

Main Street Mosier

2021-2026 STRATEGIC PLAN

Prepared by: Sheri Stuart, State Coordinator
OREGON MAIN STREET | OREGON HERITAGE/OREGON PARKS &
RECREATION DEPARTMENT

Why Plan?

Strategic planning is an important tool to help set clear goals for an organization and a road map on how to achieve those goals. Through the process, the board will have a better understanding of your organization's strengths and weaknesses. The outcome is intended to be a plan of work the organization can focus on over the next three to five years and a pathway for moving forward. It will be important for the board to periodically review the document and to update as needed to address new issues and opportunities that may arise.

Main Street Mosier

Main Street Mosier was formed by a group of concerned community members in 2008. Our purpose is to oversee the rejuvenation of Mosier's historic core—the heart of our community. We are part of the Oregon Main Street Network and use the nationally recognized Main Street Approach™ as a basis of our revitalization effort. This is a practical and comprehensive model capitalizing on downtown's unique assets. The Main Street Program™ was implemented nationally in 1980 to revitalize downtowns across America that had fallen into decline. The interstate system and the creation of shopping malls had an adverse effect on downtowns as travelers bypassed communities, and shoppers found it more convenient to head to the mall. Thanks to the Main Street Program, downtowns across America are springing back to life, and our community is one of them.

Main Street Mosier has a board of directors and is focused on activities based on the Main Street Four Point Approach™:

- | | |
|---------------------------|---|
| Organization: | Building a Main Street™ framework that supports successful revitalization efforts by ensuring adequate people and financial resources are available to implement projects and activities. |
| Economic Vitality: | Involves analyzing current market forces to develop long term solutions. Recruiting new businesses, creatively converting underused space for new uses, and sharpening the competitiveness of Main Street's traditional merchants are examples of economic vitality activities. |
| Design: | Enhances the attractiveness of the civic core. Historic building rehabilitation, street and alley clean-up, colorful banners, landscaping, and lighting all improve the physical image of the downtown as a quality place to shop, work, walk, invest in, and live. |
| Promotion: | Creates excitement in the city core. Street festivals, parades, retail events, and image development activities are some of the ways Main Street encourages customer traffic. |

We partner with a number of community organizations to achieve our mission. Some of our key partners are:

- City of Mosier
- Local Businesses
- Mosier School
- Gorge Grown
 - Mosier Farmers' Market

Strategic Direction

This plan is intended to provide strategic direction for board and volunteers of Main Street Mosier over the next three to five years. It is developed using a system of support mechanisms asking, "What do we want to do?" then developing the tiers of the Plan that build upon objectives and activities to achieve our mission and vision. The Plan is intended to be a guiding document and not a detailed work plan. While this document includes some of the activities either on the committees' plans or ideas that have been considered, this isn't all-inclusive or final. Specific work plans must be developed for each activity the committees will undertake to meet goals and objectives. The Board, committees, and future staff will have recommendations for achieving the goals but also have the flexibility to determine ways to best attain the goals. Elements of the Plan include:

- Vision: How we want the downtown to look, feel, and function in 10 years.
- Mission: Why our organization exists and what we do.
- Goals: Ways to follow our mission that move us closer to achieving our vision.
- Objectives: Ways to achieve goals.
- Activities: Specific programs or projects that achieve objectives.
- Outcomes: Target measures to demonstrate progress in achieving our goals.

Our 2031 Vision – Where we want to be in 10 years

Provide inspired leadership that encourages engagement. Surrounded by natural beauty and outdoor recreational opportunities, Downtown Mosier is a gem that exudes small town friendliness with charming buildings and welcoming storefronts. Homegrown entrepreneurs serve local community needs as well as support compatible tourism. Inviting green spaces and outstanding views encourage people to linger and absorb the spirit of the community. Our work makes a difference in the lives of those who experience the community and value all the area has to offer. Through Main Street Mosier, neighbors and business owners are connected, supportive, and focused on impactful projects and activities.

Main Street Mosier's Mission:

To improve the quality of life in Mosier through community development, sustainable business, and historical preservation.

Strategic Plan Goals, Objectives, and Activities to Meet Mission and Achieve Vision:

Organization/Outreach Goal: Encourage investment of time, skills, and resources in Main Street Mosier by communicating the importance of an inclusive community-led effort to honor and enhance the character of Mosier.

Organization/Outreach Objectives:

1. Strengthen the organizational structure.
Priority Activities:
 - Updated bylaws.
 - Explore staffing opportunities (Part-time)
 - Encourage participation in training opportunities

- Expand board representation.
 - Recruit treasurer
2. Develop a sustainable funding plan.
Priority Activities:
 - “investor” or membership campaign
 - Grant opportunities
 - Local government support
 - Fundraisers: Logo on swag
 3. Engage all members of the community in some aspect of Main Street Mosier’s efforts to build community leadership in a welcoming and fun spirit.
Priority Activities:
 - Partnership development (e.g., city, ODOT, schools, and other organizations)
 - Make sure to incorporate images of all demographics (age, income levels, race, ethnicity) in printed and online material

Promotion Goal: Create opportunities to celebrate Mosier as the embodiment of small-town charm, agricultural heritage, and outdoor recreation.

Promotion Objectives:

1. Continue and expand community-oriented events.
Priority Activities:
 - Mosier Fest (may need to think outside box)
 - Winter Fest
 Partner Activities:
 - Farmers’ Market – MSM helps promote
2. Connect locals and visitors with area amenities.
Priority Activities:
 - Brochure/map to promote wineries, cider, fruit picking, recreational opportunities
 - Promote website & logo/visitor’s guide
 - Green chair photo contest
 Long Term Potential Activity:
 - Bike tours that start/end in downtown Mosier and feature key landmarks like farms

Economic Vitality Goal: Support local entrepreneurs through grant sourcing and funding to encourage organic, community focused business development.

Economic Vitality Objectives/Activities:

1. Explore opportunities for community aid.
Priority Activity:
 - Community Needs Fund
 Long Term Potential Activity:
 - Co-op use (local artist co-op and gallery space)
2. Develop business support network.
Priority Activity:
 - Talk to businesses to see what their needs are and best way to connect with each other (e.g., closed FB group, email, text, weekly meeting, etc.) – what ways MSM can support
3. Identify new in-fill potential to create live/work space for emerging entrepreneurs.

Medium Term Potential Activity:

- Pop-up businesses

Design Goal: Create an inviting, connected, and walkable town by building on the charm and distinct character of Mosier and the vast natural beauty.

Design Objectives:

1. Improve pedestrian environment for our diverse population.

Priority Activity:

- Wayfinding plan

Medium Term Activity:

- Improve safety & walkability through public landscaping, hanging baskets, green spaces, banners, etc.

Long Term Potential Activities

- Continued improvements to Totem Park
- Public restroom

2. Build on connections to the natural environment.

Priority Activity:

- Green Chairs project

Medium/Long Term Potential Activities:

- Scenic Overlook
- Cycle Station

3. Encourage building and façade improvements.

Priority Activity:

- Identify areas that need to be improved.

Measurable Outcomes

Within Three Months

- Establish Committees with regular meeting schedule
- Grant Proposals
- Recruit new treasurer
- Create a brochure for Mosier

Within One Year

- Hire part-time staff
- Increase financial supporters to 50
- Raise \$10,000 with initial campaign

Within Two Years

- Walkability measurable increased via placemaking activities

Within Three Years

- Successful Oregon Main Street Revitalization Grant

Within Five Years

- Plan in place for a co-op building for art gallery or other maker's space