



*Harrisonburg Downtown
Renaissance*

SCOM 461-001

Dr. Chang Wan Woo

April 29, 2019



Christina Gillespie: Account Executive, Samantha Sadler:
Programming Director, Bethany Penn: Client Relations Director,
Keaton Amthor: Creative Director, & Kevin Coen: Research Director

Table of Contents

EXECUTIVE SUMMARY	04
SECONDARY RESEARCH REPORT	06
PRIMARY RESEARCH REPORT	17
TARGET PUBLIC PROFILES	38
GOALS AND OBJECTIVES.....	42
STRATEGIES AND PROGRAMMING.....	45
CAMPAIGN TIMELINE.....	51
BUDGET.....	58
EVALUATION PLAN.....	59
SNAPSHOT OF COMMUNICATION PLAN	62
CASE STUDY	65
REFERENCES	68
APPENDIX	70

Table of Figures

FIGURE 1: MAP OF DOWNTOWN HARRISONBURG.....	7
FIGURE 2: MAIN STREET AMERICA’S 4-POINT APPROACH CHART ...	10
FIGURE 3: WORD MAP DESCRIBING DOWNTOWN	16
FIGURE 4: HOW UNIQUE DOWNTOWN IS CORRELATED AGAINST HOW MUCH PARTICIPANTS GO DOWNTOWN	28
FIGURE 5: THE RATINGS FOR FACEBOOK	29
FIGURE 6: RATINGS OF HOW AWARE PARTICIPANTS WERE OF DOWNTOWN DINING OPTIONS.....	30
FIGURE 7: CORRELATION BETWEEN ATTITUDES SCALE AND AWARENESS SCALE	31
FIGURE 8: A BOX PLOT SHOWING THE DIFFERENCE IN HOW MUCH PEOPLE THINK DOWNTOWN IS JMU STUDENTS.	33
FIGURE 9: SWOT CHART.....	34
FIGURE 10: CAMPAIGN TIMELINE	51
FIGURE 11A-D: GANTT CHART STRATEGY 1	52
FIGURE 12A-D: GANTT CHART STRATEGY 2	54
FIGURE 13A-D: GANTT CHART STRATEGY 3	56
FIGURE 14: BUDGET.....	58
FIGURE 15: EXAMPLE SOCIAL MEDIA CAMPAIGN GRAPHIC	63
FIGURE 16: EXAMPLE T-SHIRT DESIGN CREATED FOR THE “MAKE YOUR MARK ON HARRISONBURG” EVENT.....	63
FIGURE 17: EXAMPLE STAMP CARD DESIGN FOR “FRIENDLY CITY FRIDAYS”	64

Executive Summary



*Harrisonburg Downtown
Renaissance*

SKYLINE
ENTERPRISE

HDR

Executive Summary

Harrisonburg Downtown Renaissance (HDR), established in 2003, is a non-profit organization working towards revitalizing Downtown Harrisonburg by hosting events, improving appearance, and promoting growth of local businesses in the downtown area. Downtown Harrisonburg has been losing visitors to competing chain restaurants and shopping centers, drawing business away. However, Skyline EnterPRise plans on drawing visitors back in with the help of our **Mark Your Mark on Harrisonburg** Campaign.

We found through secondary research and conducting a survey of our own that we need to increase our public's awareness and positive perception of Downtown Harrisonburg in order to convince them to come. HDR can utilize our creative tactics, such as a "Humans of Harrisonburg" promotional series, selling t-shirts at a 3-day cultural festival, and even pitching a catchy jingle to local radio stations. By enhancing social media engagement, creating an interactive weekend event, and holding promotional weekly deals, we intend on motivating Rockingham County residents to bring Harrisonburg back to life.

Secondary Research Report



*Harrisonburg Downtown
Renaissance*

SKYLINE
ENTERPRiSE

HDR

Harrisonburg Background

Downtown Harrisonburg
It's Better in the Burg

LEGEND:
 ■ RESTAURANTS
 ■ SHOPPING
 ■ ATTRACTIONS

STREETS:
 W. GAY STREET, W. ROCK STREET, W. WOLF STREET, W. ELIZABETH STREET, W. MARKET STREET, W. WATER STREET, W. BRUCE STREET, W. FRANKLIN STREET, W. ASH TREE LANE, W. CAMPBELL STREET, W. WASHINGTON STREET
 N. MAIN STREET, N. MASON STREET

LANDMARKS & BUSINESSES:
 1. Local Chop & Coffee
 2. 2 HOUR PARKING
 3. 2 HOUR PARKING
 4. 2 HOUR PARKING
 5. 2 HOUR PARKING
 6. 2 HOUR PARKING
 7. 2 HOUR PARKING
 8. 2 HOUR PARKING
 9. 2 HOUR PARKING
 10. 2 HOUR PARKING
 11. 2 HOUR PARKING
 12. 2 HOUR PARKING
 13. 2 HOUR PARKING
 14. 2 HOUR PARKING
 15. 2 HOUR PARKING
 16. 2 HOUR PARKING
 17. 2 HOUR PARKING
 18. 2 HOUR PARKING
 19. 2 HOUR PARKING
 20. 2 HOUR PARKING
 21. 2 HOUR PARKING
 22. 2 HOUR PARKING
 23. 2 HOUR PARKING
 24. 2 HOUR PARKING
 25. 2 HOUR PARKING
 26. 2 HOUR PARKING
 27. 2 HOUR PARKING
 28. 2 HOUR PARKING
 29. 2 HOUR PARKING
 30. 2 HOUR PARKING
 31. 2 HOUR PARKING
 32. 2 HOUR PARKING
 33. 2 HOUR PARKING
 34. 2 HOUR PARKING
 35. 2 HOUR PARKING
 36. 2 HOUR PARKING
 37. 2 HOUR PARKING
 38. 2 HOUR PARKING
 39. 2 HOUR PARKING
 40. 2 HOUR PARKING
 41. 2 HOUR PARKING
 42. 2 HOUR PARKING
 43. 2 HOUR PARKING
 44. 2 HOUR PARKING
 45. 2 HOUR PARKING
 46. 2 HOUR PARKING
 47. 2 HOUR PARKING
 48. 2 HOUR PARKING
 49. 2 HOUR PARKING
 50. 2 HOUR PARKING
 51. 2 HOUR PARKING
 52. 2 HOUR PARKING
 53. 2 HOUR PARKING
 54. 2 HOUR PARKING
 55. 2 HOUR PARKING
 56. 2 HOUR PARKING
 57. 2 HOUR PARKING
 58. 2 HOUR PARKING
 59. 2 HOUR PARKING
 60. 2 HOUR PARKING
 61. 2 HOUR PARKING
 62. 2 HOUR PARKING
 63. 2 HOUR PARKING
 64. 2 HOUR PARKING
 65. 2 HOUR PARKING
 66. 2 HOUR PARKING
 67. 2 HOUR PARKING
 68. 2 HOUR PARKING
 69. 2 HOUR PARKING
 70. 2 HOUR PARKING
 71. 2 HOUR PARKING
 72. 2 HOUR PARKING
 73. 2 HOUR PARKING
 74. 2 HOUR PARKING
 75. 2 HOUR PARKING
 76. 2 HOUR PARKING
 77. 2 HOUR PARKING
 78. 2 HOUR PARKING
 79. 2 HOUR PARKING
 80. 2 HOUR PARKING
 81. 2 HOUR PARKING
 82. 2 HOUR PARKING
 83. 2 HOUR PARKING
 84. 2 HOUR PARKING
 85. 2 HOUR PARKING
 86. 2 HOUR PARKING
 87. 2 HOUR PARKING
 88. 2 HOUR PARKING
 89. 2 HOUR PARKING
 90. 2 HOUR PARKING
 91. 2 HOUR PARKING
 92. 2 HOUR PARKING
 93. 2 HOUR PARKING
 94. 2 HOUR PARKING
 95. 2 HOUR PARKING
 96. 2 HOUR PARKING
 97. 2 HOUR PARKING
 98. 2 HOUR PARKING
 99. 2 HOUR PARKING
 100. 2 HOUR PARKING

HDR Background

According to their website, Harrisonburg Downtown Renaissance (HDR) is a non-profit organization looking to revitalize downtown Harrisonburg. HDR was founded in 2003 through an initiative done by the City of Harrisonburg. In the 15 years since the organization's inception they have invested over \$100 million back into the community. The size of downtown has tripled during this time. Downtown housing grew from 150 to 600 units, the number of eateries expanded from 12 restaurants to 36. Downtown is also now home to five new breweries. HDR has been working as a community leader so they can create a sense of fellowship among the Rockingham County residents (Harrisonburg Downtown Renaissance, n.d.).

Organizational Mission, Vision, and Philosophy

HDR set out to reverse the devastating impact that many years of economic decline had on downtown. They now focus their mission on several key philosophies. These include: celebrating community, creating a destination, supporting local, and building a downtown together. HDR's vision for the future is continuing to improve on their success. They wish to do this by coordinating businesses, using data driven data to find new opportunities, understand and follow national business trends, and most importantly tap into Harrisonburg's rich diversity (Harrisonburg Downtown Renaissance, n.d.).

Structure

HDR is a nonprofit organization founded by an initiative from the city council. The core founders were a mix of residents, city staff, community leaders, JMU faculty, business owners and downtown workers. This group formed the first board of directors and then hired their first staff member to lead the organization as the executive director. HDR now employs a core of four management members, however it is still heavily supported by volunteers. This includes a 17-member board of directors and many other volunteers that help run various events. HDR is currently led by Andrea Dono, the Executive



Director. She is assisted by Lauren Huber, the Director of Resources, and Erin Smith, the Events Manager. Kim Kirk, the chief marketing officer, is leaving the organization soon and HDR is looking for a replacement (Harrisonburg Downtown Renaissance, n.d.).

HDR follows the Main Street Four-Point Approach, created by National Main Street Center. The approach is a revitalization strategy that looks to find new economical use for old buildings, host festivals & events, initiate beautification projects, encourage historic preservation, and help existing businesses thrive & new ones open (Harrisonburg Downtown Renaissance, n.d.).

According to the Main Street America website the four points are economic vitality, design, promotion and organization. Economic vitality focuses on economic possibilities to assist new and existing businesses to create a supportive environment for entrepreneurs that drive local economies. The design aspect focuses on enhancing the physical and visual assets that set downtown areas apart. Promotion positions the downtown as the center of the community This creates a positive image that showcases a community's unique characteristics. The organization point involves creating a strong base for the revitalization effort (Brightfind, n.d.).

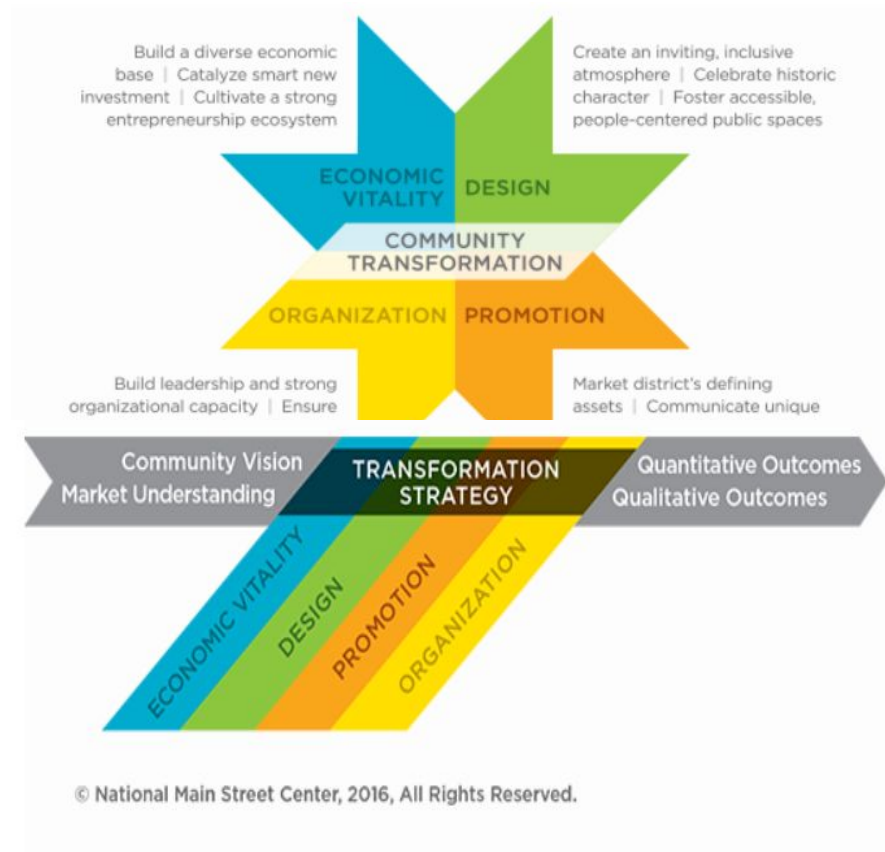


Figure 2. Main Street America's 4-Point Approach Chart

Public Relations Initiative

Communication Channels

HDR communicates their presence to external publics through events that they host. These events draw awareness to the organization while also supporting downtown. Other ways that HDR communicates are through their Facebook page and their Instagram. These platforms are mostly used for one-way communication purposes with a few comments and reviews being responded to. They post frequently and regularly which has gained them one of the largest Facebook followings in the area. They have also recently updated their website to make it more modern. The website provides information about HDR and Downtown Harrisonburg area. This website that includes

self produced news articles, is also mobile friendly which is a major pro in their one-way communication with consumers. HDR also has a system of rack cards that are located downtown that provide information to visitors. These cards seem to be outdated and a misuse of resources according Executive Director, Andrea Dono. As far as internal communication, HDR primarily uses staff meetings and emails.

Events and Fundraising

HDR has a great deal of events that they put on in order to promote downtown. These are usually not done under the name of HDR but instead are under individual businesses, however there are some exceptions. These events include the annual event coordinated with James Madison University during orientation week. The “Block Party in the ‘Burg” event focuses on bringing new students downtown in order to familiarize themselves with what the area has to offer. Other events include “Tastes of Downtown”, where all the downtown eateries are showcased one select weekend (Harrisonburg Downtown Renaissance, n.d.). Fundraising is done for HDR occasionally. It has not had a history of being very successful over the organization’s history, according to Andrea Dono. It was only in the last year where they raised enough funds to have a dedicated marketing budget.

Internal Support

HDR is open to new ideas using the public relations approach. The position for their new marketing director has many aspects of a public relations practitioner in the job description. This includes “create an engaging social media presence and develop the organization’s new video content strategy” and “implement earned media strategy and maintain media lists.” Executive Director, Andrea Dono has shown interest in the ideas provided by Skyline EnterPRise. HDR has looked at many new avenues to improve themselves. HDR ordered a market analysis from a third party and seems to be up to date on research provided by the Nation Main Street Center.

HDR's biggest impediment is their lack of funds. They also do not have a team of marketing/PR personnel helping get the word out about their organization. They don't currently have any research guiding them on why consumers are not coming downtown. HDR lacks a sizeable budget for marketing and ads are expensive. It is worth noting that this issue might be changing. 2018 was the first year that HDR gave a budget to their marketing director but we don't have information on how this money was used.

History and Trends

Basis for the Existing Information

The basis for existing information as obtained by the Harrisonburg Downtown Renaissance includes the data collected from their website, their Facebook profile, and a press release collection website. This information mostly includes organizational experiences and personal observations made by the community and outside visitors that have invested into the historic district or been a part of giving their feedback for experiences. Several of the data access sites appear to be anecdotal and done through the personal experiences and informal feedback given to reporting on social media and review sites. There is also marketing research report that provided limited useful information. No other formal research has been completed by the client. HDR has 15 years of experience in the area. Any additional information has come from academic research and news articles.

Issue History

Other areas in the U.S., especially lesser populated cities have experienced a lack in participation in their businesses and have had trouble increasing traffic through their cities. This issue has been a recurring one for decades and follows the trends of small towns or cities that experience lack of participation in their economy or when they have trouble getting visitors. An article written for the Review of Policy Journal discussed how downtowns following Nation Main Street Centers plan had shown improvement in the downtowns economy. Downtowns that follow this program have shown growth

appropriate for their situations.

Jeffersonville, Indiana, and New Albany, Indiana are the cities used to demonstrate the model in action. These cities all showed improvement in economy and community investment. The biggest remarks the article had were three key points. The first point was that entertainment and amenities should be clustered. The second point was that “white elephants,” or large unused building, should be purchased and updated. The third point was that any revitalization efforts should be headed by a singular leading organization (Faulk, 2006).

Other information has shown that the biggest concern the small local businesses have is larger chains. HDR was told that they had a similar issue is a large amount of sales lost to the bigger chains located around Harrisonburg (The CLUE Group, 2017). These larger chains have brand presence that snags up consumers coming into the area for tourism reasons (LongStaff, 2019).

We have discovered some research that could potentially be used to capture inactive publics. Hwang and Park released a study in 2011 that spoke on the ways that having a easy to use and unique website can generate new business. Promoting the restaurant's website through web advertisements affect attitudes towards brands. This in turn effects purchase intentions of people looking for casual dining experiences. Better ads produce better brand attitudes and increase likeliness to go to the restaurants that produced those ads.

The last piece of research being covered looks at what drives non-grocery shopping. They created model to link attractiveness and accessibility to frequency of destination choice. It mentions that the five basic constructs of attractiveness are variety, quality, satisfaction, value, and parking. Quality was found to be consistently the most important factor, and prestige of store seemed to be the most important aspect of

quality. This will be an important base when trying to discover what potential publics want from their downtown experience (Coppelman & Hauser, 1978).

Competitive Frame

HDR has no direct competitors, at least in terms as what the organization is trying to accomplish. Downtown Harrisonburg businesses however have several competitors. These include local and chain eateries, shopping that competes with downtown stores, and locations that provide entertainment. Examples of these include larger chain restaurants. Examples of these would Olive Garden, IHOP, and Woodgrill. Larger convenience shopping centers compete with the smaller scale shopping offered in the Downtown area. In particular the mega shopping center located off of Reservoir Street. Locations like Funky's and Regal Cinemas compete with Downtown locations like Ruby's Arcade and Courts Square theater. These locations take consumers that could be going into downtown businesses.

Local Environmental Trends

Harrisonburg has been fairly steady with laws that would affect downtown. This lack of change has left some undesirable practices in tact. This includes panhandlers in heavily trafficked areas being allowed. The biggest regulation that hurts Downtown as a whole is the extremely high food tax. This tax is 12%, one of the highest in the nation (The CLUE Group, 2017).

There has not seemed to be any political changes that could affect HDR in recent years. It seems that the level of support they receive from the City has been consistent for many years. The economic situation is similar. There is a potential trend towards recession but it is difficult for us to tell when or how hard it will hit Harrisonburg (The CLUE Group, 2017).

There have been several technological changes in recent years that have already been utilized by HDR, downtown businesses, and residents of the county. According to the Market Analysis the biggest one of these is Rosetta Stone. The language learning app is affordable and helpful in areas that are home to large numbers of immigrants like Rockingham county is. Another technology that has improved is access to mobile websites. HDR has already utilized this when they created their mobile friendly site. Geofencing ads through social media is also a new way to reach potential consumers much more effectively have wide spread ads (The CLUE Group, 2017).

Publics Analysis

Visibility and Reputation

HDR lacks the funds to reach high levels of visibility in the local community. This lack of funds causes them to be unable to afford many traditional types of advertising. HDR does have some earned media. They are spread mostly through word of month and through events that they host. HDR has a deal with the local radio station that promotes HDR and events that they are hosting. The also seem to receive media coverage from WSHV, the local news station, on a regular basis.

HDR has a good reputation with the publics that are aware of them. Andrea Dono considers the City of Harrisonburg partners and is supported by the local university. She also says they have a good relationship with business in the downtown area. These business are extremely cooperative with HDR's efforts to improve downtown.

Their Facebook page has over 8000 followers and reviews on that page average at a 4.8 out of 5.

Primary Research Report



*Harrisonburg Downtown
Renaissance*

SKYLINE
ENTERPRISE

HDR

Introduction

Due to the limitations of previous research, there are several key unanswered questions that we hope will be answered by conducting primary research. Major questions that were not answered by secondary research include: information on the rate of people going to chain restaurants versus going downtown, communication channel preferences and the perceived barriers keeping visitors from coming downtown. By conducting surveys we are hoping to better understand the City of Harrisonburg and Rockingham County Residents' views of Downtown Harrisonburg. Specifically, we want to gain a better understanding about their attitudes, perceptions, familiarity and intent to visit Downtown Harrisonburg. The main concepts we will explore are the current awareness of the communication channels for Downtown, familiarity with what Downtown has to offer, perceived barriers preventing visitors from coming Downtown and intent to visit. This research will better our understanding of the current situation. This survey will provide our client with valuable information and insight into the minds of the consumer. By conducting a survey, we are able to reach a larger audience than if we were to do interviews or a focus group. Surveys also allow us to make generalizations based on the data collected. This information will help the client have an understanding of how the customers view downtown and how to better market to the local population.

Research Questions

Motivational factors

Research shows through business and leadership models that motivation plays a role in influencing intent. According to 'Motivation, engagement, attitudes and buying intent of female Facebook users', consumers are motivated to participate in brands/businesses in order to gather useful product skills and knowledge, as well as for social and entertainment purposes. People's motivations also tend to lead to 'the retrieval of a specific attitude and different attitudes towards the same in different contexts' (Ajzen, 2001). There can be multiple influences, therefore different results in

regards to intention (Rialti, 2017). This makes the research question critical in order to determine which motivational factors represent a stronger intent to visit the Downtown area.

RQ 1: Which motivational factors actually result in a stronger intent to visit Downtown?

Communication channel preferences

According to previous research, different communication channels can have separate effects on how respondents interpret and evaluate their effectiveness in reaching their level of attention and understanding for the products/businesses offered. This article delves into electronic word-of-mouth and brand loyalty while taking into consideration gender influences. Social media is a continually developing communication channel, and 'due to the progressive diffusion of social media, these are considered as some of the main marketing communication channels (Tuten & Solomon, 2015). So, in order to establish the most preferred communication channel for respondents it is necessary to survey their choices and explore the perceived effectiveness of different channels (Roux, 2016).

RQ 2: What communication channels do respondents evaluate as the most preferred?

Familiarity with options downtown

According to the 'Mere Exposure as a Signal: Company Objectives and Research Propositions', the idea of exposure as being a major source of gathering a public's attention, motivation and intent to participate in brands/business is discussed. Exposure leads to familiarity and '... there are two broad company objectives associated with using mere exposure as a signal: bringing the stimulus into perceptual exposure and enhancement of attitude' (Scott, Kristin A., and Margaret A. White, 2016). The objectives of mere exposure are based on 'bringing a stimulus into perceptual exposure, therefore increasing the attitude toward the stimulus' (Scott, Kristin A., & Margaret A. White. , 2016). This makes it necessary to survey respondents in regard to their familiarity and its effects in becoming potential customers and utilizing the different options in Downtown Harrisonburg.

RQ 3: How familiar are potential customers with the different options downtown has to offer?

Research Hypotheses

Attitude level based on level of awareness

Previous research shows a correlation between one's awareness and their attitude towards a product or service (Hwang, Yoon & Park, 2018). In fact, there is a positive correlation showing that the more aware of something someone is the more likely they are to have a positive attitude towards it. After speaking with the client, Ms. Dono, one of the major concerns was that potential visitors were unaware of the many dining and shopping downtown has to offer. According to market research done by The CLUE Group (2017), it was found what would make downtown better but there was not much research on how awareness affects consumers attitudes towards Downtown Harrisonburg. Based on the following discussions this hypothesis is formulated to determine if knowing about what Downtown Harrisonburg has to offer makes one more likely to have a positive attitude towards Downtown Harrisonburg:

H1: As respondents have a higher awareness of the options downtown offers they are more likely to have an increased attitude level

Intent to support based on perception of convenience

If a customer perceives an organization to be convenient the customer is more likely to support the business and make purchases there (Roy et. al, 2018). Our client raised concerns that the lack of parking and knowledge of accessible parking downtown could be a deterrent for visitors due to the hassle of trying to park. The CLUE Group's market analysis (2017) found that their focus group participants raised the issue of parking and lack of public transport to downtown being a barrier from going downtown. This research suggests people who perceive going downtown as convenient might be more likely to support Downtown Harrisonburg businesses. Based on this discussion this hypothesis was formed:

H2: As participants perceive going downtown as being a convenient experience, intent to support among participants will increase.

Motivation based on valuing unique experience

When people value something as a unique experience they are more motivated to go on that experience (Suhartanto, D., Brien, A., Primiana, I., Wibisono, N., & Triyuni, N. N. , 2019). It was found through survey and focus group testing that Harrisonburg community participants found downtown to be “fun”, “friendly”, “vibrant” and “quaint”(The CLUE Group, 2017). Our client believes that downtown offers unique experiences that chain competitors can not offer visitors. By testing this hypothesis, we can determine a relationship if visitors valuing unique experiences will increase their motivation to visit Downtown Harrisonburg.

H3: The more participants value unique experiences, the more motivated they are to go downtown.

Methods

Sampling Method

Participants of this study are the adult residents of Rockingham County and the city of Harrisonburg who have been recruited by means of a survey engineered through qualtrics posted to the county and cities facebook pages. The sampling method chosen for this was convenience sampling. By using this sampling method our survey will be easily accessible to residents of Rockingham County and the city of Harrisonburg who follow the Rockingham County and the city of Harrisonburg’s facebook pages. A drawback to convenience sampling is that it is not random, so there is a possibility for biased results to occur and for the overall outcome of this study to have incomplete conclusions.

Data Collection And Procedure

We used Qualtrics, a self-administered online survey methodology, to collect data in this study. We targeted residents within Rockingham County and the City of Harrisonburg to participate in our study to represent a diverse group of demographics within the county and city. We were able to reach our participants by sharing our survey on the Harrisonburg Downtown Renaissance Facebook page, the Rockingham County Facebook page, and the City of Harrisonburg Facebook page.

After opening our survey, participants were asked to answer questions regarding Downtown Harrisonburg. Participants answered questions involving consumer intentions, attitudes, familiarity, and perceived barriers with Downtown Harrisonburg, as well as communication channels that appeal to them. Participants responded to our questions using a 5-item Likert scale. Afterwards, participants were directed to another set of questions asking a series of demographic items. The participants were given endless time to complete the survey. After completing all questions, participants were redirected to a site where they had the option to leave their e-mail address for a chance to win a gift card eligible to use at businesses in Downtown Harrisonburg.

Measurements

Awareness

A main variable that was tested was awareness. A questionnaire was created by researchers using the information they found through their secondary research, along with supplemental market analysis research so that this variable could be tested in order to measure responses awareness of the options of restaurants and shops that are available to them when visiting downtown Harrisonburg. A five-point Likert scale style survey question asked respondents how familiar they were with the statements listed in order to test their awareness. The statements listed were: Downtown Harrisonburg has 36 eateries, Downtown Harrisonburg has 5 breweries, Downtown Harrisonburg has 70+ shops, Downtown Harrisonburg holds annual events, The “Taste of Downtown” Event happens every year, and The “Rocktown Beer and Music Festival” happens every

year. Survey respondents were then asked to choose an answer on the scale that they felt best reflected their familiarity with these statements. The answer options on the five point Likert scale ranged from not at all aware, slightly aware, somewhat aware, moderately aware, and very well aware. The Cronbach α for this measure was .868

Intent to Visit

For this variable, we wanted to test what motivational factors that lead to people's intentions to visit downtown Harrisonburg. For this reason a questionnaire was created by researchers through the aid of supplemental market analysis research and their findings in their secondary research to measure Intentions to visit by asking survey respondents to rate how important certain factors were when the decision to go downtown. Factors listed were coupons, gift cards, kids eat free nights, customer loyalty cards, frequent customer discounts/ specials, and an option for the survey taker to write in their own answer. Respondents were asked to respond to these factors by picking an option on the five point Likert scale provided. The scale ranged from Not at all important, slightly important, moderately important, very important, and extremely important. The Cronbach α for this measure was .770

Perceptions

This variable was measured in order to determine participant's perceptions of downtown Harrisonburg. For this reason researchers created a questionnaire by utilizing information found in their secondary research findings along with supplemental market analysis research to that asked survey respondents, using a five point Likert scale, how they would describe downtown Harrisonburg. The words given were unique, safe, affordable, family-friendly, popular, diverse, and prestigious. Respondents were asked to pick on a five point Likert scale whether they strongly disagree, disagree, somewhat disagree, are neutral, somewhat agree, or agree to how much they feel the given word respondents their attitude towards downtown Harrisonburg. The Cronbach α for this measure was .804

Value

Value was tested as a variable to see how much participants value unique experiences downtown. This was done by researchers utilizing information found in their secondary research findings along with supplemental market analysis research to create a questionnaire that asked respondents how they feel about downtown Harrisonburg and were given several options to respond. They were given the options to respond on a 4 option scale between good and bad, unpleasant and pleasant, and unfavorable and favorable. Respondents were also asked using a five point Likert scale how they would describe downtown Harrisonburg. The words given were unique, safe, affordable, family-friendly, popular, diverse, and prestigious. Respondents were asked to pick on a five point Likert scale whether they strongly disagree, disagree, somewhat disagree, are neutral, somewhat agree, or agree to how much they feel the given word respondents their attitude towards downtown Harrisonburg. The revised Cronbach α for this measure was .821

Intent to Support

For this variable, researchers wanted to test the respondent's intentions to support downtown Harrisonburg as a unique experience to others. This was done through the help of previous communication intent scale studies conducted by Kim, Y. (2015). From this a questionnaire was developed in order to measure participants intentions to support by asking survey them to react to three statements concerning whether or not they would say positive things about downtown Harrisonburg using a five point Likert scale. The five point Likert scale options given to respondents that ranged from strongly disagree, disagree, somewhat disagree, neutral, somewhat agree, agree, strongly agree. The statements given to respondents that they were asked to react to were first, I would say nice things about Downtown Harrisonburg to other people. Second, I would talk positively about Downtown Harrisonburg to my friends. Lastly, I

would recommend Downtown Harrisonburg to others. The Cronbach α for this measure was .981

Communication Channels

For this variable, researchers wanted to evaluate the communication channels used by Harrisonburg Downtown Renaissance. This was done by utilizing supplemental market analysis research to make a five point Likert scale that asked respondents to respond with how familiar they were to different communication channels used by Harrisonburg Downtown Renaissance. The communication channels that respondents were asked to rate on how familiar they were with were: HDR website, Facebook, Instagram, Rack Cards, Newsletter, and an option that read as 'Other' which then asked for them to specify another communication channel that was not listed. The five point Likert scale rating responses ranged from Not at all Familiar, Slightly Familiar, Somewhat Familiar, Moderately Familiar, Extremely Familiar. The revised Cronbach α for this measure was .724

Familiarity

Familiarity was measured to ascertain potential customers familiarity with the different options that downtown Harrisonburg has to offer. Researchers did this by utilizing supplemental market analysis research so form a five point Likert scale style survey question that asked respondents how familiar they were with the statements listed. The statements listed were: Downtown Harrisonburg has 36 eateries, Downtown Harrisonburg has 5 breweries, Downtown Harrisonburg has 70+ shops, Downtown Harrisonburg holds annual events, The "Taste of Downtown" Event happens every year, and The "Rocktown Beer and Music Festival" happens every year. Survey respondents were then asked to choose an answer on the scale that they felt best reflected their familiarity with these statements. The answer options on the five point Likert scale ranged from not at all aware, slightly aware, somewhat aware, moderately aware, and very well aware. The Cronbach α for this measure was .927

Motivation

Motivation was tested as a variable in order to measure what motivational factors result in participant's stronger intent to visit downtown. For this reason researchers created a questionnaire through the use of supplemental market research that asked survey respondents to rate how important certain factors were when they decided to go downtown. Factors listed were coupons, gift cards, kids eat free nights, customer loyalty cards, frequent customer discounts/ specials, and an option for the survey taker to write in their own answer. Respondents were asked to respond to these factors by picking an option on the five point Likert scale provided. The scale ranged from Not at all important, slightly important, moderately important, very important, and extremely important. The Cronbach α for this measure was .756

Attitudes

Attitudes were measured as a variable to determine survey respondents attitudes toward downtown Harrisonburg. This was done through the use of previous attitude measurement studies conducted by MacKenzie, S. B., & Lutz, R. J. (1989), along with researchers creating a questionnaire in which survey respondents were given the options to respond on a 4 option scale between good and bad, unpleasant and pleasant, and unfavorable and favorable. The Cronbach α for this measure was .959

Implications Of The Survey

The findings of this research will provide insight to HDR by receiving feedback from community members. Since HDR is trying to make downtown as visited as possible, the responses should be enlightening to how locals are feeling about the area. Depending on the results for each measure, HDR will understand where concerns lie and how downtown is appealing. Results will also show if there is more potential revenue to be earned from locals. Overall, HDR will get a better grasp of what the locals' attitudes are toward downtown.

Results

Demographics

The average age of our participants was 41 years old. Participants for our survey were mostly females, with 160 females and 36 males. Participants were mostly white, with 187 participants identifying as this. The mean annual income of our participants was high with 29 percent saying that they earned over \$100,000 per year. The survey was answered by highly educated people. Over 65 percent of participants earning at least a four year degree. Participants were almost evenly split in where they lived. 90 participants said they lived downtown and 96 said they lived in rockingham county

Research Questions

RQ 1: Which motivational factors actually result in a stronger intent to visit Downtown?

The survey asked what factors they thought resonated with downtown Harrisonburg the most. These factors included unique, safe, affordable, popular, diverse and prestigious. Four of these had significant results. Popular, safe, and family friendly all had moderately strong correlations with going downtown. The strongest correlation was with thinking downtown is unique ($r = .365$, $p > .05$.) We believed this would be the case and had an additional which focused on just the uniqueness of downtown harrisonburg.

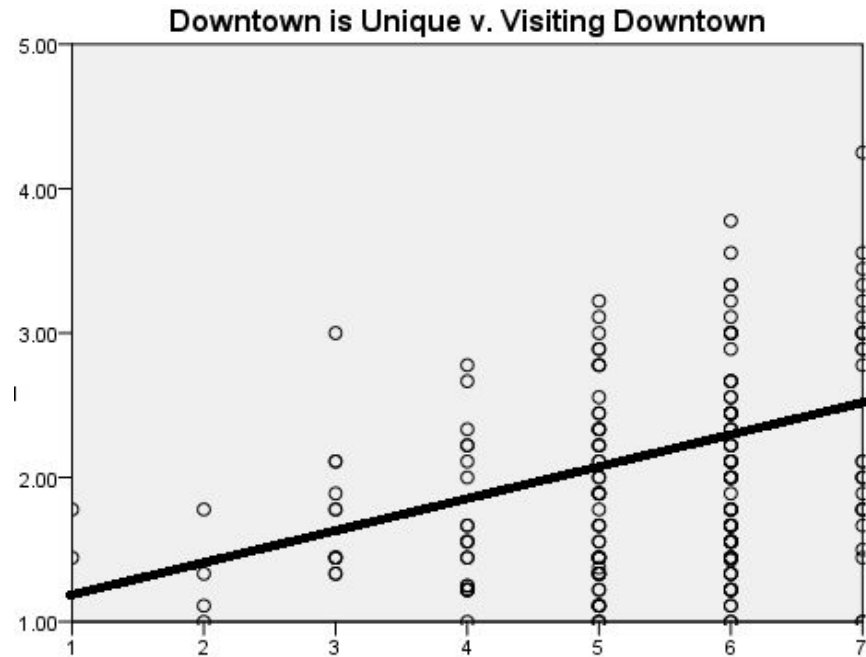


Figure 4. How unique Downtown is correlated against how much participants go downtown.

RQ 2: What communication channels do respondents evaluate as the most preferred?

The survey asked participants what their communication channels they were aware of and what they preferred. The researchers ran descriptive statistics to determine this. They discovered that participants were most aware of Facebook ($m = 3.81$, $sd = 1.33$, $n = 200$.) Facebook is also the most preferred way to receive information ($m = 4.01$, $sd = 1.20$). This data suggests that HDR should focus on promoting and utilizing their Facebook page over other forms of communication.

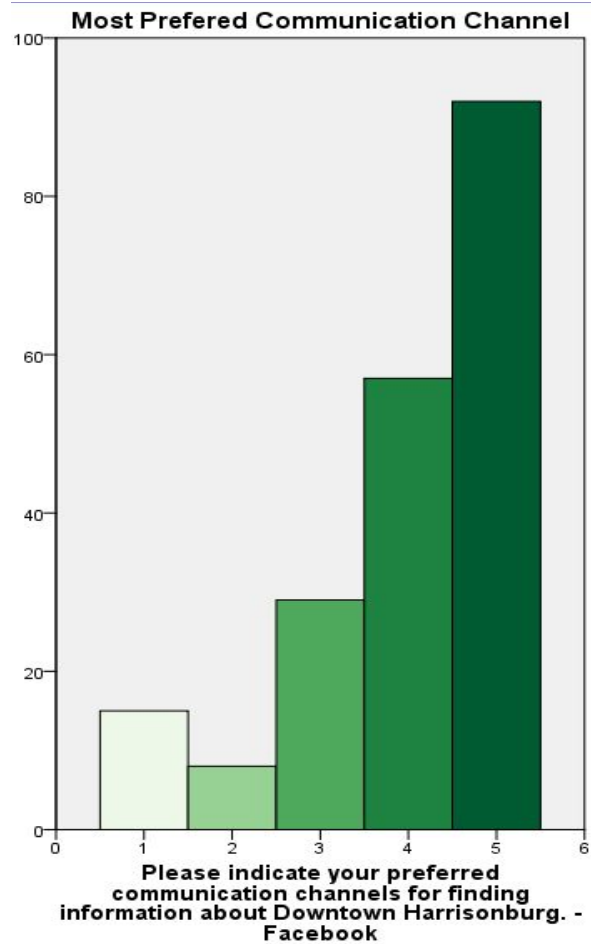


Figure 5. The ratings for Facebook

RQ 3: How familiar are potential visitors with the different options downtown has to offer?

Researchers asked participants various questions about what was offered downtown. They then ran descriptive on these responses. Participants answered they were most aware of the breweries located downtown ($m = 3.91$, $sd = 1.26$.) and least aware of the shops located downtown ($m = 2.85$, $sd = 1.269$) Participants were aware of the events held by HDR with all three questions having averages of over 4. Participants of the study seemed to be aware that downtown has options and events. It seems that some individuals were unaware of how many different eateries and locations exist downtown.

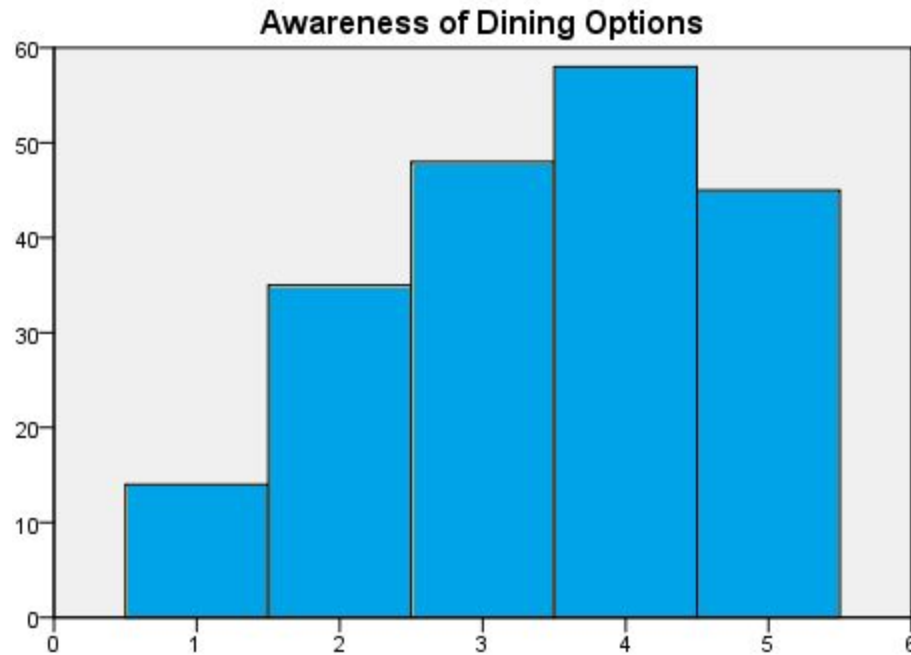


Figure 6. Ratings of how aware participants were of downtown dining options.

Hypotheses

H1: As respondents have a higher awareness of the options downtown offers they are more likely to have an increased attitude level

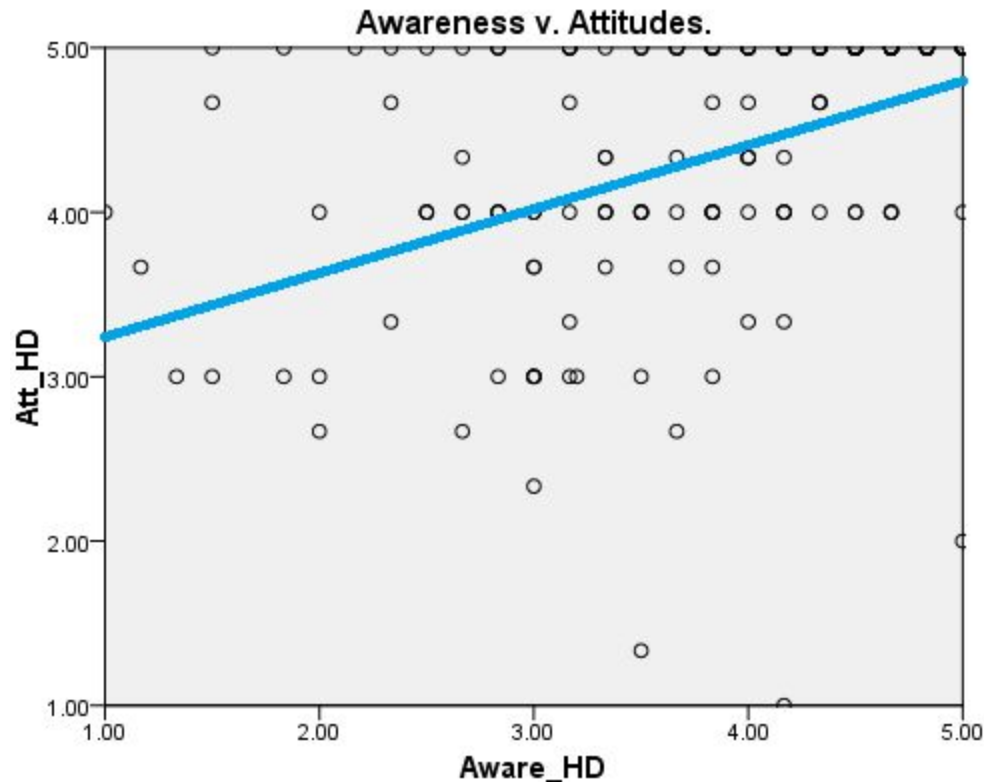


Figure 7. Correlation between Attitudes scale and Awareness scale

Participants were asked questions about how aware they of what was offered downtown. They were then asked questions about how they felt about downtown. The researchers then ran a correlation test to examine the relationship between these two scales. The test had significant results with a strong correlation between the two scales ($r = .447$, $p > .05$.) This result goes along with the mere exposure effect. The more people know about something the better they will feel about it.

H2: As participants perceive going downtown as being a convenient experience, support among participants will increase.

The survey had a series of questions that asked about how much people believed downtown to be a convenient experience. This measure was then correlated against how much participants say they went downtown and there intent to spread news of

downtown through word of mouth. The researchers discovered that the more participants believed that downtown was a convenient experience they would support downtown more and chains less.

H3: The more participants value unique experiences, the more they go to downtown.

A scale was created to determine how much participants valued a unique experience. This scale was then correlated against how frequently participants visited various locations. This test discovered that only downtown restaurants had a significant correlation with the new scale. These findings are in line what was expected and the correlation ($r = .155$, $p > .05$) is moderately strong in this instance.

Outside of our original research questions and hypotheses we discovered several unexpected findings. There were significant differences between participants from the City of Harrisonburg and participants from Rockingham County. The most interesting results had to do with awareness of downtown and perception of downtown. County residents rated lower on every category, such as perception and how likely they are to spread information through word of mouth. The researchers also discovered that County residents believe that downtown is more for students than city residents. The believe that downtown is for students has strong, negative correlations with every single one of our scales and how much they go downtown.

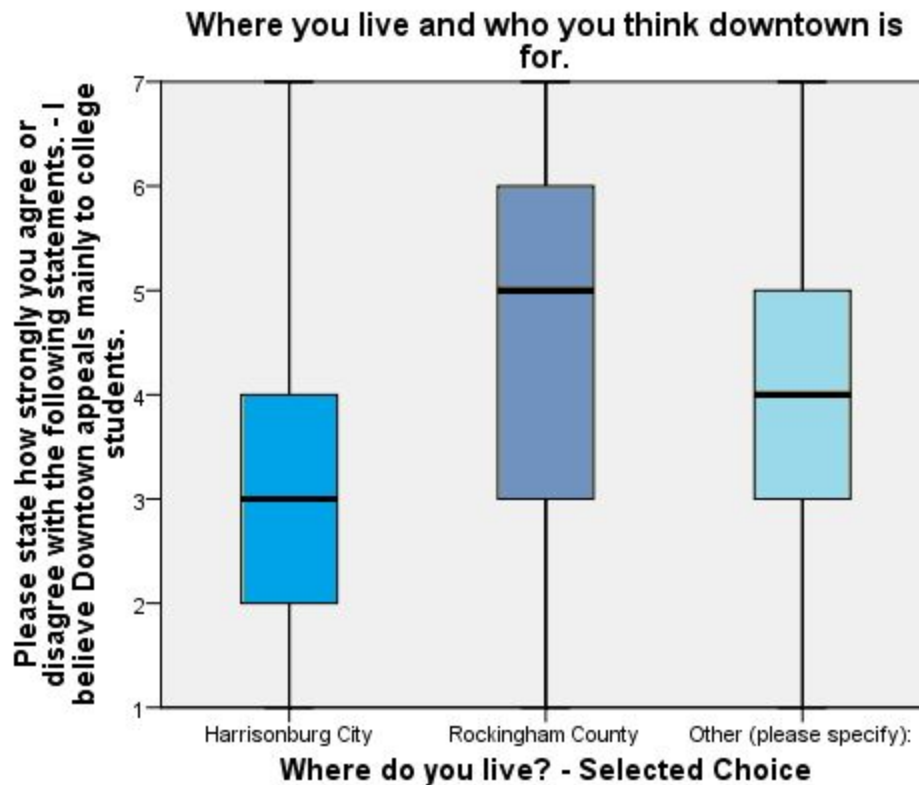


Figure 8. A box plot showing the difference in how much people think downtown is JMU students.

Practical Implications

In terms of practical implications, the results of the study call attention to factors that motivate people to come downtown. The study shows that increased awareness leads to increased attitudes about downtown Harrisonburg. Higher attitudes correlate with believing that downtown is a convenient experience. Belief of downtown being a convenient experience correlates with going downtown more frequently. Belief of downtown being a convenient experience also correlates with having higher intent to spread information about downtown through word of mouth. Spreading information could increase awareness about downtown. This would lead to a positive feedback loop of support for downtown.

HDR should also focus on promoting information through their facebook page. This is the most preferred and known about platform for communication. HDR should also look into promoting how unique downtown is. Uniqueness was shown to be the most important motivation factor for people going downtown instead going to chains.

Limitations

The study had several limitations that skewed our results. The study had to use convenience sampling which limits the ability to generalize the results to a population as a whole. Participants were mostly female and caucasian. The participants also had varied incomes with a wide wage gap. These survey findings had discrepancies compared to that of the most recent census and may not have accurately represented the area (U.S. Census Bureau, 2018a, 2018b). All of these issues may inaccurately represent the Harrisonburg and Rockingham County as whole.

SWOT Analysis



Figure 9: SWOT chart

Strengths

The strengths of Harrisonburg Downtown Renaissance center around good social media presence for the residents of Rockingham County and Harrisonburg City. According to our primary research, HDR posts regularly and updates social media sites frequently to provide modern information for target publics. Continuing with this strong social media interaction, HDR also implemented a mobile friendly website that provide information about the Harrisonburg City and Rockingham eateries, businesses and events. They advertise websites by geofencing social media ads to make media information as relevant as possible to target areas. HDR has a variety of 70+ businesses and according to primary research has increased eateries from 12 restaurants to 36. They have also added five new breweries. This growth has led to the transition of better media relationships to become more welcoming to increasing publics. HDR communicates their presence to external publics, especially through Facebook and Instagram. The HDR website provides information about HDR and Downtown Harrisonburg area. They have one of the largest Facebook followings in the area. Another strength that HDR has experienced in recent years is the addition of increased research in order to understand area's situation. According to Executive Director, Andrea Dono, fundraising in the past year helped raise enough funds to have a dedicated marketing budget.

Opportunities

Since Harrisonburg Downtown Renaissance has increased target public growth through social media presence and interaction several opportunities can come through media channels. By focusing on social media channels new publics and existing ones could improve. According to our primary research report, HDR has a history linked to several tourist attractions. These sites provide potential improvement for public traffic through the downtown area. According to our primary research report, local businesses have an advantage of being unique and establishing meaningful relationships with target publics as opposed to chain restaurants. According to Hwang and Park, a study released in 2011

included that quality was found to be the most consistently important factor in trying to discover what potential publics want from their downtown experience.

Another opportunity for HDR would be utilizing JMU as a resource for interns.

According to our primary research report, generating easy-to-use and unique websites can help to promote a restaurant through web advertisements. This can potentially affect attitude and establish loyalty toward brands. Since the Facebook page for Harrisonburg City has the largest following for HDR's social media, an area of potential could be focusing on Rockingham County's Facebook page. This could increase target public interaction. Since Facebook is the most used and effective social media channel, increasing channels of social media and advertising them through Facebook could increase web traffic. This could potentially increase public interaction with downtown eateries, businesses and events overall.

Weaknesses

There is some potential room for improvement in monitoring social media comments. Since HDR has a strong presence in social media for target publics, especially Facebook, it could be beneficial to increase interaction. The Facebook page has over 8000 followers and reviews that rate average at a 4.8 out of 5. According to our primary report, research/data suggests that HDR should focus on promoting and utilizing their Facebook page over other forms of communication. A larger area for improvement for HDR could be the budget and funds. Potential increase in this area could create growth for advertisements through having a marketing/PR personnel to help get the word out about HDR's growing organization. Marketing can help create an even more engaging social media presence and help to further understand target publics. HDR has a good reputation with the publics that are aware of them. According to Dono, HDR has a good relationship with businesses in the downtown area. This could potentially lead to advertising to reach out and increase research on target publics. To potentially increase diversity in target publics, other areas such as Rockingham County Residents could be focused on as part of the surrounding community. According to Andrea Dono, it can be

difficult to get permanent residents to come downtown during the whole year due to misconceptions that downtown caters to a college population. Shifting perception of this could improve interaction with Rockingham county residents. Families could also invite increased interaction. According to our primary research report, focusing on the Hispanic/Latino population specifically in the City of Harrisonburg would help HDR become more racially diverse and create a more inclusive environment for locals. Expanding on these audiences, Rockingham County residents may be less likely to recommend downtown through WOM due to misconceptions on downtown catering to the college population, but by targeting events while the school year is in session could remind them that downtown is inclusive for all.

Threats

Areas that could compete with target publics interaction with HDR include chain restaurants in Rockingham county. Examples of these include Olive Garden, IHOP and Woodgrill, which potentially distract publics from going to downtown local businesses. Shopping centers also potentially distract publics from going downtown, such as Wal-Mart and Costco. An area for improvement could include increasing parking locations to influence perception on accessing the variety of businesses that downtown has to offer. Additional parking could potentially draw in more traffic to HDR, while the limitations of having lesser options could inhibit this. Rockingham residents may view HDR as mainly for students which could lessen the idea of Downtown as being inclusive.

Problem/Opportunity Statement

The City of Harrisonburg and Rockingham County residents are not visiting local businesses downtown. Instead, residents are going to competing chain restaurants and shopping centers in the area, likely due to their perceptions of Downtown Harrisonburg. However, there are active spaces downtown to hold events, as well as active social media pages such as the Harrisonburg Downtown Renaissance and Rockingham County pages to reach residents. Local businesses are also very supportive of HDR's efforts downtown.

Target Public Profiles



*Harrisonburg Downtown
Renaissance*

SKYLINE
ENTERPRISE

Key Public 1

Rockingham County Year-Round Residents

Rockingham County Residents are our first target public because they are apart of the surrounding community, and have very different beliefs about Downtown Harrisonburg compared to their Harrisonburg City neighbors. Our client mentioned that they struggle getting permanent residents to keep coming downtown during the whole year due to their misconception that Downtown Harrisonburg is catered to the college population nearby. This would mean we could target them with events while the school year is in session to remind them that the area is also a good place for them to go as well. Bringing them to local businesses downtown instead of chains would help Harrisonburg flourish economically and socially. This group falls in a general age range of about 18-65, and there is a large wage gap in household incomes, which could mean targeting each subgroup separately based on what they can afford. Some of this public may see transportation as a limitation, so we may want to keep travel in mind while targeting them.

Key Public 2

Families with Children

Our second target public is families. We found that most Rockingham County and City of Harrisonburg City residents view downtown Harrisonburg as family-friendly. We could cater to this population, seeing as reaching one person in a family could lead to them bringing their family members downtown. According the the 2018 US Census Bureau for both Harrisonburg and Rockingham County, the majority of the population is made up of 19-64 year olds, so many parents fall into this age range.

Key Public 3

City of Harrisonburg Hispanic/Latino Population

Our third key public is the Hispanic/Latino population, specifically in the City of Harrisonburg. According to the 2018 US Census Bureau, Hispanics and Latinos make up 19.8% of the population, which is a large amount of people that could be targeted. Targeting this population would help Downtown Harrisonburg become more racially diverse, which would create a more inclusive environment for locals. HDR doesn't currently seem to be targeting this population, so it would be a viable opportunity to expand to this audience.

The Campaign

"MAKE YOUR MARK ON HARRISONBURG"



*Harrisonburg Downtown
Renaissance*

SKYLINE
ENTERPRISE

HDR

Goals and Objectives

Goal Statement #1: Change the perceptions of the nature of Downtown for Rockingham County residents

Objectives

1. To increase positive opinion change in Rockingham County residents about the perception that “downtown is for me” by 5% by August 2020.
2. To increase positive attitude regarding restaurants in Downtown Harrisonburg with Rockingham County residents by 15% by August 2020
3. To Increase positive attitudes of Downtown Harrisonburg with local permanent residents towards shops by 10% by August 2020.
4. To increase the positive attitudes regarding Downtown Harrisonburg being “family friendly” in Downtown Harrisonburg with local permanent residents by 5% by August 2020.

Goal Statement #2: Enhance Awareness of Downtown Harrisonburg among Hispanic populations

Objectives

1. To expose 50 Hispanic residents in Rockingham County to information about Downtown Harrisonburg by August 2020.
2. To create moderate awareness of dining, shopping and brewery options in Downtown Harrisonburg within 2.5% of the Hispanic population (250 people) in Rockingham County by August 2020.
3. To generate a moderate awareness of events in Downtown Harrisonburg in 5% of the Hispanic population (500 people) in Rockingham County by August 2020.

Goal Statement #3: Increase number of year-round resident visitors to Downtown Harrisonburg

Objectives

1. To increase the number of local permanent resident visitors to Downtown Harrisonburg restaurants by 15% by August 2020.
2. To increase the number of local permanent resident visitors to Downtown Harrisonburg shops by 10% by August 2020.
3. To increase the number of local permanent resident visitors to Downtown Harrisonburg events by 5% by August 2020.
4. To increase the number of local permanent resident visitors to Downtown Harrisonburg breweries by 5% by August 2020.

Primary Messages

1. Downtown Harrisonburg has activities that are fun and inclusive for all.
 - Downtown housing grew from 150 to 600 units, the number of eateries expanded from 12 restaurants to 36. Downtown is also now home to five new breweries. HDR has been working as a community leader so the can create a sense of fellowship among the Rockingham County residents (Harrisonburg Downtown Renaissance, n.d.). (Secondary Research, pg. 8).
 - HDR's vision for the future is continuing to improve on their success. They wish to do this by coordinating businesses, using data driven data to find new opportunities, understand and follow national business trends, and most importantly tap into Harrisonburg's rich diversity (Harrisonburg Downtown Renaissance, n.d.). (Secondary Research, pg. 8).
 - HDR has a great deal of events that they put on in order to promote downtown - These events include the annual event coordinated with James Madison University during orientation week. The "Block Party in the 'Burg" event focuses on bringing new students downtown in order to familiarize themselves with what the area has to offer. Other events include "Tastes of Downtown", where all the downtown eateries are

showcased one select weekend (Harrisonburg Downtown Renaissance, n.d.). (Secondary Research, pg 11).

- There have been several technological changes in recent years that have already been utilized by HDR, downtown businesses, and residents of the county. According to the Market Analysis the biggest one of these is Rosetta Stone. The language learning app is affordable and helpful in areas that are home to large numbers of immigrants like Rockingham county is. (Secondary Research, pg. 15).
 - **Spokesperson:** A local leader from the Hispanic community might be a good potential spokesperson to show diversity and inclusion within the HDR key message. Their message could include ethos and pathos to establish HDR as inclusive for all and supportive of publics through activities, events and products dedicated to making everyone feel welcome. Pathos would be shown through this speaker's connection to HDR as a whole community, rather than being separate from their environment.
2. Build a stronger community by supporting unique local businesses, eateries and quality experiences in Harrisonburg.
- They now focus their mission on several key philosophies. These include: celebrating community, creating a destination, supporting local, and building a downtown together. (Harrisonburg Downtown Renaissance, n.d.). (Secondary Research, pg. 8).
 - Previous research shows a correlation between one's awareness and their attitude towards a product or service (Hwang, Yoon & Park, 2018). In fact, there is a positive correlation showing that the more aware of something someone is the more likely they are to have a positive attitude towards it. (Primary Research, 20).

- When people value something as a unique experience they are more motivated to go on that experience (Suhartanto, D., Brien, A., Primiana, I., Wibisono, N., & Triyuni, N. N. , 2019). (Primary Research, pg. 21).
- It was found through survey and focus group testing that Harrisonburg community participants found downtown to be “fun”, “friendly”, “vibrant” and “quaint”(The CLUE Group, 2017). Our client believes that downtown offers unique experiences that chain competitors can not offer visitors. (Primary Research, pg. 21).
- According to the Main Street America website the four points are economic vitality, design, promotion and organization - Promotion positions the downtown as the center of the community This creates a positive image that showcases a community’s unique characteristics. The organization point involves creating a strong base for the revitalization effort (Brightfind, n.d.). (Secondary Research, pg. 9).
- **Spokesperson:** Local community business/restaurant owner who can use pathos and ethos in their key message delivery. Being an owner themselves will establish credibility and emotion as they relate their efforts to create a unique, quality and meaningful environment for all publics that interact with HDR. This community business/restaurant owner should be esteemed as having good character and desire to promote HDR.

Strategies and Tactics

Strategy 1: Enhance Online Engagement Overview

Increase online engagement with the “Make Your Mark on Harrisonburg” Movement by reaching target publics through social media.

- This strategy will fulfill: Goal 1 (Objs. 1, 2, 3), Goal 2 (Objs. 1, 2, 3)
- *September 2, 2019:* Implement this at beginning of campaign in September
 - Tactic 1 (all publics, low budget, broad reach, medium impact)
 - Tactic 2 (all publics, low budget, medium reach, medium impact)

- Tactic 3 (all publics, low budget, broad reach, medium impact)
- Tactic 4 (all publics, low budget, broad reach, medium impact)
- Tactic 5 (all publics, low budget, broad reach, medium impact)

Strategy 1: Enhance Online Engagement Tactics

1. Create a “Humans of Harrisonburg” segment on Instagram and Facebook to post a short paragraph highlighting a different Harrisonburg resident bi-weekly.
 - Budget: Low
 - Reach: Broad
 - Impact: Medium
2. Create a “Nominate a Human of Harrisonburg” form to put on the HDR website to select candidates from
 - Budget: Low
 - Reach: Medium
 - Impact: Medium
3. Make a monthly promotional video series each showcasing a different business owner in Harrisonburg talking about their background and what they uniquely bring to the city (to be posted on Facebook and Instagram); Get intern (possibly SMAD from JMU) to shoot and edit videos
 - Budget: Low
 - Reach: Broad
 - Impact: Medium
4. Create a #MakeYourMarkOnHburg hashtag contest on Instagram where people post their story and how they made their mark on Harrisonburg
 - Budget: Low
 - Reach: Broad
 - Impact: Medium
5. Pitch to WHSV, local news outlets, and JMU outlets (all publics); Press releases sent to WHSV, DNR, and other TV outlets

- Budget: Low
- Reach: Broad
- Impact: Medium

Strategy 2: FAM (Food, Art, and Music) Hispanic Culture Festival Overview

Create an event called FAM (Food, Art, and Music) Hispanic Culture Festival in Downtown Harrisonburg to draw in the Hispanic population in Harrisonburg and Rockingham County. It will be a 3-day event with each day highlighting a different aspect of Hispanic Culture (Friday= Food, Saturday= Art, Sunday=Music). There will be a main event each day; On Friday, there will be a Cultural Cuisine Cook-off; On Saturday, there will be a Hispanic Art Show; On Sunday, there will be performances from local musicians that play Hispanic music.

- This strategy will fulfill: Goal 1 (Objs. 1, 4), Goal 2 (Objs. 1, 2, 3), Goal 3 (Objs. 1, 2, 3, 4)
- November 18, 2019: FAM Fest will be held the last weekend in April 24-26, 2020 (warm enough climate to draw a crowd and doesn't compete with COSPU's separate Hispanic Festival in the Fall)
 - Tactic 1 (all publics, low budget, broad reach, medium impact)
 - Tactic 2 (Hispanic population, high budget, medium reach, strong impact)
 - Tactic 3 (all publics, medium budget, broad reach, medium impact)
 - Tactic 4 (Hispanic population, low budget, narrow reach, medium impact)
 - Tactic 5 (Hispanic population, medium budget, broad reach, strong impact)
 - Tactic 6 (Hispanic population, low budget, broad reach, strong impact)
 - Tactic 7 (all publics, low budget, broad reach, medium impact)
 - Tactic 8 (all publics, medium budget, medium reach, medium impact)

Strategy 2: FAM (Food, Art, and Music) Hispanic Culture Festival Tactics

1. Pitch to WHSV, local news outlets, and JMU outlets (all publics); Press releases sent to WHSV, DNR, and other TV outlets
 - Budget: Low
 - Reach: Broad
 - Impact: Medium
2. Hire local musicians to perform Hispanic inspired music
 - Pablo Antonio y La Firma – 11 piece tropical latin band from Washington D.C.; booking via gigsalad.com/pabloantonioylafirma
 - Quimbao Latin Band – Latin band that can perform at least 9 different styles of Latin music from Manassas, VA; booking via gigsalad.com/quimbao_latin_band_manassas
 - Budget: High (depends on musicians that are booked but this generally costs more)
 - Reach: Medium
 - Impact: Strong
3. Create and sell t-shirts at event with FAM Fest graphic on them to advertise event and raise money for HDR
 - Budget: Medium (could sell enough to make up for cost of making them)
 - Reach: Broad
 - Impact: Medium
4. Ask Comite Salvadoreno Paisanos Unidos (COSPU) if they would like to collaborate to be a part of organizing this festival (this group hosts a yearly Harrisonburg Hispanic Festival in the fall at the Smithland Road Soccer Complex)
 - Contact COSPU at cospuva@gmail.com or at (540)-236-8174
 - Budget: Low
 - Reach: Narrow

- Impact: Medium
5. Residents can participate in a cultural cuisine cook-off during FAM Fest where they make a dish that represents their culture; They will then have a taste test of all the dishes, and whoever gets the most votes could win a downtown gift card
 - Budget: medium (to create booths; competitors will provide their own food)
 - Reach: Broad
 - Impact: Strong
 6. Hold Hispanic cultural art show and host paintings in Smith House Art Gallery downtown
 - Budget: Low (displaying local paintings)
 - Reach: Broad
 - Impact: Strong
 7. Capture video footage throughout weekend to show visitors enjoying event to post on Facebook with the #MakeYourMarkOnHburg hashtag
 - Budget: Low
 - Reach: Broad
 - Impact: Medium
 8. Create stickers that say “FAM Hispanic Culture Festival #MakeYourMarkOnHburg” to post around downtown and surrounding area
 - Budget: Medium
 - Reach: Medium
 - Impact: Medium

Strategy 3: Friendly City Fridays Overview

Partner with restaurants in Downtown Harrisonburg to hold deals every Friday for 2 months. Participating businesses will rotate turns, as well the theme for each Friday (focus on kids one night, couples another night, lone diners another night, etc.)

- This strategy will fulfill: Goal 1 (Objs. 1, 2, 4), Goal 3 (Objs. 1, 4)
- *March 6, 2020:* Friendly City Fridays start planning in December and will be implemented in early March
 - Tactic 1 (all publics, medium budget, broad reach, strong impact)
 - Tactic 2 (all publics, medium budget, medium reach, medium impact)
 - Tactic 3 (all publics, medium budget, medium reach, medium impact)
 - Tactic 4 (all publics, low budget, broad reach, strong impact)
 - Tactic 5 (all publics, low budget, broad reach, medium impact)
 - Tactic 6 (all publics, low budget, medium reach, medium impact)

Strategy 3: Friendly City Fridays Tactics

1. Create and record a jingle to pitch to local radio stations
 - WXJM: JMU radio station; Contact at (540)-568-3425
 - WSVA: Harrisonburg News/Talk radio station; Contact at harrisonburgradiogroup.com/advertise
 - Budget: Medium (depending on station rate)
 - Reach: Broad
 - Impact: Strong
2. Implement “Friendly Visitor” stamp card for frequent visitors; Guests get a discount if they stamp it 10 times
 - Budget: Medium
 - Reach: Medium
 - Impact: Medium
3. Make a flyer to put up in businesses downtown
 - Budget: Medium
 - Reach: Medium
 - Impact: Medium
4. Obtain coverage from local media outlets via interviews
 - Budget: Low

- Reach: Broad
 - Impact: Strong
- Capture video footage during each FCF to show visitors enjoying the restaurants/deals downtown to post to Facebook with the #MakeYourMarkOnHburg hashtag.
 - Budget: Low
 - Reach: Broad
 - Impact: Medium
 - Create BuzzFeed Quiz where user picks their food preferences and it gives you place you should dine at in Downtown Harrisonburg at end for Friendly City Fridays.
 - Budget: Low
 - Reach: Medium
 - Impact: Medium

Campaign Timeline

Below is a suggested timeline for the campaign. The triangles represent the actual event date or implementation of the event strategy.

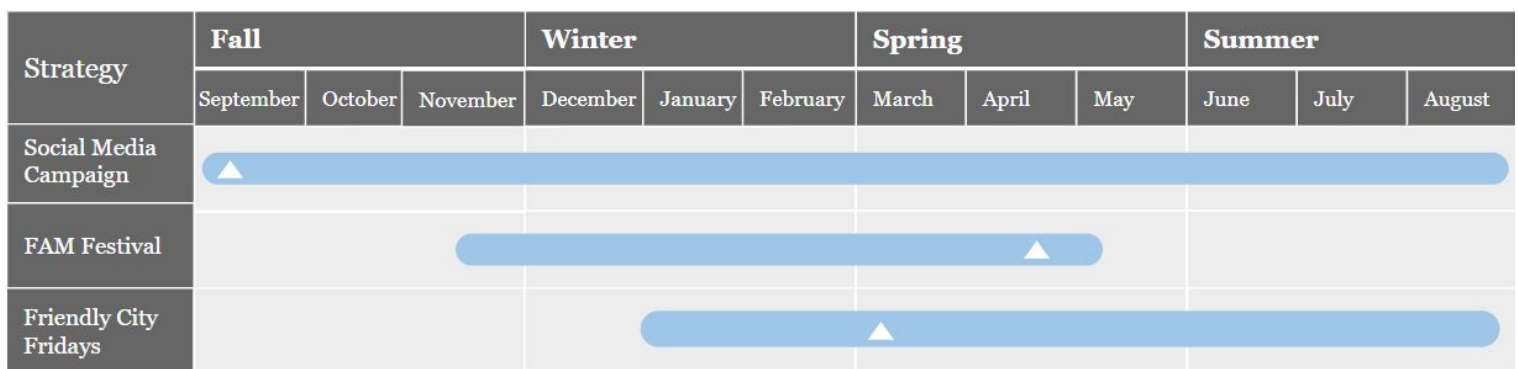


Figure 10. Campaign Timeline

Strategy and Tactics Calendar

We have broken down the campaign timeline into weekly sections and by who will be in charge of implementing each tactic. You will find the tactics listed under the week planning needs to begin until the completion of the tactic. We suggest starting the social media engagement strategy in September that way you will be able to find a JMU student who has their schedule

finalized and can begin work quickly. Pitching to media outlets at the beginning and end of your campaign is ideal, as reporters can talk about the upcoming event and then recap the event. For the FAM Fest we advise to start planning in November, as this will be a larger event and will require communication with multiple organizations. We also suggest holding the FAM Fest in the spring because it is the opposite season of a different Hispanic festival that focuses more on soccer and food in the area. We suggest beginning Friendly City Fridays in March as that will give you enough time to implement the tactics required to make them successful events. Below you will find a visual representation of our advised tactics timeline.

Tactic	Staff(s) in charge	September 2019				October 2019				November 2019			
		9/2	9/9	9/16	9/23	10/7	10/14	10/21	10/28	11/4	11/11	11/18	11/25
Enhance Online Engagement													
“Humans of Harrisonburg”	Intern												
Nominate people for HoH	Intern												
Promotional Video Series	Intern												
Hashtag Contest	Intern												
Pitch to Media Outlets	Marketing Director												

Figure 11 a. Enhance online engagement calendar September through November

Tactic	Staff(s) in charge	December 2019				January 2020				February 2020			
		12/2	12/9	12/16	12/23	1/6	1/13	1/20	1/27	2/3	2/10	2/17	2/24
Enhance Online Engagement													
“Humans of Harrisonburg”	Intern												
Nominate people for HoH	Intern												
Promotional Video Series	Intern												
Hashtag Contest	Intern												
Pitch to Media Outlets	Marketing Director												

Figure 11 b. Enhance online engagement calendar December through February

Tactic	Staff(s) in charge	March 2020					April 2020				May 2020			
		3/2	3/9	3/16	3/23	3/30	4/6	4/13	4/20	4/27	5/4	5/11	5/18	5/25
Enhance Online Engagement														
“Humans of Harrisonburg”	Intern													
Nominate people for HoH	Intern													
Promotional Video Series	Intern													
Hashtag Contest	Intern													
Pitch to Media Outlets	Marketing Director													

Figure 11 c. Enhance online engagement calendar March through May

Tactic	Staff(s) in charge	June 2020					July 2020				August 2020				
		6/21	6/8	6/15	6/22	6/29	7/6	7/13	7/20	7/27	8/3	8/10	8/17	8/24	8/31
Enhance Online Engagement															
“Humans of Harrisonburg”	Intern														
Nominate people for HoH	Intern														
Promotional Video Series	Intern														
Hashtag Contest	Intern														
Pitch to Media Outlets	Marketing Director														

Figure 11 d. Enhance online engagement calendar June through August

Tactic	Staff(s) in charge	September 2019				October 2019				November 2019			
		9/2	9/9	9/16	9/23	10/7	10/14	10/21	10/28	11/4	11/11	11/18	11/25
FAM Fest													
Pitch to Media Outlets	Marketing Director												
Hire Musicians	Marketing Director												
T-Shirts	Intern												
COSPU co-sponsor	Marketing Director												
Cultural Cuisine Cook-Off	Marketing Director												
Hispanic Cultural Art Show	Marketing Director												
Video Footage of Event	Intern												
Stickers	Intern												

Figure 12 a. FAM Fest calendar September through November

Tactic	Staff(s) in charge	December 2019				January 2020				February 2020			
		12/2	12/9	12/16	12/23	1/6	1/13	1/20	1/27	2/3	2/10	2/17	2/24
FAM Fest													
Pitch to Media Outlets	Marketing Director												
Hire Musicians	Marketing Director												
T-Shirts	Intern												
COSPU co-sponsor	Marketing Director												
Cultural Cuisine Cook-Off	Marketing Director												
Hispanic Cultural Art Show	Marketing Director												
Video Footage of Event	Intern												
Stickers	Intern												

Figure 12 b. FAM Fest calendar December through February

Tactic	Staff(s) in charge	March 2020					April 2020				May 2020			
		3/2	3/9	3/16	3/23	3/30	4/6	4/13	4/20	4/27	5/4	5/11	5/18	5/25
FAM Fest														
Pitch to Media Outlets	Marketing Director													
Hire Musicians	Marketing Director													
T-Shirts	Intern													
COSPU co-sponsor	Marketing Director													
Cultural Cuisine Cook-Off	Marketing Director													
Hispanic Cultural Art Show	Marketing Director													
Video Footage of Event	Intern													
Stickers	Intern													

Figure 12 c. FAM Fest calendar March through May

Tactic	Staff(s) in charge	June 2020					July 2020				August 2020				
		6/21	6/8	6/15	6/22	6/29	7/6	7/13	7/20	7/27	8/3	8/10	8/17	8/24	8/31
FAM Fest															
Pitch to Media Outlets	Marketing Director														
Hire Musicians	Marketing Director														
T-Shirts	Intern														
COSPU co-sponsor	Marketing Director														
Cultural Cuisine Cook-Off	Marketing Director														
Hispanic Cultural Art Show	Marketing Director														
Video Footage of Event	Intern														
Stickers	Intern														

Figure 12 d. FAM Fest calendar June through August

Tactic	Staff(s) in charge	September 2019				October 2019				November 2019			
		9/2	9/9	9/16	9/23	10/7	10/14	10/21	10/28	11/4	11/11	11/18	11/25
Friendly City Fridays													
Jingle	Marketing Director												
Stamp Card	Intern												
Flyers	Intern												
Pitch to Media Outlets	Marketing Director												
Video Footage of Events	Intern												
BuzzFeed Quiz	Marketing Director												

Figure 13 a. Friendly City Fridays calendar September through November

Tactic	Staff(s) in charge	December 2019				January 2020				February 2020			
		12/2	12/9	12/16	12/23	1/6	1/13	1/20	1/27	2/3	2/10	2/17	2/24
Friendly City Fridays													
Jingle	Marketing Director												
Stamp Card	Intern												
Flyers	Intern												
Pitch to Media Outlets	Marketing Director												
Video Footage of Events	Intern												
BuzzFeed Quiz	Marketing Director												

Figure 13 b. Friendly City Fridays calendar December through February

Tactic	Staff(s) in charge	March 2020					April 2020				May 2020			
		3/2	3/9	3/16	3/23	3/30	4/6	4/13	4/20	4/27	5/4	5/11	5/18	5/25
Family City Fridays														
Jingle	Marketing Director													
Stamp Card	Intern													
Flyers	Intern													
Pitch to Media Outlets	Marketing Director													
Video Footage of Events	Intern													
BuzzFeed Quiz	Marketing Director													

Figure 13 c. Friendly City Fridays calendar March through May

Tactic	Staff(s) in charge	June 2020					July 2020				August 2020				
		6/21	6/8	6/15	6/22	6/29	7/6	7/13	7/20	7/27	8/3	8/10	8/17	8/24	8/31
Friendly City Fridays															
Jingle	Marketing Director														
Stamp Card	Intern														
Flyers	Intern														
Pitch to Media Outlets	Marketing Director														
Video Footage of Events	Intern														
BuzzFeed Quiz	Marketing Director														

Figure 13 d. Friendly City Fridays calendar June through August

Budget

BUDGET						
Tactics / Key publics		Detail	Per item cost	Total projected	Sponsored credit	Actual projected
Online Movement						
Humans of Harrisonburg	Residents of Harrisonburg	1 hour of intern time to start. 2 hours of intern work per biweekly post.	College Credits			\$0
Promotional Video series	Residents of Harrisonburg	Monthly Feature. 5-8 hours of intern work per video	College Credits			\$0
#MakeYourMarkOnHburg	Target publics	An hour initial startup.	College Credits			\$0
FAM Festival						
Reach Local Media	Media Figures	Pitch news kits to local media outlets.	College Credits			
Hire Musicians	Hispanics	2-3 hours of live music.	\$300 per Hour	\$900	\$0	\$900
T-shirts	Hispanics	200-300 "I made my Mark on Harrisonburg" shirts	\$8 per shirt	\$1600 dollars per shirt (Selling for 8-10 would raise money		\$-400 to \$1600
Cook Off	Hispanics	\$50 Dollar Gift card to the Winner	\$50	1		\$50
Friendly City Fridays						
Create Jingle	Residents of Harrisonburg	\$100 Dollars for Recording plus \$200 dollars per week of advertising	\$100 Dollars for Recording plus \$200 dollars per week of advertising	\$2100		\$2100
Stamp Card	Residents of Harrisonburg	1500 Stamp Cards	500 for \$10	\$30		\$30
Total Budget				\$4600	\$0	\$3600
Contingency (10% of total budget)						\$360.00
Total Budget after contingency						\$3960.00

Figure 14: Budget Plan

Evaluation Plan

Goals:

1. Change the perceptions of the nature of Downtown for Rockingham County residents
 - a. Objectives
 - i. To increase positive opinion change in Rockingham County residents about the perception that “downtown is for me” by 5% by August 2020.
 - A pre/post-test will be conducted. A measure “downtown is for me” will be included similar to our the measure on the primary research survey.
 - ii. To increase positive attitude regarding restaurants in Downtown Harrisonburg with Rockingham County residents by 15% by August 2020
 - A pre/post-test will be conducted. A measure for attitudes will be included similar to our the measure on the primary research survey.
 - iii. To Increase positive attitudes of Downtown Harrisonburg with local permanent residents towards shops by 10% by August 2020.
 - A pre/post-test will be conducted. A measure for attitudes will be included similar to our the measure on the primary research survey.
 - iv. To increase the positive attitudes regarding Downtown Harrisonburg being “family friendly” in Downtown Harrisonburg with local permanent residents by 5% by August 2020.
 - A pre/post-test will be conducted. A measure for attitudes will be included similar to our the measure on the primary research survey. A subsection of this measure includes do you think downtown is “family friendly.”

2. Enhance Awareness of Downtown Harrisonburg among Hispanic populations

a. Objectives

- i. To expose 50 Hispanic residents in Rockingham County to information about Downtown Harrisonburg by August 2020.
 - Individuals running the campaign will self evaluate after each interaction.
- ii. To create moderate awareness of dining, shopping and brewery options in Downtown Harrisonburg within 2.5% of the Hispanic population (250 people) in Rockingham County by August 2020.
 - A pre/post-test will be conducted. A measure for awareness will be included similar to our the measure on the primary research survey.
- iii. To generate a moderate awareness of events in Downtown Harrisonburg in 5% of the Hispanic population (500 people) in Rockingham County by August 2020.
 - A pre/post-test will be conducted. A measure for awareness will be included similar to our the measure on the primary research survey.

3. Increase number of year-round resident visitors to Downtown Harrisonburg

a. Objectives

- i. To increase the number of local permanent resident visitors to Downtown Harrisonburg restaurants by 15% by August 2020.
 - A pre/post-test will be conducted. A measure that looks at how frequently participants go downtown will be included similar to our the measure on the primary research survey.

- ii. To increase the number of local permanent resident visitors to Downtown Harrisonburg shops by 10% by August 2020.
 - A pre/post-test will be conducted. A measure that looks at how frequently participants go downtown will be included similar to our the measure on the primary research survey.
- iii. To increase the number of local permanent resident visitors to Downtown Harrisonburg events by 5% by August 2020.
 - A pre/post-test will be conducted. A measure that looks at how frequently participants go downtown will be included similar to our the measure on the primary research survey.
- iv. To increase the number of local permanent resident visitors to Downtown Harrisonburg breweries by 5% by August 2020.
 - A pre/post-test will be conducted. A measure that looks at how frequently participants go downtown will be included similar to our the measure on the primary research survey.

Snap Shot of Campaign Plan



*Harrisonburg Downtown
Renaissance*

SKYLINE
ENTERPRISE

HDR

Tactic Example #1: #MakeYourMarkOnHburg Shareable Social Media Campaign Graphic

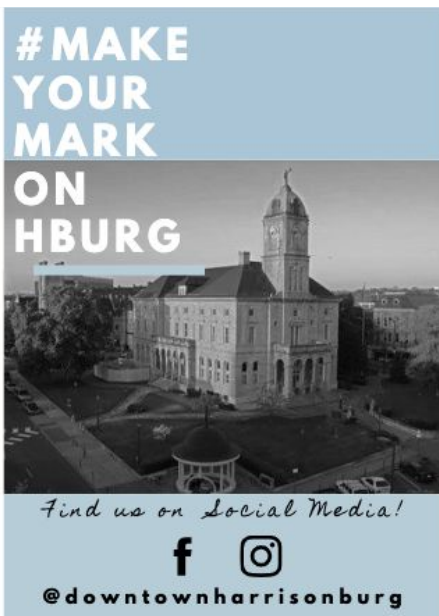


Figure 15. Example of a social media campaign graphic

Using the hashtag, '#MakeYourMarkOnHurg' and the sharable social media graphic showcasing the hashtag is a good way to generate social media presence surrounding the Make Your Mark On Harrisonburg event. This hashtags usag will also be able to be monitored using google analytics, providing useful information on the demographics of the hashtags users.

Tactic Example #2: T-shirts for "I made my mark in Harrisonburg" Event



Figure 16. Example of a possible T-Shirt design created for the "Make Your Mark On Harrisonburg" event

This is simple design for a T-shirt that could be sold at the Make Your Mark On Harrisonburg Event downtown that would not only generate publicity for the event itself but also could raise money to fund future marketing and Public Relation events.

Tactic Example#3: “Friendly City Fridays” Visitor Stamp Cards



Figure 17. Example of a stamp card design for “Friendly City Fridays”

This is a simple design for what a Friendly City Fridays visitor stamp card could look like. Each time a visitor visits a participating business downtown on friendly city Fridays they will receive a special stamp over one of the numbers at the bottom of the card. When they receive ten stamps they could win a prize or be entered into a raffle as a reward for being a loyal visitor to downtown during Friendly CItY Friday's event.

Case Study: Lawry's Tasty Traditions



*Harrisonburg Downtown
Renaissance*

SKYLINE
ENTERPRISE

HDR

Background

In 2005 Lawry (now a subsidiary of McCormick) noticed a large decline in their seasoned salt sales and ad penetration within the African American population. This was an issue for them as normally the African American demographic made up a majority of their sales. Lawry then hired Gage Flowers Communications Group (GFCG) to conduct research and come up with a public relations campaign to help reconnect with the African American audience.

Research

GFCG conducted secondary research and noticed that between 1991 and 2003 the African American population had a 17% ad penetration rate that dramatically decreased in 2005 (PRSA, 2007). It was found that Lawry had not “executed a national marketing communications program since 2003” (PRSA, 2007). GFCG noticed that sales dropped when the marketing communication campaigns stopped and therefore proposed to create a nationwide campaign to revitalize the African-American consumer support of Lawry’s seasoned salt.

Goals and Objectives

The goal of the campaign was to “reinvigorate African-American consumer support of the brand again” (PRSA, 2007). Lawry had several objectives: 1) position Lawry’s as the “flavor expert,” 2) maintain Lawry’s image as the preferred Seasoned Salt brand among African-American consumers 3) generate increased awareness and trial of other spice blend products.

Strategies and Tactics

GFCG decided to use a combination of public relations, promotion and advertising strategies and tactics. The main aspect of their campaign was a recipe contest for the best recipe using seasoned salt and story behind the recipe. GFCG utilized spokesperson B. Smith and pitch to get him on multiple TV and radio shows to discuss the contest. In addition, they held several family-oriented African-American events where they

sampled recipes. The contest was promoted via billboard signs, promotional flyers, Lawry's Seasoned Salt coupons and recipe leaflets.

Paid Media:

- a four-week promotional partnership with Tom Joyner Morning Show
- Billboard signage

Earned Media:

- Coverage on local affiliates for all major TV networks NBC, ABC, CBS and FOX
- National coverage on WGN-TV, syndicated Superstation
- International and national radio coverage on Voice of America and XM satellite radio
- Feature article in Food section of Chicago Sun-Times newspaper

Owned Media:

- Tasty Traditions Website
- Lawrys.com
- Flyers
- Coupons
- Recipe leaflets

Outcomes

The campaign was very successful as proven by the pre- and post-promotion primary research (phone surveys). The Lawry's Tasty Traditions campaign exceeded expectations going over publicity consumer impression goals by 878%. In addition, the project had over 900,000,000 impressions from local, national and international media. The use of radio promotion with Tom Joyner and holding "sampling" events made a large impact on post-promotion purchase frequency.

Takeaways

Through the usage of this case study, there are some suggested takeaways that that Harrisonburg Downtown Renaissance may find useful. Lawry was able to connect with

their lost demographic through food and family which are central to African American culture. It would be beneficial to find something that is essential to your targeted publics and incorporate that into your campaign. In addition, it is useful to make sure your campaign includes newsworthy aspects, such as utilizing a spokesperson in Lawry's case, to gain media attention.

References

- Brightfind. (n.d.). The Approach. Retrieved from <https://www.mainstreet.org/mainstreetamerica/theapproach>
- Coppleman, F. S., & Hauser, J. R. (1978). Destination choice behavior for non-grocery shopping trips. *Transportation Research Board*, (673), 157-165. Retrieved January 25, 2019, from <https://trid.trb.org/view/91461>.
- Faulk, D. (2006), The Process and Practice of Downtown Revitalization. Review of Policy Research, 23: 625-645. doi:[10.1111/j.1541-1338.2006.00219.x](https://doi.org/10.1111/j.1541-1338.2006.00219.x)
- Harrisonburg Downtown Renaissance. (n.d.). About HDR. Retrieved from <https://downtownharrisonburg.org/about-hdr/>
- Hwang, J., Yoon, Y., & Park, N. (2011). Structural effects of cognitive and affective responses to web advertisements, website and brand attitudes, and purchase intentions: The case of casual-dining restaurants. *International Journal of Hospitality Management*, 30(4), 897-907. doi:<https://doi.org/10.1016/j.ijhm.2011.01.011>
- Kim, Y. (2015). Consumer responses to the food industry's proactive and passive environmental CSR, factoring in price as CSR tradeoff, *Journal of Business Ethics*, 140 (2), 307-321, doi:[10.1007/s10551-015-2671-8](https://doi.org/10.1007/s10551-015-2671-8)

LongStaff, S. (2019). *More Local Restaurants Struggle As Big Chains Eat Their Lunch*.
[online] The Wall Street Journal. Available at:
<https://www.wsj.com/articles/SB1026175707728755840>

MacKenzie, S. B., & Lutz, R. J. (1989). An empirical examination of the structural antecedents of attitude toward the AD in an advertising pretesting context, *Journal of Marketing*, 53 (2), 48-65, doi:// 10.2307/1251413

PRSA. (2007). *Case Study: Lawry's Tasty Traditions* . PRSA Inventory ID: 6BE-0715A07. New York, NY: PRSA Publishing.

Rialti, R., Zollo, L., Pellegrini, M. M., & Ciappei, C. (2017). Exploring the Antecedents of Brand Loyalty and Electronic Word of Mouth in Social-Media-Based Brand Communities: Do Gender Differences Matter? *Journal of Global Marketing*, 30(3), 147-160. doi:10.1080/08911762.2017.1306899.

Roux, I. L., & Maree, T. (2016). Motivation, engagement, attitudes and buying intent of female Facebook users. *Acta Commercii*, 16(1), 1-11. doi:10.4102/ac.v16i1.340

Roy, S. K., Shekhar, V., Lassar, W. M., & Chen, T. (2018). Customer engagement behaviors: The role of service convenience, fairness and quality. *Journal of Retailing and Consumer Services*, 44, 293-304.
doi:10.1016/j.jretconser.2018.07.018

Scott, Kristin A., and Margaret A. White. (2016). “Mere Exposure as a Signal: Company Objectives and Research Propositions.” *Journal of Marketing Theory and Practice*, 24(4), 411–421. doi:10.1080/10696679.2016.1205448.

Suhartanto, D., Brien, A., Primiana, I., Wibisono, N., & Triyuni, N. N. (2019). Tourist loyalty in creative tourism: The role of experience quality, value, satisfaction, and motivation. *Current Issues in Tourism*, 22, 1-13.
doi:10.1080/13683500.2019.1568400

The CLUE Group. (2017). Regional Retail Market Analysis. Retrieved from <http://harrisonburgdevelopment.com/regional-retail-market-analysis/>

U.S. Census Bureau (2018a). *QuickFacts: Harrisonburg city, Virginia (County); UNITED STATES*. Retrieved from <https://www.census.gov/quickfacts/fact/table/harrisonburgcityvirginiacounty,US/PST045217> .

U.S. Census Bureau (2018b). *QuickFacts: Rockingham County, Virginia*. Retrieved from <https://www.census.gov/quickfacts/rockinghamcountyvirginia>

PRSA. (2007). *Lawry's Tasty Traditions*. PRSA Inventory ID: 6BE-0715A07. New York, NY: PRSA Publishing.

Appendix I

IRB Online Protocol: 19-0802

A live link to the survey:

http://jmu.co1.qualtrics.com/jfe/form/SV_8HW2pFTD4q53Yi1

How often do you go to the following dining options?

1	2	3	4	5
Never	At least once a year	At least once a semester	At least once a month	At least once a week

I go to Olive Garden

Never 1 - 2 - 3- 4 -5 At least once a week

I go to Sabor a Mexico

Never 1 - 2 - 3- 4 -5 At least once a week

I go to Buffalo Wild Wings

Never 1 - 2 - 3- 4 -5 At least once a week

I go to Bella Luna

Never 1 - 2 - 3- 4 -5 At least once a week

I go to Billy Jacks

Never 1 - 2 - 3- 4 -5 At least once a week

I go to Chipotle

Never 1 - 2 - 3- 4 -5 At least once a week

I go to Jess' Lunch

Never 1 - 2 - 3- 4 -5 At least once a week

I go to Starbucks

Never 1 - 2 - 3- 4 -5 At least once a week

I go to Cookout

Never 1 - 2 - 3- 4 -5 At least once a week

I go to iHop

Never 1 - 2 - 3- 4 -5 At least once a week

I go to Shenandoah Joes

Never 1 - 2 - 3- 4 -5 At least once a week

I go to Food.Bar.Food

Never 1 - 2 - 3- 4 -5 At least once a week

I go to Black Sheep

Never 1 - 2 - 3- 4 -5 At least once a week

I go to Friendly City Co-op

Never 1 - 2 - 3- 4 -5 At least once a week

I go to Walmart

Never 1 - 2 - 3- 4 -5 At least once a week

I go to Golden Pony

Never 1 - 2 - 3- 4 -5 At least once a week

Where else do you go that is not listed above?

(other) _____

How often do you go to the following shopping options?

1	2	3	4	5
Never	At least once a year	At least once a semester	At least once a month	At least once a week

I go to Boutique

Never 1 - 2 - 3- 4 -5 At least once a week

I go to H&M

Never 1 - 2 - 3- 4 -5 At least once a week

I go to Blue Ridge Dog

Never 1 - 2 - 3- 4 -5 At least once a week

I go to Petco

Never 1 - 2 - 3- 4 -5 At least once a week

I go to Downtown Books

Never 1 - 2 - 3- 4 -5 At least once a week

I go to Barnes and Noble

Never 1 - 2 - 3- 4 -5 At least once a week

Where else do you go that is not listed above?

(other)_____

How do you feel about Downtown Harrisonburg?

Bad: 1 – 2 – 3 – 4 – 5 Good

Unpleasant: 1 – 2 – 3 – 4 – 5 Pleasant

Unfavorable: 1 – 2 – 3 – 4 – 5 Favorable

Please state how much you agree or disagree with the descriptors describing downtown Harrisonburg.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Unique

Strongly Disagree 1 – 2 – 3 – 4 – 5 Strongly Agree

Safe

Strongly Disagree 1 – 2 – 3 – 4 – 5 Strongly Agree

Affordable

Strongly Disagree 1 – 2 – 3 – 4 – 5 Strongly Agree

Family-Friendly

Strongly Disagree 1 – 2 – 3 – 4 – 5 Strongly Agree

Popular

Strongly Disagree 1 – 2 – 3 – 4 – 5 Strongly Agree

Diverse

Strongly Disagree 1 – 2 – 3 – 4 – 5 Strongly Agree

Prestigious

Strongly Disagree 1 – 2 – 3 – 4 – 5 Strongly Agree

Please state how strongly you agree or disagree with the following statements.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

I would say nice things about Downtown Harrisonburg to other people.

Strongly Disagree 1 - 2 - 3 - 4 - 5 Strongly Agree

I would talk positively about Downtown Harrisonburg to my friends.

Strongly Disagree 1 - 2 - 3 - 4 - 5 Strongly Agree

I would recommend Harrisonburg Downtown to others.

Strongly Disagree 1 - 2 - 3 - 4 - 5 Strongly Agree

Please state how strongly you agree or disagree with the following statements.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

I believe Downtown has reasonable parking options.

Strongly Disagree 1 - 2 - 3 - 4 - 5 Strongly Agree

I believe Downtown has variety in dining and shopping options.

Strongly Disagree 1 - 2 - 3 - 4 - 5 Strongly Agree

I believe Downtown is updated and keeps up with the times.

Strongly Disagree 1 - 2 - 3 - 4 - 5 Strongly Agree

I believe Downtown appeals mainly to college students.

Strongly Disagree 1 - 2 - 3 - 4 - 5 Strongly Agree

I believe Downtown appeals mainly to permanent residents.

Strongly Disagree 1 - 2 - 3 - 4 - 5 Strongly Agree

I believe there are convenient ways of getting to Downtown.

Strongly Disagree 1 - 2 - 3 - 4 - 5 Strongly Agree

I believe Downtown offers interesting shopping options.

Strongly Disagree 1 - 2 - 3 - 4 - 5 Strongly Agree

I believe Downtown offers interesting dining options.

Strongly Disagree 1 - 2 - 3 - 4 - 5 Strongly Agree

I believe Downtown offers events that would interest me.

Strongly Disagree 1 - 2 - 3 - 4 - 5 Strongly Agree

I believe Downtown offers entertainment for different age ranges.

Strongly Disagree 1 - 2 - 3 - 4 - 5 Strongly Agree

I believe Downtown offers local shops that benefit the local economy.

Strongly Disagree 1 - 2 - 3 - 4 - 5 Strongly Agree

Please state how familiar you are with the following statements? Please circle the number which best represents your opinion.

1	2	3	4	5
Not at all aware	Slightly aware	Somewhat aware	Moderately aware	Very well aware

Downtown Harrisonburg has 36 eateries.

Not at all aware 1 --- 2 --- 3 --- 4 --- 5 Very well aware

Downtown Harrisonburg has 5 breweries.

Not at all aware 1 --- 2 --- 3 --- 4 --- 5 Very well aware

Downtown Harrisonburg has 70+ shops.

Not at all aware 1 --- 2 --- 3 --- 4 --- 5 Very well aware

Downtown Harrisonburg holds annual events.

Not at all aware 1 --- 2 --- 3 --- 4 --- 5 Very well aware

The “Taste of Downtown” event happens every year.

Not at all aware 1 --- 2 --- 3 --- 4 --- 5 Very well aware

The “Rocktown Beer and Music Festival” happens every year.

Not at all aware 1 --- 2 --- 3 --- 4 --- 5 Very well aware

Downtown has 2 free parking garages within 5/10 mins walking distance of the majority of businesses.

Not at all aware 1 --- 2 --- 3 --- 4 --- 5 Very well aware

**How familiar are you with the following communication channels
Harrisonburg Downtown Renaissance uses?**

1	2	3	4	5
Not at all Familiar	Slightly familiar	Somewhat familiar	Moderately familiar	Very familiar

HDR Website

Not at all familiar 1 ---- 2 ---- 3 ---- 4 ---- 5 Very familiar

Facebook

Not at all familiar 1 ---- 2 ---- 3 ---- 4 ---- 5 Very familiar

Instagram

Not at all familiar 1 ---- 2 ---- 3 ---- 4 ---- 5 Very familiar

Rack Cards

Not at all familiar 1 ---- 2 ---- 3 ---- 4 ---- 5 Very familiar

Newsletter

Not at all familiar 1 ---- 2 ---- 3 ---- 4 ---- 5 Very familiar

Other (Please specify) : _____

Not at all familiar 1 ---- 2 ---- 3 ---- 4 ---- 5 Very familiar

**Please indicate your preferred communication channels for finding
information about Downtown Harrisonburg.**

1	2	3	4	5
Not at all preferred	Slightly preferred	Somewhat preferred	Moderately preferred	Extremely preferred

HDR Website

Not at all preferred 1 --- 2 --- 3 --- 4 --- 5 Extremely
preferred

Individual business websites

Not at all preferred 1 --- 2 --- 3 --- 4 --- 5 Extremely
preferred

Facebook

Not at all preferred 1 --- 2 --- 3 --- 4 --- 5 Extremely
preferred

Instagram

Not at all preferred 1 --- 2 --- 3 --- 4 --- 5 Extremely
preferred

Newsletter

Not at all preferred 1 --- 2 --- 3 --- 4 --- 5 Extremely
preferred

Rack Cards

Not at all preferred 1 --- 2 --- 3 --- 4 --- 5 Extremely
preferred

Brochure

Not at all preferred 1 --- 2 --- 3 --- 4 --- 5 Extremely
preferred

Newspaper

Not at all preferred 1 --- 2 --- 3 --- 4 --- 5 Extremely
preferred

Radio

Not at all preferred 1 --- 2 --- 3 --- 4 --- 5 Extremely
preferred

Email

Not at all preferred 1 --- 2 --- 3 --- 4 --- 5 Extremely preferred

Direct Mail

Not at all preferred 1 --- 2 --- 3 --- 4 --- 5 Extremely preferred

Word-of-Mouth

Not at all preferred 1 --- 2 --- 3 --- 4 --- 5 Extremely preferred

Other (Please specify) : _____

Not at all familiar 1 --- 2 --- 3 --- 4 --- 5 Extremely preferred

Are you a JMU student?

_____ Yes _____ No

Where do you live?

_____ Harrisonburg City _____ Rockingham County _____ Other
(please specify): _____

What is your gender?

_____ Male _____ Female _____ Choose not to say

What is your age?

_____ years old

What is your race?

☐ Hispanic or Latino ☐ American Indian or Alaska Native
☐ Black or African American ☐ Native Hawaiian or Other Pacific
Islander
☐ Caucasian or White ☐ Asian ☐ Other

What is your combined annual household income?

☐ Less than \$30,000 ☐ \$30,000 – \$39,999 ☐ \$40,000 – \$49,999
☐ \$50,000 – \$59,999 ☐ \$60,000 – \$69,999 ☐ \$70,000 –
\$79,999
☐ \$80,000 – \$89,999 ☐ \$90,000 – \$99,999 ☐ \$100,000 or more
☐ Choose not to say

What is the highest level of education you have received?

☐ Less than High School ☐ High School/GED ☐ Some College
☐ Associates Degree ☐ Bachelors Degree ☐ Masters Degree
☐ Doctoral Degree ☐ Professional Degree (JD, MD) ☐ Other
☐ Choose not to say

Team Member Approval Sheet

Client: Harrisonburg Downtown Renaissance

Name of the Document: Campaign Book

Date: April 29, 2019

This submission is made with the approval of Skyline EnterPRise:

Name: Christina Gillespie Signature *Christina D. Gillespie* Date 4/28/19
Account Executive

Name: Kevin Coen Signature *Kevin Coen* Date 4/28/19
Research Director

Name: Bethany Penn Signature *Bethany Penn* Date 4/28/19
Client Relations Director

Name: Samantha Sadler Signature *Samantha Sadler* Date 4/28/19
Programing Director

Name: Keaton Amthor Signature *Keaton Amthor* Date 4/28/19
Creative Director



*Harrisonburg Downtown
Renaissance*

"MAKE YOUR MARK ON HARRISONBURG"