

BARMAN
Development Strategies, LLC

The following presentation was originally developed by
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while with the National Main Street Center

It is redelivered for this Virginia Main Street Essentials Workshop with permission



 **National Main Street Center**
The National Main Street Center is a national organization that provides technical assistance to local governments and organizations to help them revitalize their main streets.

A Four Point Approach to Economic Development

Main Street Four-Point Approach®
Asset based economic development

- Heritage asset
 - Built history (Design +)
 - Cultural history (Promotion +)
- Human asset
 - Entrepreneurs (Economic Restructuring +)
 - Engaged public (Organization +)



 **National Main Street Center**
The National Main Street Center is a national organization that provides technical assistance to local governments and organizations to help them revitalize their main streets.

Development tasks



- Property development/management (Design +)
- Marketing (Promotion +)
- Leasing (Economic Restructuring +)
- Human/financial resource management (Organization +)



Development responsibilities

- Space
- Markets
- Businesses
- Partners



Development process



- Being market driven
- Building relationships
- Inspiring action
- Coordinating



Design

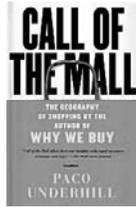
Design team must take the lead on developing space by strengthening and leveraging built history



Design

Developing space

- Communicating a brand message
- Scripting people's experience
 - Avoid loss of interest, stopping, and turning around
 - Avoid single destination shopping



Strengthening and leveraging built history

Design

Developing space



- Is the message being delivered by this building different than the customer focus the business is trying to achieve?



Strengthening and leveraging built history

Design
Developing space

- What is the link between preservation and increased foot traffic and sales on Main Street?
 - Related research: Dr. Kathleen Wolf has researched the connection between trees and consumer behavior (www.naturewithin.info/consumer.html).
 - My opinion: The issue is whether preservation results in the visitor spending more time in the district or having a more positive perception of the district.



Design
Developing space

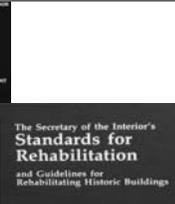
- Recent research on the impact of music on consumer behavior shows that if the music played meets the expectations of the consumer they will spend more.
- My opinion: If visitors expect Main Street to have preserved buildings, then having preserved buildings will meet their expectations and they will spend more time and money.



Design
Developing space

- Scope of work
 - Learning design
 - Market
 - Aspects
 - Maintenance and repair
 - Building improvements
 - Signage and awnings
 - Visual merchandising
 - Placemaking
 - Public improvements
 - Graphic design
- Indirectly improving design
 - Guidelines
 - Incentives
 - Technical
 - Financial
 - Planning & review
- Directly improving design
 - CID






Design
Developing space



- Learning design: Who
 - Committee members
 - Commission members
 - Business & property owners
 - Contractors
- Learning design: How
 - Face time
 - Presentations
 - Case studies & testimonials
 - Publicity
 - Window displays
 - Ribbon cuttings



Historical Marker Center
2012-2013

Design
Developing space




- Aspects of design
 - Commercial
 - Structural
 - Historical
 - Architectural
 - Environmental



Historical Marker Center
2012-2013

Design
Developing space



- Outcomes
 - Increased design appreciation
 - Increased investment in downtown buildings
 - Appropriate investment in downtown buildings
 - Spaces that are better for business
 - A stronger marketplace



Historical Marker Center
2012-2013

Strengthening and leveraging built history

Design
Developing space




Building improvements may be easier and less costly than you think

Design
Developing space




Building improvements may be harder and more costly than you think

Design
Developing space

- Final tips
 - Base improvements on the inherent quality of existing design and neighborhood context
 - New design and construction should attempt to match the quality of the original
 - Appropriate materials/ proper techniques
 - Do no harm
 - Designs driven by economics
 - Economics of historic preservation




Promotion

Promotion team must take the lead on developing markets by strengthening and leveraging cultural history



Promotion

Developing markets

- Scope of work
 - Crafting a Marketing Plan
 - Branding the commercial district
 - Performing ongoing promotion related targeted market research
 - Developing market driven promotions
 - Developing owner ability to develop their own markets



Promotion

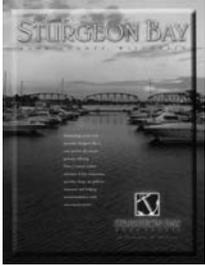
Developing markets

- Crafting a marketing plan
 - Identify current assets & market position
 - Identify target markets
 - Establish outcomes
 - Establish overall strategy/calendar
 - Design individual strategies
 - Implement
 - Evaluate



Promotion
Developing markets

- Branding the commercial district
 - Collectively settle on a single brand in which you will invest volunteer and financial resources to strengthen and promote
 - Coach businesses on co-branding themselves with the downtown brand
 - Show them how to benefit from collective promotions
 - Promote and build brand awareness during the time between your signature events




Promotion
Developing markets

- Market driven promotions
 - **Image campaigns** drive publicity: tout the positives, counter the negatives, influence attitudes and action
 - **Special events** drive traffic: generate activity and positive experiences in the downtown
 - **Business promotions** drive sales: generate immediate purchasing of the goods and services offered downtown
 - **Tourism campaigns** market to a larger audience to bring a regular stream of visitors from outside the community to the downtown
- Each should work in combination to promote a coordinated, consistent commercial district brand



Promotion
Developing markets

- Outcomes
 - New and improved assets
 - Improved infrastructure/appearance
 - Better business capacity to tap market
 - A larger market and greater market share
 - Increased foot traffic
 - Increased sales
 - Strategies that target specific customers or better match existing customers
 - Brand recognition





Promotion

Developing markets

- A promotion must:
 - Drive traffic
 - Drive sales
 - Drive publicity
 - Drive fundraising

- *If a promotion doesn't meet one or more of these goals...don't do it!*



Promotion

Developing markets

- Strengthening and leveraging cultural history
 - Telling the district's story (cultural history) through image campaigns, business promotions, and special events (special events in particular)
 - Engaging residents and visitors (customers) with the district's built history
 - Targeting heritage travelers



Economic Restructuring

Economic restructuring team must take the lead on developing businesses by strengthening and leveraging entrepreneurs



Economic Restructuring

Developing businesses



- Planting the seed for entrepreneurship and growing entrepreneurial spirit/culture
- Growing entrepreneurial ventures (Phase 1)
- Attracting entrepreneurs to the Main Street district and fielding entrepreneur inquiries
- Continuing to grow entrepreneurial ventures (Phase 2)
- Proactively recruiting entrepreneurs

Economic Restructuring

Developing businesses

- Plant the seed for entrepreneurship and grow entrepreneurial spirit/culture
 - Show and tell people the value and importance of homegrown, independent, and entrepreneurial businesses
 - Establish or support entrepreneurship coursework in schools
 - Create and maintain an entrepreneurial network
 - Be entrepreneurial as a committee and organization



Ellensburg Downtown Association's Emerging Entrepreneur Symposium



Economic Restructuring

Developing businesses

- Grow entrepreneurial ventures (Phase 1)
 - Learn how good businesses work then communicate best business practices
 - Be a Business Information Center
 - Facilitate access to existing human and financial capital

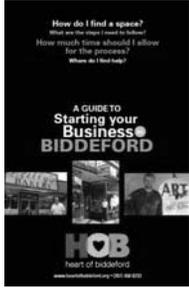


Corvallis, OR Lending Library



Economic Restructuring
Developing businesses

- Attract entrepreneurs to the Main Street district and field entrepreneur inquiries
 - Document and communicate your tangible and intangible successes
 - Market your Business Information Center and available human and financial capital
 - Market the district as being entrepreneurial friendly




Economic Restructuring
Developing businesses

- Continue growing entrepreneurial ventures (Phase 2)
 - Provide personal training/coaching
 - Create new financial capital
 - Reduce disincentives
 - Incentivize targeted entrepreneurial ventures
 - Become an incubator-without-walls
 - Develop community-owned and supported businesses



H-PUP (Cambridge, MD)



Economic Restructuring
Developing businesses

- Proactively recruit entrepreneurs
 - Prioritize entrepreneurs within your entrepreneurial network
 - Prioritize entrepreneurs running business outside the downtown
 - Prioritize entrepreneurs running home based businesses
 - Build relationships with priority entrepreneurs
 - Celebrate successful entrepreneur recruitment



“Home Based Business” membership level (Emporia, KS)



Economic Restructuring
Developing businesses



- **Outcomes**
 - Better understanding of the market by you, and reaction to the market by downtown businesses
 - Better relationship between you and existing downtown businesses
 - Healthier downtown businesses
 - Healthier downtown business mix
 - Increased business activity, rents, property values, jobs, and investor confidence
 - Market based rents and property values



Economic Restructuring
Developing businesses



- **Leveraging heritage assets**
 - Develop property owner ability to profitably lease historic spaces
 - Develop business owner ability to tie business concepts to historic spaces, quality materials and craftsmanship
 - Differentiate the district based on its' built and cultural history
 - Developing community owned businesses with heritage tied business concepts
 - Communicate the local economics of historic preservation
 - Collecting cases/testimonials



Organization

Organization team must take the lead on developing partners by strengthening and leveraging an engaged public



Organization
Developing partners

- Scope of work
 - Administration
 - Fundraising
 - Designing and implementing strategies, developing support materials
 - Volunteer development
 - Establishing philosophy/policies, recruiting, orienting/training, recognizing
 - Promoting the program
 - Documenting and communicating the organization's tangible and intangible successes




Organization
Developing partners



- Outcomes
 - Institutional memory
 - More stable funding
 - Increased volunteer involvement
 - Better volunteer support
 - Better communication
 - More efficient meetings
 - Access to resources and ideas (M.S. Network)
 - Prestige
 - Engaged public, stronger and more coordinated partnerships
 - Increased investor confidence, investment



Resources from National Main Street Center

- Online Tools:
 - www.preservationnation.org/main-street, www.mainstreet.org
- Publications through Alexander Communications:
 - Revitalizing Main Street/other books
- NMSC On-Site Services
 - Consulting & Technical Assistance
 - Training & workshops
- NMSC Membership Benefits
 - MS list serve
 - Solution Center
 - Main Street Now
 - Archive of Main Street News

