make it how you wanted it? What are the major changes that would need to take place to make it happen?

- Hanging Baskets + Greenery/Vegetation
- Pocket Parks
- Outdoor Dining
- Public Seating (Benches)
- Public Gathering Place (Town Square)
- Hotels + Lodging Availability
- Ample Lighting (Inviting + Safe)
- District Open Later (Nightlife + Entertainment)
- Event Venues (Music Scene)
- Thriving Farmers Market
- Art District

Shared Ideas / Recommendation from the Icebreaker:

- Could the vacant lot across from Town Hall become downtown Altavista's Town Square? The parking lot was recently purchased by the Town of Altavista.
- Could AOT utilize the 3rd Annual Main Street Idea Pitch to (potentially) help fund downtown pocket parks? The Powell Foundation may also be a source of funding.
- The Main Street organization can help promote the farmers market by partnering alongside the Town of Altavista to create new, effective promotional campaigns.
- The local garden club may serve as a resource / volunteer pool for installing new hanging baskets and/or downtown vegetation. Who's the primary point of contact?
- Can AOT execute simple, yet effective, design projects that enhance the image of downtown Altavista? How can the organization improve curb appeal?
- Regional and state foundations and/or entities exist to help AOT offer capital to entrepreneurs wanting to start new businesses that Altavista seeks to recruit.

Project Brainstorming: Homework

Reflecting on Session 1, board members were asked to complete the Project Brainstorming worksheet prior to Session 2, thinking about future projects that fulfill the needs of the community and align with AOT's identified Transformation Strategies. The worksheet was designed to allow board members to organize their ideas through the Four Points, ensuring that measurable projects support strategic priorities and engender organizational symmetry.

Session participants shared one or two of his or her top ideas with the broader group:

Economic Vitality (EV):

- *Business Co-Op*: Businesses could work together to meet their mutual economic, social and cultural needs and aspirations through a jointly-owned / operated enterprise.
- *Pop-Up Program*: AOT can help entrepreneurs test whether or not an idea is workable, helping them learn from direct experience and showcase the potential of vacant storefronts within the historic commercial district.
- *Creative Play for Children*: Similar to Lynchburg's Amazement Square, could AOT spearhead the creation of a fun, creative space for children to learn, grow and play?
- *Inner Tube Launch*: There are numerous opportunities for AOT to capitalize on natural resources, and the Main Street organization could promote and/or spearhead the creation of a launching place for inner tubing down the Roanoke River.
- *Altavista Arts Center*: The local Main Street organization can determine the feasibility of creating a functional community center with a specific remit to encourage arts practice and to provide facilities such as theater and gallery space, venues for musical performance, workshop areas, educational facilities and more.

Design:

- *Complete Street Policy*: AOT could partner alongside the Town of Altavista to create transportation policies and/or approach that requires streets to be planned, designed, operated and maintained to enable safe, convenient and comfortable travel and access for users of all ages and abilities, regardless of their mode of transportation.
- *Bicycle Gardens*: Vintage bicycles placed outside businesses can be transformed into highly interesting art pieces, featuring decorative materials, baskets with brightly colored blooms and more! Utilizing them for commercial purposes can also yield positive promotional results for downtown merchants.
- *Paint the Storm Drains*: AOT could aesthetically transform storm drains from functional infrastructure to engaging works of art that draw attention to Altavista's unique characteristics to attract and engage families. Perhaps, similar to South Boston's fire hydrant art, an informal walking tour can be developed for promotional purposes?
- *Murals*: Through murals, the Main Street organization can create a sense of place and/or destination, increasing foot traffic while adding color and vibrancy to the district.

Promotion:

- *Scarecrow Stroll*: The fun AOT event remains popular amongst families and businesses. But, can the Main Street organization improve the seasonal festivities through carriage rides or other interactive additions that children and families can enjoy?
- *Food Sampling / Cook Off*: AOT plan and/or host a food sampling event that highlights local restaurants, local culinary skills and the Main Street organization's desire to bring families and district workers / residents together for an exciting downtown experience.

- *Farmers Market Boost:* AOT seeks to help promote the downtown farmers market that has become overlooked by residents and visitors (to some degree). The Main Street organization could partner alongside the Town of Altavista to restore the wooden booths for vendors, create new signage, secure booth sponsorships, and more.
- *Welcome Wagon:* An organized “welcome wagon” can be developed to contact and/or welcome new homeowners/ renters and business owners, providing them with coupons and advertisements from local businesses, as well as other materials that introduce them to the community and promote the Main Street organization.

Organization:

- *Catered Dinner:* Taking inspiration from Fredericksburg, board members responded positively to the idea of hosting a catered dinner to raise funds for the Main Street organization, hosting the event at the historic train station.
- *Giblet Jog:* The Giblet Jog remains a popular event, but how can AOT make it better? The event serves as a fundraiser for AOT’s economic revitalization efforts.
- *Scarecrow Stroll:* The Scarecrow Stroll remains a popular event, and board members would like to see the seasonal event become more profitable. How can that happen?
- *Downtown Raffle:* The Main Street organization could raise funds and showcase local businesses and services that cater to families and district workers/residents through a well-promoted raffle that offers an exciting prize package for the lucky winner.
- *Bingo:* As a family-friendly fundraiser, AOT could host a themed bingo event that features a winning package or jackpot, containing products from local businesses.

Project Prioritization:

After session participants shared their ideas, board members prioritized the list by choosing four projects that they wanted AOT committees to execute over the coming months / year. Apart from identifying the highest priority projects, board members can rank all shared and unshared ideas and determine how many of the projects can realistically be completed throughout the year as AOT’s Board of Directors craft the organization’s new work plan.

Through general consensus, AOT’s Board of Director selected the following four projects:

Economic Vitality (EV):

- *Pop-Up Program:* AOT can help entrepreneurs test whether or not an idea is workable, helping them learn from direct experience and showcase the potential of vacant storefronts within the historic commercial district.

Design:

- *Paint the Storm Drains:* AOT could aesthetically transform storm drains from functional infrastructure to engaging works of art that draw attention to Altavista's unique characteristics to attract and engage families. Perhaps, similar to South Boston's fire hydrant figures, an informal walking tour can be developed for promotional purposes?

Promotion:

- *Farmers Market Boost:* AOT seeks to help promote the downtown farmers market that has become overlooked by residents and visitors (to some degree). The Main Street organization could partner alongside the Town of Altavista to restore the wooden booths for vendors, create new signage, secure booth sponsorships, and more.

Organization:

- *Downtown Raffle:* The Main Street organization could raise funds and showcase local businesses and services that cater to families and district workers/residents through a well-promoted raffle that offers an exciting prize package for the lucky winner.

Project Sheet:

After session participants prioritized shared project ideas, board members selected a project and utilized the Project Sheet to form a basic outline of the implementation process. The following categories were considered to aid AOT's work planning efforts:

- Project Name
- Objective
- Expected Outcome(s)
- Specific Task(s)
- Rough Budget
- State / End Date

After open discussion, AOT's Board of Directors selected the Downtown Raffle:

Name:

- Downtown Raffle (Subject to Change)

Objective:

- Through the raffle, AOT would seek to raise funds to support mission-driven work and maintain the capacity to produce high-profit margins with few upfront costs – making the activity a popular fundraising strategy that ensures greater success and profitability.

- Apart from raising the capital required to support varied AOT-related projects, the raffle would feature a grand prize to promote downtown services and/or products to families and district workers / residents, showcasing what's available in downtown Altavista.

Expected Outcome(s):

- The raffle fundraiser may prove to be an efficient method to reach local residents and district workers, promoting the Main Street organization and downtown businesses while offering the public an opportunity to enter to win experiences and cash prizes (encouraging prize money be spent in downtown Altavista to keep dollars local).

Specific Task(s):

- AOT should print / customize raffle tickets to feature the Main Street organization's logo, contact information, social media, and other necessary components.
- AOT should secure family-friendly prize packages that feature and promote downtown businesses, i.e. dinner for two, free bicycle rental, couples massage, spa day, etc.
- AOT should develop and distribute promotional flyers to highlight the raffles' purpose, letting the public know, specifically, how funds raised will help downtown Altavista. People who purchase tickets won't only be entered for a chance to win great prizes, but they'll also know that their money went to support a worthy cause and/or project.
- AOT should identify how the Main Street organization will strategically sell tickets. Successful raffle fundraisers rely on more than family and friends purchasing tickets.

Rough Budget:

- \$1,000 (Cash Prize)
- \$500 (Downtown Products / Packages)
- \$50 (Purchase / Customize Tickets)

Start / End Date:

- A specific start / end date was not determined, but the raffle could be paired with other seasonal events and/or holidays for an additional boost. VMS staff recommended spacing the raffle and other projects out to avoid burn out.

AOT's Board of Directors were encouraged to complete additional project sheets at an upcoming committee and/or board meeting. VMS staff recommended that AOT set a deadline for the completion of project sheets, as well as utilize these sheets when crafting work plans.

Next Steps:

In terms of work plan development, VMS staff recommended that AOT's Board of Directors complete the following next steps:

- AOT’s Board of Directors and/or committees should complete the remaining project sheets for each project that made the prioritized list, helping to outline implementation.
- AOT’s Board of Directors need to review Express Work Planning findings, establish committee and/or organizational goals and objectives and set a deadline for the completion of the Main Street organization’s new work plan.
- Apart from specific projects identified, committees and/or board members can brainstorm additional, measurable activities to meet set objectives (if applicable).
- AOT’s Main Street coordinator and committees will “package” a draft work plan to be presented to AOT’s Board of Directors, ensuring no duplication between committees.
- AOT’s Board of Directors will review and approve the finalized work plan(s) AOT’s.

Q&A:

There were no specific questions asked or concerns raised. Session participants noted their confidence moving forward and overall satisfaction with the work planning sessions.

Main Street Resources & Training:

AOT’s Board of Directors were encouraged to explore the National Main Street Center’s (NMSC) Main Street Resource Center where they’ll find comprehensive digital libraries containing a broad range of member resources, including their signature Main Street Approach handbooks and guides, newly released revitalization toolkits and other materials. AOT leadership can also check out their educational webinar series for useful how-to information, read their blog to catch up on the latest news and watch short films in the video library to get inspired. It’s a great location to find the tools and strategies needed to lead a successful revitalization effort!

AOT’s Board of Directors were encouraged to register for the 2020 Downtown Intersections (Virtual) Conference that will be held on July 28-30, 2020.

Contact:

Zachary Whitlow

Community Development Program Administrator
Virginia Department of Housing & Community Development
Main Street Centre | 600 E. Main Street, Suite 300
Richmond, VA 23219

Office: (804) 371-7069

Mobile: (434) 917-3202

zachary.whitlow@dhcd.virginia.gov

www.dhcd.virginia.gov

www.virginiamainstreet.com



Agenda Cover Sheet
AOT Board Meeting
February 11th, 2021

Agenda Location

New Business

Description

The Main Street Coordinator has historically been considered the Executive Director of Altavista On Track. However, this is not outlined in the current by-laws. As a 501(c)(3) organization, AOT is not required to have an official Executive Director, but it would clarify the stance that AOT has maintained for several years.

Potential Actions

The Board may:

- Vote to implement the by-laws change at the next Board meeting (March 11th)
- Table the item to a future meeting
- Take no action

Attachments

- Current AOT by-laws
- Proposed amendemnt

BY-LAWS OF ALTAVISTA COMMUNITY DEVELOPMENT COMMITTEE CORP.

ARTICLE I- NAME

This organization shall be known as the Altavista Community Development Committee Corporation of Altavista, Virginia, 24517 and composed of its initial Board of Directors consisting of its eleven (11) initial Directors as listed in its Charter dated July 28, 2004 effective as of August 11, 2004 by the Virginia State Corporation Commission. The corporation has adopted an assumed name of "Altavista On Track".

ARTICLE II- Purpose of Organization

The corporation is organized as a charitable, non-profit corporation dedicated to the promotion and development of the social welfare and the economy of the Altavista area, at all times striving to develop the plans and the means for the economic restructuring of the business community through promotion and design plans developed by the corporation.

ARTICLE III- Meetings

Section 1

The Board of Directors shall hold one meeting on the second Thursday of each month. All Directors will be expected to attend. Directors participating in various committee meetings and other committee members shall strive to have one regular meeting each month prior to the regular Board Meeting.

Section 2

Committees shall be subject to special called meetings at the discretion of its Chairman. The Board of Directors shall be subject to special called meetings at the discretion of two Board Members and/or the President .

Section 3

There shall be an annual meeting held on the second Thursday of June of each year.

Section 4

The President may at his/her discretion call meetings at any time and at any place for whatever stated purpose he deems necessary by giving a three (3) day notice.

ARTICLE IV- Officers

Section 1

The Corporation shall elect all officers for the ensuing year by written ballot. Nominations shall be made by a nominating committee composed of three members of the Board appointed by the President at the regular business meeting in May of each year. The committee shall submit a list

of one nominee for each office, but the nominations by the committee shall not preclude nominations from the floor which are both desirable and expected. Elections shall be by majority vote of the Directors present at the regular June meeting.

Section 2

All officers must be Directors or Employees of the Corporation and no Director or Employee shall be elected to hold more than one elective office.

Section 3

The officers of the Corporation shall be as follows and shall be elected in the following order:

President, Vice President, Secretary, and Treasurer. Current officers shall constitute an Executive Committee, which shall also include the immediate past President for a period of one year. The duties of the Executive Committee shall include personnel actions and any other business referred to the Executive Committee by the full Board of Directors.

Section 4

The President shall preside at all meetings.

Section 5

The Vice President shall perform the duties of the President during his/her absence.

Section 6

The Secretary shall be under the supervision and direction of the President. The Secretary shall, with the assistance of staff, keep the corporate records, including minutes of all corporate meetings, committee appointments, and attendance records. He/she shall be held directly responsible for all books and papers in his/her care and transfer all records in good condition to his/her successor. The Secretary shall send notices of all regular and called meetings to the Directors and committees.

Section 7

It shall be, with the assistance of staff, the duty of the Treasurer to keep a correct account of all monies received by the Corporation, make prompt payment of all approved invoices, submit a financial report to the Board at each monthly meeting or at any other time requested by the President. The Treasurer's records and accounts are to be audited at least once each year by a committee to be appointed by the Board or a Certified Public Accountant appointed by the Board.

Section 8

The Board of Directors shall be responsible for basic policy making for the Corporation and for employing the staff within the financial capability of the Corporation.

Article V – Directors

Section 1

The number of Directors serving on the Board shall be nine (9), eleven (11) or thirteen (13). The number of Directors shall not be less than eleven or greater than fifteen. There shall be an additional two Director positions reserved for a member of Town Council and an employee of the Town of Altavista, both of which shall serve in an ex officio capacity. The Mayor shall appoint the Director representing Town Council. The Director representing the Town shall be appointed by the Town Manager.

Section 2

The term of service for new Directors, who are not completing the term of a previous Director, will be three years. After the initial term, each Director will have the opportunity to be re-elected to additional three-year terms. The Director representing Town Council shall serve at the discretion of the Town Council and shall not be subject to term limits. The Director representing the Town of Altavista shall serve at the discretion of the Town Manager and shall not be subject to term limits.

Section 3

In case of death, resignation or removal of any elected Director, the Board shall at the next regular meeting fill the vacancy by majority vote of those directors present.

Section 4

All officers and directors shall fulfill their respective duties faithfully

ARTICLE VI- Committees

Section 1

All committees shall be appointed by the President. The first member appointed on any committee shall be chairman of same, unless otherwise designated by the President. All committees shall report at each regular meeting until their duties are fully discharged.

Section 2

All committees shall keep accurate minutes of their meetings. All minutes should be sent to the Secretary of the Board of Directors prior to each monthly meeting.

ARTICLE VII- Quorum

One third of the Board Members on roll, rounded to the next whole number, shall constitute a quorum, one or more of the officers being present.

ARTICLE VIII- Attendance

Any Director or Committee member who has three unexcused absences from the regular meetings within each elected fiscal year shall be reported by the Secretary to the Board of Directors, and may be removed and replaced by the Board.

ARTICLE IX- Rules of Order

Roberts Rules of Order, Revised, shall be the accepted Parliamentary law for this organization.

ARTICLE X- Changes, Deletions or Additions

Any subject not covered in these By-Laws may be added or any By-Law may be altered by the following procedure:

- A. Any addition or change will be brought to the floor in a regular meeting of the Board. No action shall be taken or any addition or change made until the next regular meeting of the Board.
- B. A two-thirds (2/3) vote of the Board is required to amend the By Laws.

Article V – Directors

Section 1

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Section 3

The Executive Director shall be the Main Street Coordinator of the Town of Altavista or another designee as desired by the Board.

Section 4

In case of death, resignation or removal of any elected Director, the Board shall at the next regular meeting fill the vacancy by majority vote of those directors' present.

Section 5

All officers and directors shall fulfill their respective duties faithfully.



Agenda Cover Sheet
AOT Board Meeting
February 11th, 2021

Agenda Location

New Business

Description

The Main Street Coordinator participated in an online webinar on January 28th with program managers from other Virginia Main Street localities. The Executive Director of the Danville River District Association, Diana Schwartz, discussed how her district was utilizing an app called “Distrx” to promote downtown businesses and events. Danville staff provided the MSC contact information for staff at Distrx, who assisted in getting the app set up and ready to go.

The app is free for National Main Street communities, and offers information on businesses, restaurants, landmarks, parks, etc. The locality also has the ability to offer a walking tour for an additional cost.

Potential Actions

The Board may:

- Give the MSC permission to continue app development
- Table the item to a future meeting
- Take no action

Attachments

- Informational flyer
- YouTube video (*shown on screen*)

A FREE Mobile App for your Community

distrx is a free location-aware mobile app designed specifically for Main Street communities. As mobile users enter your district, they receive a welcome greeting, and the app opens to reveal everything a visitor wants to know about your community: area events, parking locations, local attractions, map, and a business directory by category. Best of all, when the same visitor travels to another Main Street community, the same mobile app transforms to become the app for that community. There is no cost to your Main Street and local businesses to participate. Merchants create comprehensive business listings and promotional offers, including in-app and web page listings - all at no cost to the business.

Walking Tours and Apptivities

Your mobile app includes all of the listed features at no cost to your Main Street. For a modest fee per stop, you can create engaging Walking Tours, which include scrollable images and descriptions, as well as audio narration. As participants approach each stop, the content appears on participants' mobile devices automatically.

Your app can also power app-based scavenger or treasure hunts. These apptivities drive traffic to your merchants in search of clues to unlock prizes, require contestants to answer questions or perform actions, making them participants in your community. As with Walking Tours, a per stop setup fee is required.

Features

District Arrival Notification

distrx lets mobile users know when they've arrived in your district, providing a welcome alert and message you control.

Local Attractions

Include area attractions and points of interest, including links to websites or other resources.

Business Directory

Dining, Shopping, Arts, Entertainment – local businesses are listed in their respective category and appear on the map, highlighting current promotions.

Parking Information

List your parking locations, which will appear on the map. When a location is selected, your app displays the route to get there.

Promote Your Events

Post your upcoming events, or link directly to your website's event page.

Tours and “Apptivities”

Your mobile app supports walking tours, scavenger hunts, pub crawls and other app-based activities. (setup fee applies)



Agenda Cover Sheet
AOT Board Meeting
February 11th, 2021

Agenda Location

New Business

Description

As a Main Street community, downtown Altavista businesses have access to a façade loan program designed to assist with *permanent improvements to the exterior of non-governmental buildings within the town limits. Eligible improvements include: painting (including murals and restoration of historic mural-style signage), awnings, masonry repair/cleaning, storefront replacement/restoration, exterior lighting, window repair, cornice repair/replacement, roofing (such as standing seam metal, terra cotta tile, and shingle [slate, wood, asphalt]) that is readily visible from an adjacent public street or alley and is an integral part of the aesthetic design of the building, and restoration of historic and permanent landscaping (hardscape).* As it is designed now, the program is a loan that must be paid back within 60 months (5 years) of receiving the loan. In addition, a 50/50 match is required of each business. By changing the program from a loan to a grant, it may incentivize more businesses to take advantage of it.

Potential Actions

The Board may:

- Vote to recommend modifying the program
- Table the item to a future meeting
- Take no action

Attachments

- 2011 Downtown Façade Loan Program Design Manual
- Façade Loan Guidelines

**ALTAVISTA DOWNTOWN
REVITALIZATION PROJECT
ZERO-INTEREST LOAN POOL PROGRAM DESIGN**

Town of Altavista Virginia

Draft 6 May 2009

Draft 7 May 2009

Adopted 12 May 2009

Amended 17 February 2011



PROJECT CONTACTS

Waverly Coggsdale, Town Manager

Town of Altavista

510 7th Street, Altavista, VA 24517

434-369-5001 jwcoggsdale@ci.altavista.va.us

Scott Smith, Project Manager

Region 2000 Local Government Council

828 Main Street, 12th Floor, Lynchburg, VA 24504

Office: 434-845-3491 Mobile: 434-401-3995 ssmith@region2000.org

TABLE OF CONTENTS

SECTION 1: PROGRAM GOAL	2
SECTION 2: PROGRAM GUIDELINES	2
SECTION 3: LOAN PROGRAM OVERSIGHT AND PROGRAM STAFF	3
SECTION 4: ELIGIBLE AREA	4
SECTION 5: PROGRAM DESIGN AMENDMENTS	4

I. PROGRAM GOAL

The Town of Altavista will provide financial assistance to commercial building property owners who wish to rehabilitate their buildings utilizing Town of Altavista Building Improvement Program (BIP) and Community Development Block Grant Façade Rehabilitation Grant funds. The purpose of the loan program described herein is to provide assistance to property owners in meeting their private investment match requirement through the availability of zero-interest loan funds.

II. PROGRAM GUIDELINES

The Town of Altavista is dedicating \$50,000 of CDBG funds to this loan pool.

Property owners may apply for up to \$10,000 (per person, not per building) in order to help meet their match requirement. Funds will be available on a first-come, first-served basis. Application for these funds will be made through the Façade Improvement Program Application Form.

These funds must be repaid monthly within 5 years (60 months), at zero percent interest. There are no penalties for early repayment.

A deed of trust in the amount of the loan will be placed on the building that is receiving improvements funded by the loan. This deed of trust is not transferrable. If the property is sold before the deed of trust has been satisfied, the unpaid portion must be paid immediately. The trustee is the Town of Altavista.

First National Bank (of Altavista) will assist the Town of Altavista in administering the loan pool. While loan capital will be issued by the Town of Altavista as part of its CDBG funds, First National will manage the administration of the loan. Loan recipients will be issued a payment book, and may make monthly payments at any First National location.

If a loan payment is thirty (30) days late, First National will send the property owner one reminder note. If the payment has not been made in fifteen (15) days after the issuance of

the reminder letter, First National will notify the Town of Altavista and the Rehabilitation Board that the loan is 45 days late. The Rehabilitation Board will take necessary action to ensure that the payment is made, and that the loan is current.

Up to one (1) payment per year during the life of the loan may be deferred to the back of the loan.

III. LOAN PROGRAM OVERSIGHT AND PROGRAM STAFF

The Town of Altavista Zero-Interest Loan Program will be implemented by the following positions:

Project Manager

The Project Manager for the Altavista Downtown Revitalization Project, Scott Smith, is designated as the CDBG Loan Pool Program Project Manager and will be responsible for the overall implementation and management of the program.

The Project Manager will screen initial applicants, complete application intake, file management, and report to the Rehabilitation Board.

Rehabilitation Board

The Board's primary responsibility is to review and implement the Program Design. Duties of the Rehab Board include the development and adoption of the Rehabilitation Board by-laws; monitoring of staff and consultant work performance; approval of contractors qualified to submit bids for storefront, housing rehab and adaptive use work; approval of applicants for improvement assistance; approval of bids and contracts for work performed; review of the approved Program Income Plan; and, resolution of complaints and disputes.

Continuation of Plan after Project Close-Out

After the close-out of the CDBG Project (estimated to occur in 2011), the duties of the Project Manager will transfer to the Executive Director of Altavista on Track, the Town of Altavista's Virginia Main Street Program coordinating organization. Altavista on Track will assume the role of the Rehabilitation Board.

As loan payments are made and the \$50,000 loan pool begins to refill, Altavista on Track shall make additional 5 year loans available on a revolving basis. The repayments of this loan principle will be treated as CDBG "Program Income" and will be used in a manner consistent with the Town of Altavista's Program Income Plan. It is the intent of this program that the loan pool remains active within the Town of Altavista in perpetuity.

Loans issued subsequent to the initial round may be subject to modest service fees (as per the current edition of the Virginia Department of Housing & Community Development

CDBG Manual) to help Altavista on Track and/or First National Bank defray administrative costs.

IV. ELIGIBLE AREA

The project service area is comprised of commercial properties located in the CDBG Project Area of the Town of Altavista. Please refer to Attachment A for a map of the eligible area.

IX. PROGRAM DESIGN AMENDMENTS

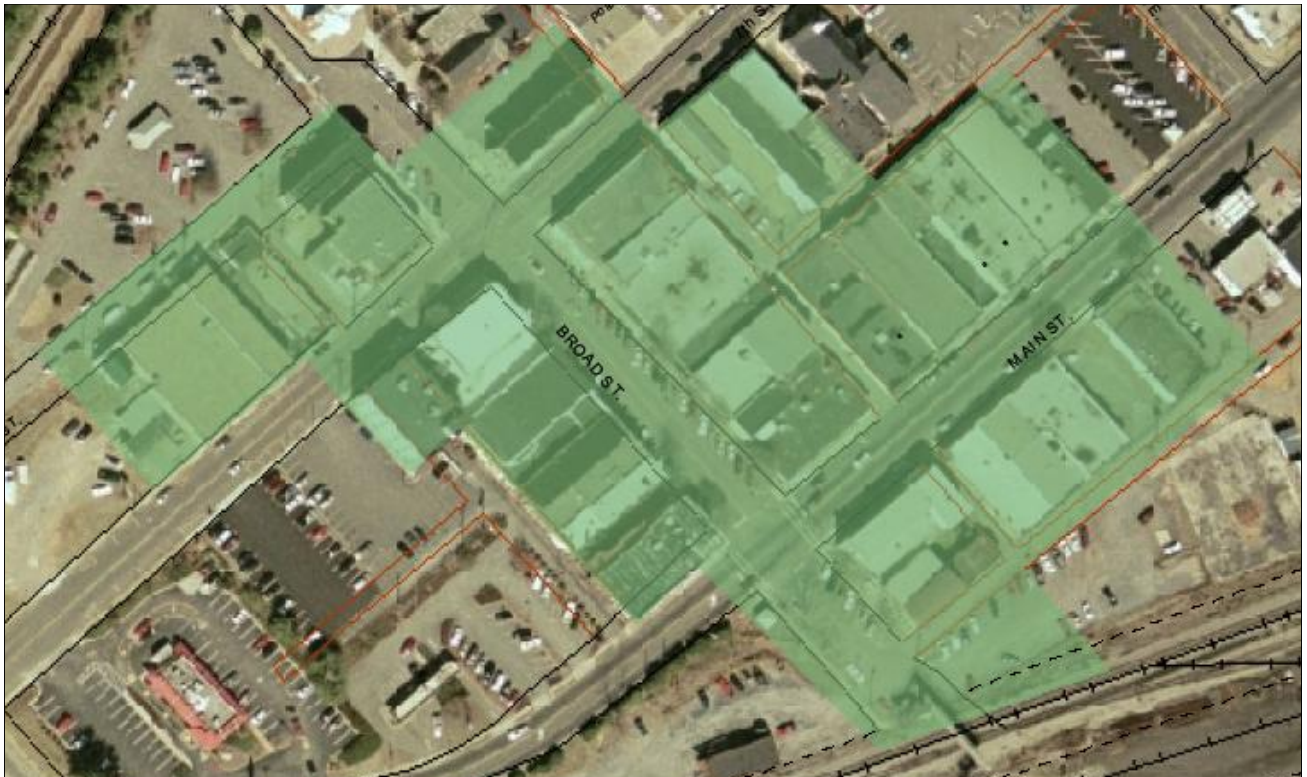
During the implementation of the Loan Pool Program, Town staff responsible for the project may find it necessary to make minor changes and refinements as the program proceeds. If a major alteration to the program design is deemed necessary to better achieve the intent of the program, the staff will provide the proposed changes to the Rehabilitation Board and Town Council for consideration and adoption. Items constituting major change in the program would include modification of the types of assistance to be provided or the eligibility criteria for assistance. Any major changes will also be submitted to VDHCD for review and approval before submission to the Rehabilitation Board and Town Council.

The Loan Pool Program Design has been reviewed and approved by the Town Council for the Town of Altavista on 12 May 2009.

J. Waverly Coggsdale, III Town Manager
Town of Altavista, Virginia

Date

Appendix II: PROJECT AREA MAP



Altavista Downtown Revolving Loan Pool Program

Eligible Area:	Town Wide
Loan Amount (per building):	\$500 up to \$10,000 (Loans limited to available funding)
Application Deadline:	Ongoing
Application Fee:	\$25.00 (refundable if loan is not awarded. If loan is awarded, this fee is used to cover deed of trust recording fees)
Loan Terms:	0% Interest. 60 monthly payments over 5 years. No pre-payment penalty. Funding sources include the loan you are requesting from the Altavista No Interest Loan Pool Program, plus any other financing that will go into the project, including but not limited to bank financing and owner cash. A 50/50 match is required per loan amount.
Match Eligibility:	A 50/50 match is required, and can be a 50/50 cash match of the loan amount, or in-kind, or a combination of cash and in-kind. In-kind matches may include donated labor construction costs, directly related to the eligible aspects of the specified project, and that are quantifiable and determined at current labor costs, costs of signage, and donated supplies, that are quantified and verified through purchase receipts or a determination of current market value. In-kind match may also include certain ineligible costs of a total building project, including plumbing, electrical, HVAC, or renovations of the public portions of a building. These costs must be quantifiable and verified through purchase receipts or a determination of current market value of labor and/or supplies.
Loan Fees:	Each loan will be assessed a one-time servicing fee of 3 percent of the total loan amount. There is a late fee of 5% of the payment amount if not paid by the 15 th of the month.
Payments Due:	1 st day of each month
Loan Security:	The loan is secured by a deed of trust (assumable if the property is transferred) on the subject property in the amount of the loan and only for the period of the loan. The Town of Altavista and its attorney are the trustees, and the deed of trust need not be in first position. In no case will a loan be larger than the assessed value of the subject property.
Eligible Projects:	Permanent improvements to the exterior of non-governmental buildings within the town limits. Eligible improvements include: painting (including murals and restoration of historic mural-style signage), awnings, masonry repair/cleaning, storefront replacement/restoration, exterior lighting, window repair, cornice repair/replacement, roofing (such as standing seam metal, terra cotta tile, and shingle [slate, wood, asphalt]) that is readily visible from an adjacent public street or alley and is an integral part of the aesthetic design of the building, and restoration of historic and permanent landscaping (hardscape). [Note: All projects, within the Downtown Overlay District, shall be designed and executed in accordance with the current Altavista Downtown Master Plan, Downtown Design Guidelines, and the Secretary of the Interior's Standards for Historic Rehabilitation (National Park Service).]

Ineligible Projects:

Loan pool funds shall not be used for signage (except as noted), roofing that is not readily visible from an adjacent street or alley or that is not an integral part of the aesthetic design of the building (including flat or gently-sloped EPDM, membrane, or built-up roofs), and interior-serving renovations (including all components of HVAC, plumbing, and electrical systems, except as noted).

Application Process:

Each year, Altavista on Track will coordinate with the Town of Altavista to forecast the amount of principal that will be available for re-distribution for that year. This amount may vary if early payoffs or defaults have occurred.

Property owners shall submit a completed application form with any necessary attachments to Altavista on Track. The applications must include at least three bona fide quotes from qualified contractors, installers, or specialists. The quotes must be valid for at least 60 days following the loan pool application deadline.

A designated loan review committee of Altavista on Track's Design Committee will meet to evaluate the applications that have been received. If loan funds requested in the applications exceed the available amount, the committee may use a rating system to determine which projects will receive funding. The committee may opt to fund all projects at an amount that is less than what is requested, or may select only a few projects that best meet the eligibility requirements.

Loan awards will be announced on a rolling basis, and the property owner has thirty days to execute a contract with the contractor with the lowest qualified bid. A deed of trust and deed of trust note will also be signed by the owner and recorded by Altavista on Track or the Town of Altavista at the office of the Clerk of Circuit Court for Campbell County. The first loan payment is to be made on the first day of the month following the execution date of the contract.

If the construction contract amount is more than the amount of the loan, the property owner is to provide this additional money to the Town of Altavista prior to the beginning of the project. Construction is to be completed within 60 days. The contractor may make two payment requests: the first when the project is 50% complete, and the second when the project is 100% complete. A 10% retainer is withheld from each pay request, and is released upon certification of completion. Each pay request is to be approved by the property owner and Altavista on Track. The Town of Altavista issues payments to the contractor according to its normal payment schedule, typically within 14 days of receipt of pay request.

The Town of Altavista and Altavista on Track are not parties to the construction contract; the contract is between the owner and the contractor. The Town of Altavista is merely the funding source, and Altavista on Track ensures that the project is in compliance with the terms of the loan pool program.

Default of Loan:

In the event of a recovery of loan principal following a default on the deed of trust by a property owner, the recovered amount will be re-deposited into the loan pool.

For more information, contact Altavista on Track, 434-369-5001 khaherron@altavistava.gov or downtownaltavista@gmail.com



Agenda Cover Sheet
AOT Board Meeting
February 11th, 2021

Agenda Location

New Business

Description

Last spring, the Community Development Director had a conversation with Houston Walthall at Cook & Minnis Funeral Home about an aluminum building to park their hearses and family cars. The building would be located on the vacant grass/gravel lot in between the funeral home and English Auto. Currently, the DRO regulations do not allow sheet metal. The Community Development Director is requesting AOT weigh in on the issue. The material is already used in the district on several buildings, including English Auto and Elba's Butcher Shop. These buildings predate the DRO and the subsequent regulations.

Sharon Williams, Community Development Director, will be present at the board meeting to discuss this item.

Potential Actions

No action needed. For informational purposes only. However, opinions and/or recommendations from the AOT Board to the Community Development Director are welcome.

Attachments

- Excerpt from DRO Regulations

DIVISION 9. - DRO (DOWNTOWN REVITALIZATION OVERLAY) DISTRICT

Sec. 86-421. - Statement of intent.

- (a) The DRO (downtown revitalization overlay) district (hereinafter referred to as "the district") seeks to fulfill the comprehensive plan's goal of recognizing Altavista's unique character and promoting the revitalization of the town's downtown area, as well as promoting tourism as a viable economic development strategy. The district regulations are adopted pursuant to authority granted to the town under Code of Virginia, §§ 15.2-2280 et seq. and 15.2-2306.
- (b) The district is established to promote the health, safety and general welfare; to bring harmony and cohesiveness to the visual appearance and uses of the district; to protect and promote compatibility in the appearance, character and uses; and to prevent intense automobile-oriented uses within the district.
- (c) The portions of Main Street (U.S. 29 Business), Bedford Avenue (State Route 43), Broad Street, and Seventh Street that lie within the district serve as key access routes by tourists traveling through the district en route to the Central Business District, English Park and the Staunton River, Leesville Lake, the Altavista Trade Lot, and to the Historic Avoca Museum.
- (d) Main Street and contiguous streets are significant routes of tourist access to the town and the core components of the town's rehabilitation, redevelopment, and economic revitalization of the town.
- (e) The district is intended to promote architecturally responsible commercial development; to emphasize historic development techniques; to reduce vacant, dilapidated, and empty lots in the district; to encourage designs that integrate the relationship between individual sites, multiple modes of transportation, and adjacent areas; and to promote the district as a vibrant commercial hub of the town.

(Ord. of 10-11-2011(3), § 2; Ord. of [12-8-2020\(4\)](#), § 1)

Sec. 86-422. - District boundaries.

- (a) To enable the district to operate in harmony with the plan for land use and population density embodied in these regulations, an overlay district, the DRO district, has been created to provide special regulations that are to be in addition to, and shall overlap and overlay all other districts regulations contained in the zoning ordinance (the "ordinance").
- (b) The boundaries of the district have been drawn and adopted by the town council to include all lands closely related to and bearing upon the character and function of the downtown area, thus composing a landscape unit and affording transitional regulations needed to control potentially adverse and conflicting uses and structures.
- (c) The district boundaries shall be delineated as an overlay district on the zoning map or a separate downtown revitalization project area map incorporated by reference into the zoning map.
 - (1) The boundaries of the district are: A section of the Town of Altavista beginning at a point being the intersection of Pittsylvania Avenue and Fifth Street, thence following the northeast side of Pittsylvania Avenue, crossing Main Street and Seventh Street to a point on the northwest side of Seventh Street, thence running southwest with the northwest side of Seventh Street crossing Lynch Creek and Campbell Avenue, to a point on the northeast corner of Campbell Avenue and Seventh Street, thence running northwest with the northeast side of Campbell Avenue crossing a 20-foot alley to a point on the northwest side thereof, thence running parallel to Seventh Street a distance of approximately 420 feet to a point on the northeast side of a 20-foot alley, thence with the northeast side of said alley parallel to Broad Street and in a northwest direction, crossing Eighth Street to the point of intersection with the Norfolk Southern Railroad right-of-way, thence following said right-of-way southwest, crossing Broad Street to the northeast side of Bedford Avenue, thence following the northeast side of Bedford Avenue, crossing Main Street

(U.S. Route 29 Business) to a point 36 feet north of the center of the main line of the Norfolk Southern Railroad (formerly Norfolk and Western) and thence east, parallel to and 36 feet north of the center line of said main rail line, crossing Pittsylvania Avenue to the northeast side of the said right-of-way, thereof, thence following the east side of the right-of-way of Pittsylvania Avenue in a northwest direction to the point of beginning.

(Ord. of 10-11-2011(3), § 2; Ord. of 5-9-2017(7), § 1)

Sec. 86-423. - General provisions.

All buildings or land within the district shall be subject to the following general conditions:

- (1) The uses, structures, minimum lot requirements, minimum yard requirements, maximum heights and accessory uses and accessory signs as well as all construction and demolition shall be determined by the regulations applicable to the underlying zoning and shall be applicable except as modified by the district regulations. Should there be a conflict between the underlying zoning and the district requirements, the more restrictive provisions shall apply.
- (2) Nothing in this division shall be construed to prevent or limit the application of the building code or other laws and ordinances of the Town of Altavista.
- (3) Exterior lighting shall be controlled so that no direct illumination will occur beyond any property line.
- (4) *Minimum setback requirements.* For all newly-constructed buildings:

Front yard:	0 to 10 feet
Side yard:	0 feet
Rear yard:	0 feet

(Ord. of 10-11-2011(3), § 2)

Sec. 86-424. - Architectural treatment.

- (a) No portion of a building constructed of unadorned cinderblock or corrugated and/or sheet metal shall be visible from any adjoining public right of way.
- (b) Buildings shall be designed to utilize to the greatest extent feasible such building materials which are compatible with the character of the district, such as stone, brick, stucco, and wood.

(Ord. of 10-11-2011(3), § 2)

Sec. 86-425. - Maximum square footage of use.

Any individual permitted use in the DRO shall not exceed 10,000 square feet in lot coverage. However, if an existing building exceeds 10,000 in gross floor area, all permitted uses contained in that building shall not exceed a floor area ratio (FAR) of 2.0.