



# Application Instructions

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## 2007

### **Virginia Main Street Program**

Department of Housing and Community Development

501 North 2nd Street

Richmond, Virginia 23219

804-371-7030

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## **SUBMISSION INSTRUCTIONS**

Applications must be submitted on the forms provided by the Department of Housing and Community Development. All questions must be answered in the space provided except where the use of additional space is allowed.

Only the attachments specifically requested will be accepted. Attachments, including maps, must fold to fit within the 8½" x 11" application. Larger maps that clearly show the proposed Virginia Main Street district are encouraged. Applications should be typed and submitted in 3- ring or slide binders or clipped together.

**An original and five copies** of the completed application including all attachments should be submitted.

### **Department Contacts**

Review this manual and the application instructions carefully. If you have questions, please contact:

Louellen Brumgard  
Associate Director  
Department of Housing  
and Community Development  
804-371-7030

Amy Yarcich  
Program Manager  
Virginia Main Street Program  
804-371-7030

**Applications for participation in the Virginia Main Street Program  
must be postmarked or received by 5:00 p.m. on April 20, 2007.**

### **APPLICATIONS SHOULD BE SUBMITTED TO:**

Amy Yarcich, Program Manager  
Virginia Main Street Program  
Virginia Department of Housing  
and Community Development  
501 North Second Street  
Richmond, Virginia 23219  
804-371-7030

Upon receipt of a completed application for designation, communities not currently listed as a DHCD Commercial District Affiliate through Virginia Main Street will automatically achieve that status.

# GENERAL INFORMATION

## A. Program Introduction

In 1985, the first five communities were selected to participate in Virginia Main Street, a program to support the downtown economic revitalization of Virginia communities. The success and enthusiasm generated by the program resulted in expansions in 1988, 1989, 1992, 1995, 2000 and 2004. Building on this continuing success, up to three cities, towns, or unincorporated areas will be selected to participate in the summer of 2007.

Virginia Main Street is a program of the Virginia Department of Housing and Community Development (DHCD). The program assists mid-sized and smaller Virginia cities, towns, and unincorporated areas by providing intensive technical assistance using state staff and recognized experts in the field of downtown development. Virginia Main Street uses the nationally acclaimed Main Street Approach™, developed by the National Main Street Center in the early 1980s, and currently used in almost 1,500 communities across the country. Communities develop individual strategies working in four key, interconnected areas: Design; Promotion; Economic Restructuring; and Organization. Sustained progress and success with the Main Street Approach™ come only when the Four Points are combined with the following Eight Principles: Comprehensive Action; Incremental Progress; Public-Private Partnerships; Build on Existing Assets; Action-Oriented; Changing Attitudes; Quality; and Self-Help.

In order to complete the application for designation, communities should review three documents in detail before beginning: the *Virginia Main Street Program Guidelines*, the *Application Instructions* and the *Designation Application*.

## B. Eligibility Criteria

Towns, cities or counties must meet the following requirements to be eligible to apply for full Main Street designation:

**Have a population of no more than 75,000 based on the 2000 Census (cities and towns only).**

There is no population maximum for counties that apply on behalf of an unincorporated area or village.

**Has at least 50 commercial enterprises and 70 structures in the proposed Main Street district.**

Experience shows that there must be a critical mass of buildings and businesses in a traditional district to form a foundation for revitalization efforts (see discussion of traditional districts in Appendix A, page 10). It is also critical that there is a concentration of structures that would be eligible for frequently used rehabilitation incentives. Counties may submit an application on behalf of an unincorporated area that has at least 50 commercial enterprises and 70 commercial structures in the proposed Main Street district.

As outlined in the *Program Guidelines*, communities selected for Virginia Main Street designation must meet the designation criteria and continue to meet them to maintain their designation and receive VMS services. Designated localities are asked to sign a letter of agreement that specifies the responsibilities of the Virginia Main Street Program, the municipality, and the downtown organization. Newly designated communities sign a letter of agreement each year for the first three years of designation (see Appendix F, page 27). Thereafter, designated communities sign a less detailed letter of agreement once every three years.

## C. Evaluation Considerations

Applications will be evaluated based on the following categories:

- 1. Public and Private Sector Understanding and Cooperation.** In order for the Main Street Approach™ to succeed, local government and the business community must fully understand and support the methodology and wish to adopt a preservation-based approach to downtown development. The public and private sectors have a vital interest in the future of downtown. Each has valuable skills, perspectives, and programs to bring to revitalization. The partnership is essential and this section evaluates the degree to which each partner understands and is committed to on-going revitalization. Past and current local revitalization efforts, community support and participation, the general attitude towards downtown, and the level of financial commitment from both the public and private sectors demonstrate understanding and commitment.
- 2. Local Organizational Readiness.** Downtown revitalization is incremental. Downtowns didn't deteriorate overnight--and their problems won't be solved quickly either. Without a solid organizational foundation it is impossible to maintain long-term focus. Virginia Main Street seeks to invest its resources in communities with organizational readiness and a commitment to succeed over time. This readiness and commitment are demonstrated by comprehensive program goals and objectives, an effective structure for the downtown organization, an adequate and sustainable budget, and financial resources.
- 3. Historic Character of Downtown Built Environment and Activities to Preserve and Enhance.** The Main Street program uses a preservation-based approach to downtown economic revitalization. In many downtowns across Virginia and the country, older buildings have proven to be an important catalyst for successful downtown revitalization. Federal and state tax credits and other incentives such as local tax abatements also make historic commercial buildings attractive to investors. Active enhancement and reuse of downtown structures to create economic return is critical. Preservation for future reuse is also critical. Active preservation and enhancement are demonstrated by the existence of a pedestrian orientated core of older buildings that contribute to the downtown's character, historic district designation, local commitment to historic preservation, and how the community has dealt with recent preservation challenges.

4. **Need for Downtown Revitalization and Potential for Affecting Positive Change.** Main Street builds on a community's existing economic, historic, and human assets and there must be a critical mass of these local resources in place for the program to succeed. Main Street seeks to help communities enhance existing downtown resources that have been neglected or are underutilized. Community's need and potential for positive change are demonstrated by the community's development history, downtown district conditions, and a prominent role for downtown in the community's future. Demographic and economic information is also used in determining need and potential.

## **D. Summary Presentation**

In addition to submitting a completed application, communities applying for Virginia Main Street designation will be asked to coordinate a short presentation on Wednesday, May 2, 2007 for the panel of application reviewers. This will be an opportunity for local stakeholders to share their ideas on "Why our community should be a Virginia Main Street designated community." Virginia Main Street staff may also ask questions related to the application and the community's commitment to downtown revitalization. Applicants may sign up for 45 minute appointments that begin on the hour by contacting Virginia Main Street starting the week of January 22, 2007. Presentations will take place in Richmond at the Department of Housing and Community Development offices and communities are welcome to bring as many participants as they would like. Presentations should last approximately 15 minutes and can take any format the community prefers – (computer, projector, VCR and other AV equipment will be available for those that want to use them in their presentation). Applicants located in or near southwest Virginia may come in person or choose to conduct their presentation using the videoconference facility at the DHCD field office in Abingdon. Virginia Main Street will confirm all appointments by phone on Monday, April 23, 2007.

## E. Helpful Hints

- ❑ Be sure that your proposed Main Street district has **at least 50 commercial enterprises and 70 structures** before you complete the application.
- ❑ Your proposed Main Street district should be the well-defined traditional commercial core of your community. Select a compact area with the strongest concentration of commercial buildings and a pedestrian orientation. Avoid including peripheral areas with low densities, scattered buildings, vacant land, and an automobile orientation.
- ❑ Understand that revitalization is a long-term process and that management of downtown is ongoing.
- ❑ Visit Virginia Main Street communities and meet with the local organization before completing the application.
- ❑ Broad-based support is essential. Letters and resolutions of support from a wide range of organizations gives a strong indication that participation will be community-wide.
- ❑ Main Street takes a significant investment of time from volunteers to make on-going progress. Don't underestimate the time requirements of implementing a successful Main Street program. According to monthly reports from active Virginia Main Street Programs, an average of 250 volunteer hours are contributed to program activities each month. These volunteer hours are required for various state sponsored trainings, as well as local board, committee and special project work.
- ❑ Volunteers should be involved the in the application process. Their input will be especially valuable in developing Organization Objectives Section III, Part 2A (page 5 of the application).
- ❑ Develop the budget using the Four Point Approach, not just administrative expenses.
- ❑ Be generous with your travel budget. The program manager will need professional development and should have sufficient funds to travel to at least one in-state and one out-of-state training or conference annually.
- ❑ The average starting salary range for Main Street managers in Virginia is generally between \$30,000 - \$35,000 for a full-time director.
- ❑ Virginia Main Street can assist with hiring a Main Street executive director. While hiring is a totally local decision, Virginia Main Street can provide guidance on creating a job description, job announcement and where to advertise and/or post the announcement in order to reach qualified applicants. VMS staff is also available to review resumes and participate on interview panels at any time in the existence of the downtown organization.
- ❑ Application questions are deeply integrated and therefore the content throughout the application must be consistent. Have several pairs of eyes read the whole document before, during, and after the application is filled-out.
- ❑ Be sure to proofread and use *spell check!*

# APPLICATION INFORMATION

## A. General Application Information

The Virginia Main Street application is divided into the following sections.

- I. Applicant Information
- II. Local Assurances and Authorization
- III. Local Program Proposal Commitment and Analysis (Parts 1-4 )
- IV. Community & Local Government Profile
- V. Required Attachments

Applications must include resolutions from the local governing body and the downtown development organization that guarantee that the community and local Main Street program will meet designation criteria for a minimum of the first five years (Sample resolutions are included in Appendix C, page 13).

Responses to narrative questions should be as brief as possible and use only the space provided unless otherwise instructed. Type font should be no smaller than 10-point size for responses. The formatting and allotted space for responses should not be changed; it may be helpful to compose the answers in another document and paste them into the application. When additional pages are required or permitted, they should be labeled at the bottom center of the page with the page number of the question plus a dash, a letter, and the title of the question. For example, the extra pages for Questions A and B on page two of the application should be labeled as “2-A Local Revitalization Efforts, 2-B Community Support 1, 2-B Community Support 2, etc. (as multiple additional pages are permitted for Question B)” Specific documents, reports, plans, brochures, websites, etc. discussed in the narrative questions should also be referenced with a notation on where to locate the materials in the application.

## B. Definitions

**Central Business District (CBD)** - The section of a city, town or unincorporated area that has historically served as the center of commercial, service, professional, financial, and governmental activities. The CBD may include areas in addition to those that are zoned as the central business district or its equivalent.

**Proposed Main Street District** - An area with clearly defined boundaries within which the Main Street activities will be focused. This area must be relatively compact and include the core of the locality's traditional commercial district or downtown.

It may include the entire central business district (CBD) but in localities where the CBD is large and dispersed, the area should be more compact. A compact area enables local downtown revitalization efforts to have a greater impact. If a downtown historic district exists, that district should be included within the Main Street boundaries, but the VMS district will typically include more area than just the historic district.

Proposed Main Street districts that are too large to be effective may need to be consolidated in order to participate in the Virginia Main Street Program. DHCD reserves the right to address this issue in the Letter of Agreement (see Appendix F, page 28).

**Setback** - In zoning parlance, a setback is the amount of space between a lot line and a building line. Buildings that have smaller setbacks are closer to the sidewalk and street and help to create a visual plane that creates a sense of enclosure and helps to foster a sense of place for customers in a Main Street district. In the proposed Main Street district, at least 25 percent of the linear street frontage must have a setback of 15' or less from the sidewalk.

**Downtown Development Organization or Main Street Organization** - A group consisting of business representatives, merchants, property owners, preservationists, representatives of other organizations involved in downtown, and interested citizens and stakeholders that work in partnership with the local government to undertake a Main Street program. This formally organized group, or board, generally is comprised of 9-13 members, and is responsible for working with the program manager and local government to develop and implement comprehensive strategies based on the Four Point Main Street Approach™ and Eight Principles. In addition to program implementation responsibilities, the organization is responsible for generating sustained financial support for the local Main Street program. The median budget for a community with a population over 5,000, is \$123,000 based on the most current Virginia Main Street Program Directory. This organization must have downtown development as its sole focus.

**Main Street Program Manager** - The paid executive staff of the Downtown Development Organization/Main Street organization. This position reports to the board of directors of the Main Street organization. It is essential that the program manager position be established as a professional position, with salary and status commensurate with similar positions in the community (Chamber executive, economic development executive, industrial development executive, etc.).

The recommended starting salary range, based on national and state averages for Main Street Managers is \$30-35,000 per year. Salary should be competitive and commensurate with experience. It is recommended that cities with populations over 50,000 hire three full-time employees: the program manager; a marketing director; and an administrative assistant. For communities under 50,000, hiring an administrative assistant is recommended in order to provide the clerical support which is essential for the program manager to function as a professional. Communities with populations under 5,000 are strongly encouraged to explore hiring a full-time program manager, but are not required to do so initially. These communities should expect to pay a part-time manager proportionately the same rate as those of mid-sized communities and should also explore regular, administrative support (in a paid or volunteer capacity).

## C. Required Attachments

Remember to collate and include attachments with the original application as well as the five required copies, unless an exception is indicated in the following descriptions. All materials must fold to fit within the 8½” x 11” application. Please use divider tabs for easy identification of each attachment.

Attachment A - Two resolutions - one from the local governing body and one from the downtown organization, which commit that a local Main Street manager will be employed a minimum of five years and a program operating budget supplied during that time. Attach resolutions and label as Attachment A. These resolutions must also indicate that communities meet the population criteria and that the proposed Main Street district contains at least 50 commercial enterprises and 70 structures. (See examples in Appendix C, page13.)

Attachment B - Provide a map showing the boundaries of the proposed Main Street district and the Central Business District, if different, within the locality (see definitions). This map must show building foot prints and must include a scale. Highlight on the map the portions of each block that have a setback of 15’ or less. Label this map Attachment B-1.

Provide a map showing the location of competing commercial centers, malls or other major developments having an impact on the proposed Main Street district. Label this map Attachment B-2.

Attachment C - Provide ten to fifteen digital photographs in JPG format that depict downtown streetscapes and buildings. Digital photographs may be created by taking photographs with a digital camera, by scanning existing photographs or by requesting that all photographs be burned to CD-ROM at the camera/photo developing shop. Place the CD or disks in an envelope along with an index that briefly identifies each photograph file. Also key each image to correspond to the map in Attachment B-1. Label this envelope Attachment C. Only one set of photographs is necessary.

Attachment D - Provide a map(s) of the locality showing existing land uses in the proposed Main Street area and adjacent areas. The map(s) may be general in nature but should correspond to the narrative provided in Section III. Part 3. Question C. The boundaries of any local, state or federally designated historic districts, special service districts or redevelopment areas should also be identified. Label this as Attachment D-1. If the municipality has a local historic district ordinance, please include this document. Label this as Attachment D-2.

- Attachment E - Provide a current zoning map of the proposed Main Street area and adjacent areas. Include a brief description of the existing zoning districts. Label this map Attachment E.
- Attachment F - If there are plans or studies that directly relate to and support the need for revitalization of the proposed Main Street area, these may be submitted in conjunction with this application. Label such plans or studies Attachment F. Only one copy of each document is needed.
- Attachment G - Letters of formal support for participation in the Virginia Main Street Program from the groups or organizations cited in Section III. Part 1. Question B may be attached. Label such letters as Attachment G-1 through G-?. Copies of all letters of support must be attached to the original and all copies of the application. Letters should not only express support, but also indicate what type of support, if any, will be provided and how the organization envisions working and cooperating with the new Main Street organization.
- Attachment H - If the locality wishes to submit samples of downtown promotional materials, up to five *letter-size* examples may be attached and labeled Attachment H-1 to Attachment H-5. Attach to all copies of the application.
- Attachment I - If the municipality has the Business, Professional, Occupational License (BPOL) tax and the Commissioner of Revenue, Director of Finance or equivalent is willing to use gross sales receipts to track progress in the proposed Main Street district, please attach a letter to that effect and label it Attachment I.
- Attachment J - If available, please provide and label as Attachment J the following: by-laws, articles of incorporation, IRS tax status information, list of board of directors and committee structure information. This relates to Section III. Part 2. Question E.
- Attachment K - If a program manager/executive director has already been hired, please attach copies of his/her resume and label as Attachment K.
- Attachment L - If the municipality has an Enterprise Zone, please attach a map showing the boundaries of the Enterprise Zone in relation to the proposed Main Street district and label it as Attachment L. This relates to Section IV. Part 2. Question V.

## APPENDICES

### **Appendix A. Traditional Main Street District Criteria** (information related to Part 3 of the Application)

The Virginia Main Street Program is a preservation-based economic and community development program that follows the National Trust's Main Street Center's Main Street Approach™. The program was designed to address the need for revitalization and on-going management of smaller to mid-sized downtowns and uses the traditional assets of downtowns as a catalyst for revitalization. Nationwide and in Virginia, successful Main Street districts share certain common characteristics:

- ✓ A pedestrian scale and orientation;
- ✓ A critical mass of buildings and businesses which form the foundation for revitalization efforts;
- ✓ A critical mass of structures that would be eligible for frequently used rehabilitation incentives (state and federal tax credits and local tax abatement).

In order to assure a physical setting conducive to applying the Main Street Approach™ to commercial revitalization, designated Main Street districts must have:

- At least **50 commercial enterprises** and **70 structures or storefronts**;
- At least **2/3rds of the structures are commercial** (or commercially zoned) buildings and have a pedestrian scale and orientation including such elements as ground floor storefronts;
- At least **25 percent** of the linear street frontage has a **setback of 15' or less** from the sidewalk;
- A **compact size** and regular pattern of sidewalks so that it can be comfortably walked by pedestrians.

Communities interested in Main Street designation may request that Virginia Main Street review a potential district for its appropriateness. Existing Main Street programs seeking to enlarge the boundaries of their current districts must also meet these guidelines for the expanded district. Affiliates are not required to have a traditional district, but must have a pedestrian-oriented commercial district and submit the appropriate maps along with their application.

#### Roles and Responsibilities

The **community** must propose specific boundaries for the commercial district revitalization effort and provide evidence that the district meets these criteria. Virginia Main Street can provide assistance with methods for compiling this information including building and business inventories, as well as guidance on how to measure setback.

## **Appendix B. Data Resources** (information related to Section IV, Part 1 of the Application)

### **VIRGINIA STATE DATA CENTERS**

Virginia Employment Commission  
State Data Center  
703 East Main Street  
Richmond, Virginia 23219  
(804) 786-8026  
[www.vec.state.va.us](http://www.vec.state.va.us)

Weldon Cooper Center for Public Service  
700 E. Franklin St., Suite 700  
Richmond, VA 23219  
(804) 371-0202  
<http://www.coopercenter.org/econ/VASTAT/>

Department of Planning and Budget  
200 N. Ninth Street, Room 418  
Richmond, Virginia 23219  
(804) 786-7455  
<http://dpb.virginia.gov/>

### **U. S. CENSUS BUREAU**

*1997 Economic Census: Retail Trade*  
[http://www.census.gov/econ/census02/data/us/US000\\_44.HTM](http://www.census.gov/econ/census02/data/us/US000_44.HTM)

American FactFinder  
[http://factfinder.census.gov/servlet/DTGeoSearchByListServlet?ds\\_name=DEC\\_2000\\_SF3\\_U&lang=en&ts=89203724993](http://factfinder.census.gov/servlet/DTGeoSearchByListServlet?ds_name=DEC_2000_SF3_U&lang=en&ts=89203724993)

Customer Services  
Bureau of the Census  
Washington, D. C. 20233  
(301) 457-4100  
[www.census.gov](http://www.census.gov)

## **VIRGINIA TOURISM CORPORATION**

Research Manager  
Virginia Tourism Corporation  
901 East Byrd Street  
Richmond, VA 23219  
(804) 371-8249  
[www.vatc.org](http://www.vatc.org)

## **CLARITAS**

Regional Office  
Arlington, VA  
1525 Wilson Boulevard, Suite 1200  
Arlington, VA 22209  
703-812-2700  
Fax: 703-812-2800  
<http://www.claritas.com/claritas/Default.jsp>

**Appendix C. Resolution Examples** (information related to Attachment A, referenced on page 8 of the Application Instructions)

**TOWN/CITY/COUNTY RESOLUTION**

A RESOLUTION AUTHORIZING PARTICIPATION IN THE VIRGINIA MAIN STREET PROGRAM AND DESIGNATING THE CITY, TOWN OR COUNTY MANAGER TO ASSIST IN COORDINATING ALL PROGRAM APPLICATION ACTIVITIES.

WHEREAS, the Virginia Main Street Program has been established in the Virginia Department of Housing and Community Development to assist localities in developing public/private efforts to revitalize their downtown commercial areas, and whereas, up to three Virginia cities, towns, and counties will be selected to participate in the on-going program, and receive intensive technical assistance from DHCD.

WHEREAS, the (Municipality) of \_\_\_\_\_ desires to participate in the Virginia Main Street Program.

NOW THEREFORE BE IT RESOLVED BY THE (MUNICIPAL) COUNCIL OF THE (MUNICIPALITY) OF \_\_\_\_\_.

SECTION 1. That the (Municipality) of \_\_\_\_\_ applies for selection to participate in the 2007 Virginia Main Street Program with the specific goal of economically revitalizing the designated Main Street district within the context of historic preservation using the Main Street Approach™ ;

SECTION 2. That the (Municipality) of \_\_\_\_\_ meets the population criteria and that the proposed Main Street district contains at least 50 commercial enterprises and 70 structures;

SECTION 3. That the (Municipality) of \_\_\_\_\_ has an organization that is dedicated to the revitalization and on-going management of the designated Main Street district;

SECTION 4. That the (Municipality) of \_\_\_\_\_ guarantees that it will be a financial partner with the Main Street organization for at least five years to ensure:

- A. a sustainable Main Street program operating budget will be funded;
- B. a Main Street manager will be employed;
- C. an adequate level of clerical support will be provided to the Main Street executive director;

SECTION 5. It is recognized that downtown revitalization requires an on-going commitment, continuous attention, and a full public-private partnership. The Main Street program is considered one of many economic and community development tools used by a locality.

SECTION 6. That the \_\_\_\_\_ (Municipality) Manager is designated to assist in the submission of the application.

ADOPTED THIS \_\_\_\_\_ day of \_\_\_\_\_, 2007

\_\_\_\_\_  
Mayor/Chairman, Board of Supervisors/ Municipal Council

ATTEST \_\_\_\_\_

\_\_\_\_\_  
CLERK OF COUNCIL/BOARD OF SUPERVISORS

**DOWNTOWN ORGANIZATION SAMPLE RESOLUTION**

A RESOLUTION AUTHORIZING PARTICIPATION IN THE VIRGINIA MAIN STREET PROGRAM AND DESIGNATING \_\_\_\_\_, A MEMBER OF THE \_\_\_\_\_ (DOWNTOWN ORGANIZATION) TO ASSIST IN COORDINATING ALL PROGRAM APPLICATION ACTIVITIES.

WHEREAS, the Virginia Main Street Program has been established in the Virginia Department of Housing and Community Development to assist localities in developing public/private efforts to revitalize their downtown commercial areas, and whereas, up to three Virginia cities, towns, and counties will be selected to participate in the on-going program, and receive intensive technical assistance from DHCD.

WHEREAS, the (Municipality) of \_\_\_\_\_ desires to participate in the Virginia Main Street Program.

NOW THEREFORE, BE IT RESOLVED BY THE \_\_\_\_\_ (Downtown Organization)

SECTION 1. That the \_\_\_\_\_ (Downtown Organization) applies for selection to participate in the 2007 Virginia Main Street Program with the specific goal of economically revitalizing the designated Main Street district within the context of historic preservation using the Main Street Approach™;

SECTION 2. That the \_\_\_\_\_ (Downtown Organization) is an organization with a sole focus on the revitalization and on-going management of the designated Main Street district;

SECTION 3. That the \_\_\_\_\_ (Downtown Organization) guarantees that a Main Street manager will be employed for at least five years;

SECTION 4. That the \_\_\_\_\_ (Downtown Organization) guarantees that a sustainable Main Street program operating budget will be funded for at least five years;

SECTION 5. That the \_\_\_\_\_ (Downtown Organization) guarantees that an adequate level of clerical support will be provided to the Main Street manager;

SECTION 6. It is recognized that downtown revitalization requires an on-going commitment, continuous attention, and a full public-private partnership. The Main Street program is considered one of many economic and community development tools used by a locality.

SECTION 7. That \_\_\_\_\_ (Contact for Downtown Organization) is designated to assist in the submission of the application.

ADOPTED THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 2007

\_\_\_\_\_ BY: \_\_\_\_\_  
(Name of Downtown Organization) (Downtown Organization Representative)

## Appendix D. Response Examples (information related to specific questions in the Application)

### SECTION III. PART 1. PUBLIC AND PRIVATE SECTOR UNDERSTANDING AND COOPERATION

#### F. Public Sector Financial Commitment

<u>Amount</u>	<u>Source</u>	<u>Purpose</u>	<u>Status</u>
\$400,000	General Revenue	Construction of new parking deck	Approved by council on March 21, 2006
\$900,000	Loan to Economic Development Authority	Purchase and renovation of lower Main Street soybean warehouse for redevelopment	Loan approved by regional revolving loan pool committee on January 25, 2006

#### G. Private Sector Financial Commitment

<u>Amount</u>	<u>Source</u>	<u>Purpose</u>	<u>Status</u>
\$800,000	First National Bank	Low-interest loan pool	Letter of Agreement dated July 18, 2004
\$ 3,500	Downtown Association	Joint Advertising campaign	In annual budget adopted by board on May 23, 2006
\$10,000	Chamber of Commerce	Downtown Market Study	Contract with consultant dated January 15, 2007

## SECTION III. PART 2. LOCAL ORGANIZATIONAL READINESS TO IMPLEMENT

### A. Desired Organization Outcomes

#### 1. *PROJECT INVENTORY*

*OBJECTIVE I: Design - To enhance the visual quality and identity of downtown*

*PROJECTS:*

1. Create financial incentive programs to encourage ten facade improvements.
2. Improve signage throughout the downtown area and improve signage at five businesses.
3. Develop merchant awareness of good window display by hosting window display seminar.
4. Conduct a survey of the urban design needs downtown.

*OBJECTIVE II: Organization - To oversee the operation and implementation of Main Street downtown management*

*PROJECTS:*

1. Hire a program manager.
2. Attain non-profit status.
3. Develop by-laws.
4. Set up a Main Street office.

*OBJECTIVE III: Promotion - To create and market a positive image of the downtown through retail promotional activity, special events and on-going programs*

*PROJECTS:*

1. Develop a calendar of retail and special events for one year.
2. Hold one downtown festival a year.
3. Review advertising policies of downtown businesses.
4. Create a logo for the downtown organization.
5. Explore extended shopping hours.

*OBJECTIVE IV: Economic Restructuring - To improve the economic environment of downtown while maintaining the character and integrity of the city's historic central business district*

*PROJECTS:*

1. Improve the marketing skills of existing businesses by hosting one marketing seminar.
2. Recruit five new business that downtown can support.
3. Encourage adaptive reuse of warehouse space.
4. Hold two additional business seminars to assist existing businesses.

These goals and objectives were taken from a downtown workplanning session and from the Downtown Business Redevelopment Plan, 2006.

2. IMPLEMENTATION PLAN

IMPLEMENTATION PLAN			
<b>Strategic Direction / Objective:</b> To Enhance the Visual Quality And Identity of Downtown			<b>Date:</b> 11/06
<b>Project:</b> Create financial incentive programs to encourage 10 façade improvements (what & why)			
<b>Implementation Steps</b> (how)	<b>Who</b>	<b>When</b>	<b>Budget</b>
Contact VMSP communities about façade improvement incentives	Bill	12/15	-0-
Decide which incentives will be most appropriate and plan for securing funding support	Committee	1/15	-0-
Identify & contact businesses about sponsorship support	Ann	1/31	-0-
Contact banks about support	Cathy	1/31	-0-
Develop and print 500 brochures about the financial incentives	Dave (committee support)	2/28	\$300
Develop mailing list of property owners in district, mail brochures, provide follow-up visits	Edward (committee support)	3/15	\$100
Develop & implement PR plan (newspaper, newsletter, radio, public meeting, etc.)	Ann & Bill	3/15	\$50
<b>Committee Name:</b> Design		<b>Coordinator Name:</b> Dave	
<b>Team Members Names:</b> Ann, Bill, Cathy, Dave & Edward			

A blank form for the Implementation Plan is included Appendix E, page 24.

**G. Proposed Budget for First Year**

Applicants should bear in mind that the total budget should be sufficient to include travel and expenses for: program manager and 1-2 volunteers to 4-5 annual workshops/meetings in the state; program manager and board members to attend annual VDDA conference; and at least the program manager to attend the National Main Street conference. The amount required will vary with the location of each community.

<b>MAIN STREET BUDGET</b>			
<b>Small-Sized Community</b>			
(Population less than 5,000)			
January 1, 2007 - December 31, 2007 (or fiscal year)			
	<b>Cash</b>	<b>In-Kind</b>	
<b>Personnel</b>			
A. Part-time Manager: salary & benefits	\$20,000		
B. Clerical Staff:	\$10,000		
1) Salary/wages benefits		\$4,000	University Intern
2) Salary/wages benefits		\$1,000	Town Secretary
<b>Operating</b>			
A. Space Costs			
1) Rent		\$3,000	Lou's Dept. Store
2) Utilities/Trash	\$300		
3) Telephone	\$1,200		
B. Equipment	\$2,800		
C. Consumable Supplies	\$300		
D. Printing/Copies/Posting	\$2,000		
E. Insurance – fire & liability	\$250		
<b>Other</b>			
A. Travel	\$2,500		
B. Memberships/subscriptions	\$800		
<b>Program Activities</b>			
A. Organization			
1) Membership Drive	\$500		
B. Design			
1) Façade Loan Program	\$2,000	\$500	Knight Printing
C. Promotion			
1) Newsletter	\$1,000	\$500	Knight Printing
2) Special Events & Advertising (be specific in category)	\$2,000		
D. Economic Restructuring			
1) Technical service contract (Market Study)	\$1,500	\$10,000	Chamber of Commerce
<b>Misc.</b>			
A. Other – Decorations	\$200	\$200	Garden Club
<b>Subtotals</b>	<b>\$45,350</b>	<b>\$18,700</b>	
<b>GRAND TOTAL</b>	<b>\$66,550</b>		

**MAIN STREET BUDGET****Mid-Sized Community**

(Population 5,000 – 50,000)

January 1, 2007 - December 31, 2007 (or fiscal year)

	<b>Cash</b>	<b>In-Kind</b>	
<b>Personnel</b>			
A. Main Street Manager			
1) Salary	\$41,000		
2) Benefits		\$7,000	City
B. Other Staff:			
1) Salary/wages benefits	\$18,500	\$1,400	City Secretary
<b>Operating</b>			
A. Space Costs			
1) Rent	\$3,600		
2) Utilities/Trash		\$600	Landlord
3) Telephone	\$1,200		
B. Equipment	\$2,500		
C. Consumable Supplies	\$2,500		
D. Printing/Copies/Posting	\$3,500	\$100	AY Printers
E. Insurance – fire & liability	\$500		
<b>Other</b>			
A. Travel	\$2,500		
B. Memberships/subscriptions	\$500	\$200	Rotary Membership
<b>Program Activities</b>			
A. Organization			
1) Membership Drive	\$700		
B. Design			
1) Facade grant program	\$5,000		
C. Promotion			
1) Special Events & Advertising (Street Festival)	\$10,000	\$5,000	Chamber of Commerce
2) Cooperative Ad Campaign	\$3,000	\$3,000	Merchants Association
D. Economic Restructuring			
1) Specialist Contract Marketing Analysis	\$5,000	\$20,000	City
<b>Misc.</b>			
A. Other – Decorations	\$350	\$500	Civic League
<b>Subtotals</b>	<b>\$95,350</b>	<b>\$37,800</b>	
<b>GRAND TOTAL</b>	<b>\$138,150</b>		

**MAIN STREET BUDGET****Large Community**

(Population 50,000 – 75,000)

January 1, 2007 - December 31, 2007 (or fiscal year)

	<b>Cash</b>	<b>In-Kind</b>	
<b>Personnel</b>			
A. Main Street Manager			
1) Salary	\$45,000		
2) Benefits		\$8,000	City
B. Other Staff:			
1) Salary/wages benefits	\$30,000		
2) Salary/wages benefits	\$15,000	\$1,000	City
C. Consultants/Contract Services	\$10,000	\$20,000	City
<b>Operating</b>			
A. Space Costs			
1) Rent	\$2,500	\$2,500	Arts Council
2) Utilities/Trash	\$1,000	\$1,200	Arts Council
3) Telephone	\$2,000		
B. Equipment	\$2,000		
C. Consumable Supplies	\$3,000		
D. Printing/Copies/Posting	\$4,000		
E. Insurance – fire & liability	\$2,500		
<b>Other</b>			
A. Travel	\$4,000	\$1,000	City
B. Memberships/subscriptions	\$2,500	\$300	Historic Foundation
<b>Program Activities</b>			
A. Organization	\$4,000	\$200	Chamber of Commerce
B. Design – facade grant program	\$5,000	\$5,000	Housing Dev. Authority
C. Promotion – ad campaign	\$7,000	\$4,500	Merchants Association
D. Economic Restructuring – cluster analysis	\$5,000	\$6,000	City EDC
<b>Misc.</b>			
A. Other – Banners	\$2,000	\$2,000	Junior League
<b>Subtotals</b>	<b>\$146,500</b>	<b>\$51,700</b>	
<b>GRAND TOTAL</b>	<b>\$198,200</b>		

H. Sources of Revenue and Status

<b>MAIN STREET REVENUE SOURCES</b>		
<b>Small-Sized Community</b>		
(Population less than 5,000)		
January 1, 2007 - December 31, 2007 (or fiscal year)		
<b>Source</b>	<b>Amount</b>	<b>Status</b>
Fundraising events at downtown festival	\$3,500	Festival held in September Income expected at that time
Town General Fund	\$20,000	Pledged and receivable January 1, 2007
Membership	\$10,000	Pledges by downtown business owners based on annual rents. Dues to be collected in April 2007
County	\$14,000	Budgeted by Board of Supervisors and available July 1, 2007
Corporate Support	\$5,000	Hossler Manufacturing Company pledge receivable January 1, 2007
First National Bank	\$5,000	Pledged and receivable January 1, 2007
United Bank	\$5,000	Pledged and receivable January 1, 2007
<b>TOTAL</b>	<b>\$62,500</b>	

<b>MAIN STREET REVENUE SOURCES</b>		
<b>Mid-Sized Community</b>		
(Population 5,000 – 50,000)		
January 1, 2004 - December 31, 2004 (or fiscal year)		
<b>Source</b>	<b>Amount</b>	<b>Status</b>
Special Assessment District	\$45,000	Passed by Council. Revenue Available.
Special Events		
Historic Tours	\$8,000	Ticket sales to established house tour. Receipts in May 2007
Downtown Festival	\$8,000	Concession sales of food and drinks. Sale of souvenirs, September 2007
Membership Dues	\$12,000	Pledges by merchants. Receipts available February 1, 2007
Town/City Support	\$45,000	From general revenues. Available January 1, 2007
County Support	\$10,000	Available July 1, 2007
Corporate Support	\$10,000	Pledges from 2 financial institutions and 3 manufacturers @ \$2,000 each. Revenues available July 1, 2007
<b>TOTAL</b>	<b>\$138,000</b>	

**MAIN STREET REVENUE SOURCES****Large Community**

(Population 50,000 – 75,000)

January 1, 2007 - December 31, 2007 (or fiscal year)

<b>Source</b>	<b>Amount</b>	<b>Status</b>
Special Assessment District	\$60,000	Passed by Council. Revenue Available January 1, 2007
Special Events		
Fundraising Event	\$5,000	Ticket sales to black tie dinner. Receipts in May 2007
Downtown Festival	\$15,000	Concession sales of food and drinks. Sale of souvenirs, September 2007
Merchant Membership Dues	\$10,000	Pledges based on per business assessment of square footage. Receipts available February 1, 2007
City Support	\$50,000	From general revenues. Available January 1, 2007
Corporate Support	\$20,000	Pledges from two financial institutions and two manufacturing companies @ \$5,000 each. Revenues available July 1, 2007
Fee for Service (management of city parking deck)	\$40,000	Passed by Council. Revenue Available July 1, 2007
<b>TOTAL</b>	<b>\$200,000</b>	

**SECTION III. PART 3. HISTORIC BUILT ENVIRONMENT AND ACTIVITIES TO PRESERVE AND ENHANCE DOWNTOWN**

**C. Proposed Main Street District Land Use Characteristics**

**1. *QUALITATIVE DESCRIPTION OF PRESENT LAND USE***

A mixture of land uses including commercial, residential, public, and semi-public development characterizes the city’s proposed service area. Retail establishments are concentrated along First and Queen Streets. Scattered retail establishments also occur on Princess Street and along the riverside of Dock Street. Residential uses consisting primarily of single and multi-family dwellings occupy most the blocks bounded by Henry Street, Third Street, Dock Street, and King Boulevard. Service establishments are centered along Charles Street. Public and semi-public uses including City Hall, Police Department, U. S. Post Office, and several churches are found along Princess Street. Estimated land use percentages are based on tax assessor's maps and a windshield survey in September 2005 by City Planning Staff.

**2. *QUANTITATIVE DESCRIPTION OF PRESENT LAND USE***

<b>Quantitative Estimate of Land Use Proposed Main Street District</b>	
<b>Category</b>	<b>Percent</b>
Retailing	30%
Services	15%
Offices	10%
Industrial	0%
Governmental Operations	10%
Residential	10%
Cultural/Recreational	10%
Parking	10%
Vacant	3%
Religious/Human Service	2%
<b>TOTAL</b>	<b>100%</b>

**D. Historic/Architectural Character**

The proposed project area consists of approximately 150 buildings constructed between 1880 and 1915. The architectural style is primarily Italianate with many of these buildings typified by the era's cast iron storefronts. There are also a number of Victorian style residential structures from the late 19th century now used for offices. The typical commercial row building is two or three stories high and 5,000 to 7,000 total square feet.

**Appendix E. Worksheets** (worksheets may be used for convenience, but are not required)

<b>IMPLEMENTATION PLAN</b>			
<b>Strategic Direction / Objective:</b>			<b>Date:</b>
<b>Project:</b> (what & why)			
<b>Implementation Steps</b> (how)	<b>Who</b>	<b>When</b>	<b>Budget</b>
<b>Committee Name:</b>		<b>Coordinator Name:</b>	
<b>Team Members Names:</b>			



**DOWNTOWN EMPLOYMENT BY BUSINESS TYPE**

<b>Total Retail Businesses</b>	
Apparel/Clothing	
Auto Dealerships	
Book Stores	
Computer Products	
Department Stores	
Florists	
Furniture/Appliances	
Gift/Card	
Grocery	
Hardware	
Jewelry	
Pharmacy	
Shoe Shop/Repair	
Variety Stores	
Other	
<b>Total Service Businesses</b>	
Accounting/Tax	
Barbers/Hair Salons	
Bars/Lounges	
Computer/ Tech Service	
Dry Cleaners	
Financial Institutions	
Financial Planning	
Hotel/Motel	
Insurance	
Laundry	
Law Offices	
Medical Offices	
Movie Theaters	
Newspaper/Radio/TV	
Real Estate	
Recreation	
Coffee Shops/Restaurants	
Service Stations	
Travel Services	
Other	
<b>Total Institutional Uses</b>	
Houses of Worship	
Civic	
Educational	
Local Government	
State Government	
Federal Government	
Other	

## Appendix F. Letter of Agreement

Virginia Main Street Community

First Year Services

This Letter of Agreement is the formal and binding statement of the expectations and responsibilities between the Virginia Main Street Program in the Virginia Department of Housing and Community Development (hereinafter referred to as "DHCD") and the \_\_\_\_\_ and \_\_\_\_\_  
(Main Street organization) (city/town)

(hereinafter referred to as the "COMMUNITY".)

This Letter of Agreement is intended to serve as a more formal summary of the relevant items that are further elaborated in the Virginia Main Street Program Guidelines (dated December 2006).

### **The parties have agreed to do as follows:**

SECTION I. COMMUNITY commits to participate in the Virginia Main Street Program and agrees to:

1. Provide a full-time local program manager/executive director who will be responsible for the day-to-day administration of the Main Street organization in the COMMUNITY (part-time in communities under 5,000). In the event the program manager position is vacated during the term of this Agreement, the COMMUNITY agrees to make every attempt to fill the position within six months or less with the assistance of DHCD.
2. Provide an organizational entity with its own separate and distinct board; a committee structure to include, but not be limited to the following committees: design, economic restructuring, promotion, organization and executive; and whose sole focus is the management of the designated Main Street district.
3. Provide an adequate budget with funds necessary for operating a Main Street Program office, implementing an active plan of work, and on-going training of the program manager and board.
4. Develop and implement a comprehensive approach to downtown revitalization using the four points and eight principles ascribed by the National Main Street Center, including development of annual written work plans for the local Main Street organization.
5. Concentrate the Main Street program activities within the designated Main Street district as presented in the application for designation. Include a map with boundaries clearly marked as Attachment A.
6. Provide regular reporting of data for monitoring the progress of the Main Street district by submitting economic development reports in a timely manner using a format provided by DHCD, and provide other information requested by DHCD on or before the identified deadlines.
7. Send the program manager, Board president, Organization and Economic Restructuring

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**Virginia Main Street**

committee chairs and one local government representative to the **Main Street Essentials training scheduled for September 19-20, 2007**, or designates.

8. Promote and encourage program manager and board member attendance at local, state, and national training opportunities, as identified by DHCD.
9. Assist as requested by DHCD in arrangements for technical assistance and public relations visits to the COMMUNITY, including meeting minimum attendance requirements by the board and community as determined by DHCD.
10. Promote and encourage participation by the program manager, board members, and others as identified by DHCD, in all onsite services including the reconnaissance visit, resource team visits and technical assistance visits. DHCD reserves the right to cancel on-site services unless the local program manager and a majority of the persons designated to participate have committed to participate at least 48 hours before the scheduled event.
11. Authorize and fund the program manager's participation in ALL Main Street manager meetings scheduled around the state (**program manager attendance at these trainings is mandatory; board members and volunteers are encouraged to attend**). The COMMUNITY shall be responsible for the manager's travel costs and other expenses associated with these meetings. If the local program manager is not able to attend, the COMMUNITY will notify Virginia Main Street and send other representation to the meetings.
12. Provide DHCD with copies of any materials relating to the Main Street program published during the program year.
13. Manage the provision of Virginia Main Street design assistance to local property owners and merchants by:
  - providing a design committee to assist the program manager in managing design developments and issues;
  - adopt "Keeping Up Appearances" as the design guidelines for improvements in the district if there is not an existing local historic district ordinance with printed design guidelines.
  - insuring that individuals wishing to use the façade design assistance have reviewed the "Keeping Up Appearances" monograph prior to meeting with the Main Street Architect;
  - completing Project Initiation forms for each request for design assistance; and
  - informing all property owner/merchants that they must first sign the "Request for Design Assistance Services" form and meet with the Main Street Architect before drawings will be done. *\*(Copies of the materials and forms mentioned in item 13 will be provided by DHCD to the COMMUNITY in a Design Manual at the Reconnaissance Visit)*
14. Guarantee accessible and regularly scheduled clerical assistance for use by the Main Street program manager and Main Street organization.
15. Designate one continuous contact person from local government who will serve as liaison between the local government and the Main Street organization.
16. Allow program manager to be used occasionally by DHCD for training sessions and technical

assistance services to other communities. DHCD shall be responsible for reimbursing the program manager's expenses for such assistance.

SECTION II. DHCD agrees to:

1. Designate a State Main Street Coordinator to handle all communications between the COMMUNITY and contracted specialist and state government agencies. Designate a Virginia Main Street staff member as the primary contact for the COMMUNITY.
2. Assist with the hiring of a program manager/executive director initially and if the position becomes vacant.
3. Conduct an on-site Reconnaissance Visit to perform a preliminary needs assessment of the physical and economic environment of the community and downtown.
4. Conduct a comprehensive Main Street Essentials training annually for program managers, Board members and local government representatives.
5. Provide Sales Gap Analysis services and two on-site trainings by an outside consultant, as selected and coordinated by DHCD, on market analysis and implementation strategies.
6. Conduct an on-site Organizational Visit to assist with organizational issues including roles and responsibilities of Board, committees and staff as well as work planning.
7. Assist the community in making progress toward the Priority Goals identified by the organization for their first year as a designated Virginia Main Street community. See Attachment B that was developed in cooperation with the local organization.
8. Conduct trainings and workshops to further develop and refine the skills of local program managers and boards.
9. Provide technical assistance and guidance to the local program manager and board president and other members of the organization on a continuing basis via phone, mail and e-mail.
10. Provide appropriate National Main Street Center training material.
11. Provide two single-sided Virginia Main Street road signs.
12. Facilitate on-going press coverage of the Virginia Main Street Program and the local COMMUNITY program.
13. Provide an orientation for new program managers.
14. Provide COMMUNITY network membership with the National Main Street Center.
15. Provide design assistance, which will include:
  - provision of a design manual and training for design committees and program managers;
  - a design workshop conducted locally for the general public, particularly merchants and property owners;

- consultation for program managers and property owners regarding applications for historic preservation certification for federal tax incentives;
- regular telephone consultation and site visit(s);
- regular reports from the Main Street Architect indicating the status of all downtown development projects; and
- design services for individual downtown developments which will involve all or some of the following: facade design renderings, design details, technical information, diagrams for paint placement, and other information pertinent for the downtown development. Drawings are only schematic, not full-scale working drawings. For major rehabilitation downtown, it is recommended that owners hire an architect. Services do not include interior design.

Drawings will be delivered as determined by a priority rating. Drawings for speculative downtown developments and public improvements will be provided when drawings for other active building downtown developments are up to date.

Main Street's design assistance is intended to facilitate the preservation and rehabilitation of existing buildings in the Main Street district. Design assistance for new construction, streetscape or empty lots will be limited to oral consultations and/or sketch guidelines regarding issues of compatible infill or design.

SECTION III. DHCD and the COMMUNITY jointly agree that:

1. The terms of this Agreement shall be for the period September 15, 2007 and ending June 30, 2008. It may be extended or revised by a written amendment signed by both parties.
2. Notwithstanding any other provisions of this Agreement, if funds anticipated for the continued fulfillment of the Agreement are at any time not forthcoming or insufficient, either through the failure of the Commonwealth of Virginia to appropriate funds, discontinuance, or material alteration of the program for which funds were provided, then DHCD shall have the right to amend or terminate this Agreement without penalty by giving the COMMUNITY not less than sixty (60) days written notice.
3. If the COMMUNITY fails to fulfill its obligations under this Agreement in a timely and proper manner, or if the COMMUNITY violates any of the terms of this Agreement or the Virginia Main Street Program Guidelines, DHCD shall have the right to withhold further services or terminate this Agreement and rescind Main Street designation status.

IN WITNESS WHEREOF, the parties have executed this Agreement.

\_\_\_\_\_  
(Locality)

BY: \_\_\_\_\_  
(City/Town/County Manager)

\_\_\_\_\_  
Date

---

(Name of Main Street organization)

BY: \_\_\_\_\_  
(President/Chairman)

\_\_\_\_\_  
Date

BY: \_\_\_\_\_  
Louellen Brumgard  
Associate Director  
Community Revitalization  
Virginia Department of Housing and Community Development

\_\_\_\_\_  
Date