VIRGINIA MAIN Street DOWNTOWN INTERSECTIONS

VIRGINIA DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT

Sustainable Organizations

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MAIN STREET AMERICA

Necessary Ingredients for a Sustainable Downtown Revitalization Program

1. **Building a Sense of Ownership** that results in a culture of engagement from everyone in the community.
2. **Building an Organizational Culture** that fosters and rewards community **engagement**.
3. **Building a Program Worth Giving** (time, money, and other resources) for – offer **value**.

Show the Value and Impact of Main Street

Organization (Civic)	Physical (Physical)	Econ/Vitality (Economy)	Promotion (Social)
• Brings the community together to build consensus, lead, invest, partner, and add resources to the revitalization efforts	• Works with property & business owners and partners to enhance downtown's physical appearance while preserving the community's historic character and identity	• Works with businesses, property owners, and partners to strengthen and grow the local economic base	• Works with the community and partners to position downtown as a center of community activity, promote its positive image, and market its unique assets

Sense of Ownership	Sense of Place	Sense of Vitality	Sense of Activity

History of Main Street

Founded in 1980 as a PILOT program of the National Trust for Historic Preservation

Mission: to prove that a commitment to preservation, coupled with dedicated *organization*, enticing *promotional* events, good *design*, and an incremental approach to *economic restructuring*, could halt and turn around Main Street decline.

Remained a program of the Trust for 33 years before becoming a subsidiary in 2013

Main Street works to encourage downtown community revitalization within the content of historic preservation.

All those who benefit from a vibrant downtown should be proactively engaged in its revitalization efforts!

- **Identifying the Benefits & Value for all Stakeholders**

For Property Owners
Increased occupancy rates
Rent stabilization or increase
Increased property values
Increased stability
Reduced vandalism/crime deterrent
Assistance with tax credits, grants, loan programs, design and cooperative maintenance
Communication medium with other property owners
Better image
New uses on upper floors

For Local Residents and Consumers
Enhanced marketplace (better shopping and the benefits of shopping locally)
Sense of price in Downtown
Social/cultural activities
Opportunities to keep kids in town
Sense of hometown community
Opportunity to participate/volunteer
Better communication
Political advocate
Home values increase

For Retail Business Owners
- Better business mix
- New market groups Downtown
- Community pride
- Blight/eyesores addressed

For Service Business Owners
- Image building/improvement
- New/renewed/repeat exposure
- Increased variety of services
- Healthier economy generates new/more businesses
- Increased competition means more aggressive business styles
- Tapping leakage
- Increased population, new customers
- Improved image, creates new market

For Financial Institutions
- Community Reinvestment Act compliance
- Potential growth for loans, deposits, and other services (bank cards, financial services)
- Improved image and good will
- Survival of community, critical to bank success and economic stability
- Central location more cost effective

For Municipal Government
- Increased tax base
- More tourism
- Increased property values
- Increased number of jobs
- Better grade and vision
- Healthy economy
- Better services available
- Positive perception of Downtown and community
- Better relations between local government and private sector
- Increased volunteer base for city
- Takes political heat, develops consensus for political requests
- Industrial recruitment
- Impetus for public improvements
- Great celebration
- Information resource for city leaders

For County Government
- Increased public relations for county
- Viable Downtown increases tax base
- Multiplier effect
- Viable Downtown is a draw for industry
- Develops partnerships with city hall
- Builds pride Heritage preservation
- Alternative to new/sprawl district
- Quality of life issues
- Help with parking issue

"There is simply no more cost effective economic development program of any type, on any scale, anywhere in the country than Main Street…"

-Donovan Rypkema
Author of *"The Economics of Historic*

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Reinvestment on Main Street thru 2015

Since 1980, over 2,000 programs have used the Main Street Approach, resulting in:

- ✓ **$61.7 Billion Reinvested in Communities**
  $3.9 Billion increase in 2015
- ✓ **528,557 Net New Jobs**
  28,403 increase in 2015
- ✓ **120,510 Net Gain in Businesses**
  5,966 increase in 2015
- ✓ **251,838 Buildings Rehabilitated**
  8,173 increase in 2015
- ✓ **$26.52 Dollars invested in physical improvements for every dollar invested in program administration (1) 2014**

What do you Track? Reinvestment Statistics

- Job Growth
- Business Growth
- Private Sector Reinvestment
- Public Sector Reinvestment (city, state, and federal)
- Properties Saved
- New Buildings Constructed
- Tax Base Changes (per acre yield)
- Vacancy Rates
- Volunteer Hours
- Festival Impact
  - Attendance
  - Economic Impact
- Leverage Ratio of Public Dollars
- Leverage Ratio of Incentive Grants
- Demographic Data
- Marketing Dollars

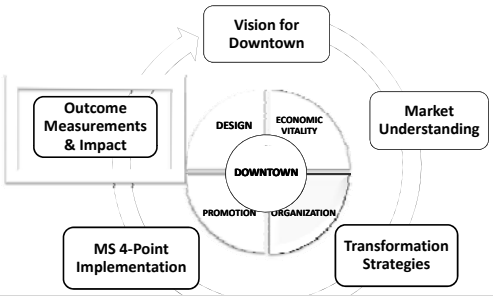
How can these numbers be used to leverage the impact of district efforts?

- Assure/Build Public Financial Support (overall economic impact and festival impact)
- Assure/Build Public Assistance at Events (Law enforcement, parking, restrooms, etc.)
- Gaining Private Sector Support
- Assisting Banks in Compliance with CRA (Community Reinvestment Act and encouraging more small business lending)
- Using as Match for Grants (volunteer hours)
- Business Recruitment (economic impact of festivals and marketing)
- Property Owners Buy-In (see the public investment/interest, leverage ratio, marketing to help tenants be successful)
- Sponsorship Development (attendance)

All of these will help ensure a more Sustainable Organization

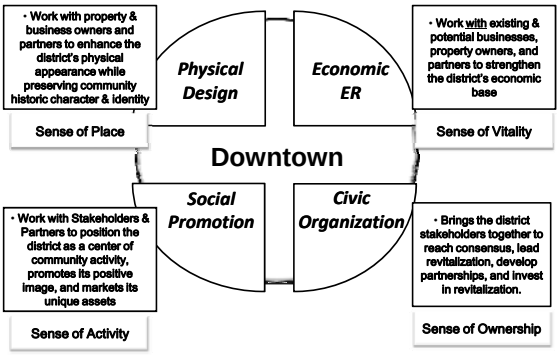
Telling a Compelling Story

Downtown Revitalization Through The Main Street Approach®



- *Challenge in "packaging", promoting quantitative & qualitative outcomes.*
- *Need more rigorous outcome measurements*
- *Main Street organizations need to* ***strengthen position*** *as an economic development engine for downtown & the community.*

Helping Local Programs FOCUS on Building VALUE!



YOUR NEW MAIN STREET

Key Benefits of Refreshed Approach

- Puts ***focus on economic impact***, creating potential for more significant change on Main Street.
- Stresses ***broad community engagement*** to secure support for Main Street's vision and make sure transformation reflects diverse perspectives.
- Encourages focus on ***tangible outcomes*** that help communicate impact (more to come on this from the Center).
- Offers ***greater organizational flexibility***, allowing Main Streets to choose how to organize themselves based on local needs.

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THE MAIN STREET APPROACH

- COMMUNITY VISION
- MARKET UNDERSTANDING

TRANSFORMATION STRATEGY

TRANSFORMATION STRATEGY

DESIGN | ORGANIZATION | PROMOTION | ECONOMIC VITALITY

- QUANTITATIVE OUTCOMES
- QUALITATIVE OUTCOMES

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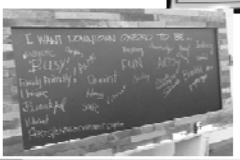
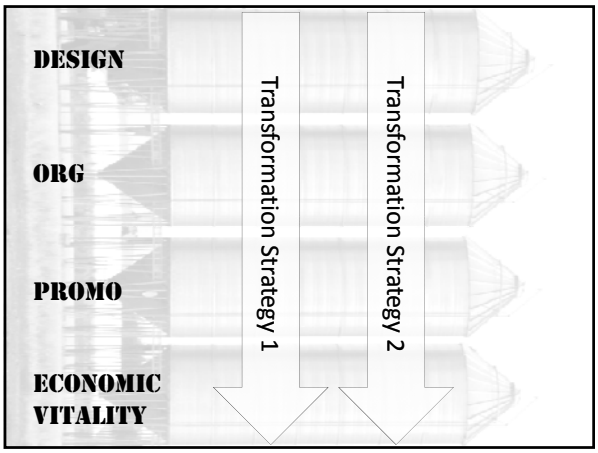
Define Your Vision

- Vision Statements should be based on **community consensus!**
- Boards bring together the community's input through a Vision Statement that describes what the downtown will ideally be like in the future
- Statements should resonate, be comprehensive, and…inspire people to action!





Customer-Based Strategies

- Downtown workers and/or residents
- College students
- Tourists
- Military installations
- Family-friendly, family-serving
- Millennials
- Elderly

Product-Based Strategies

- Arts
- Entertainment/nightlife
- Furniture/furnishings
- Professional services
- Health + wellness
- Sports + recreation
- Ethnic specialties
- Apparel
- Agriculture
- Education
- Green products
- Convenience
- Manufacturing
- Food

Organization

- Partnership Building (public and private)
- Fund-Raising (projects & operations)
- Volunteer development
- Public Relations and Outreach / Communications

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Communications and Community / Public Relations

- **Promoting the Organization** promotes the **MS**
- **Promoting Downtown**promotes **Downtown**, events, businesses,

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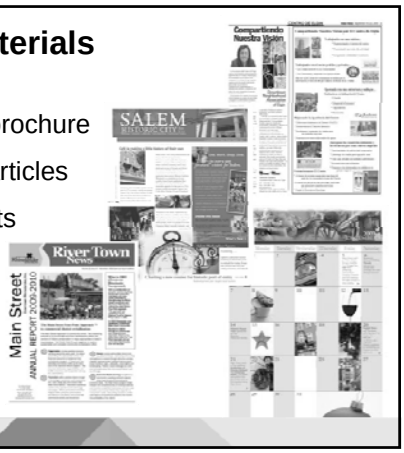
Group Meetings – Keep People Informed

- **Stakeholder meetings**
  - **General** – district or community
    - Visioning, forums, etc.
  - **Specific** – merchants, businesses, property owners, employees
- **With community groups**
  - Civic / social / faith-based
  - Neighborhood associations
- **With key partners**
  - City, County
  - Large Corporations

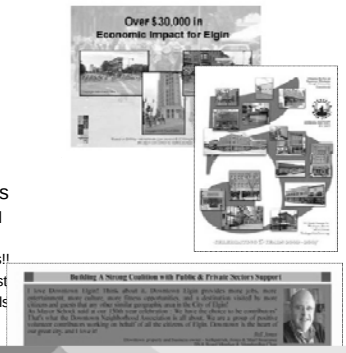
Printed Materials

- Main Street brochure
- Newspaper articles
- Annual reports
- Newsletters
- Posters



Communicating with City, County

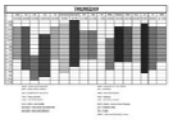
- Educating about
  - Downtown needs
  - The organization's
- Building/maintaining support
  - Financial, logistical
- Report progress, results
  - Annual Reports, Council mtgs.
    - ROI – give them the #s!!
    - Let your stakeholders st your value - testimonials



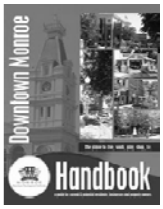
Communicating with our sponsors, funders

- Before – invitation
  - When we need them
    - Personal visits
    - Packets, materials
- During – development
  - Gathering the details
    - Personal visits, calls, emails
  - Sharing progress
    - Personal visits
    - Letters, materials
- After - recognition
  - Public & individual as appropriate

Communicating with your businesses, building owners



- **Take the time to learn:**
  - Businesses –
    - their products & services, customers/visitors, needs
    - different/similar areas to competition
  - Property owners –
    - Interest, capacity to invest, resources, partnerships
  - Residents –
    - Interest, vision, opportunities for engagement
- **Take time to educate, share, empower:**
  - Trends, competition, complimentary businesses, etc.
  - Assistance - one-on-one, group, specific topics
  - Build confidence, foster network, participation



Communicating with partner organizations

- Finding common grounds
  - Collaboration versus competition
  - Complimentary versus duplicating effort
- Expanding our reach
  - Neighborhood groups
    - Families / residents
  - Civic & Social agencies
  - Youth groups
  - Schools
  - Churches

Balance of Funding Sources

30-50% **Public funding** (government – city, county, state)

20-30% **Funding from business district** (business & property owners, residents, partners, corporations, utilities, etc.)

30-40% **Community funding** (Residents, industry, businesses outside of DT, civic organizations, foundations, etc.)

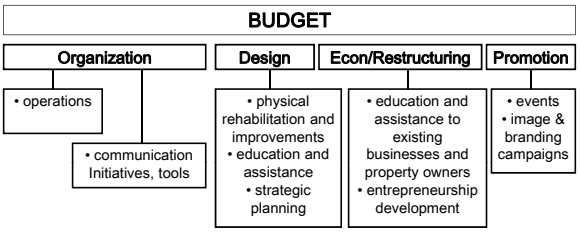
5-15% **Miscellaneous** Earned Income [Events & Activities (festivals, etc.), merchandise]

Before asking for money…

Define the plan, the process, and measures:

- What are you selling?
- How much do you need or want?
- Who are you selling it to?
- What should be your message?
- Who will do the asking?
- Timelines
- Materials, tools, visitation
- Measuring tools

How much is needed - for what?



- Use work plans to define the budget and funding needs
- Develop a funding plan – broad base public and private sector support

Funding Downtown Revitalization

- **Partnerships / Investment / Membership Programs**
  - Within Downtown
  - Community-wide
- **Key Partnerships**
  - Community Foundations
  - Local, State, Fed Grants
- **Other Tools**
  - Hospitality Tax Share
  - Special Tax Assessments
  - Fund-raising Campaigns, events
  - Special Events sponsorship, fees

Funding Responsibilities

Organization Committee -

- **Preparing fundraising materials**
- **Conducting annual membership campaign**
- **Planning annual dinner**
- **Implementing other fundraising activities**

Other Committees -

- **Developing & implementing funding plans for committee projects**
- **Supporting fundraising activities of the organization**

STAFF -

- **Serving as public relations ambassador**
- **Making sure work plan is implemented**
- **Recruiting new members**
- **Assisting with membership & fundraising materials**
- **Tracking contributions, other recordkeeping**

The Fundraising Plan

Components of the Plan

- Municipal contribution
- Annual Pledge Drive
- Friends of Main Street/Residents
- Grants
- Merchandise Sales
- Sponsorships
- Special Event and Special Project income
  - BID, DDA, TIF, EID (other assessment districts

Every board member must make a contribution. Professionally and personally.

Greater Meredith Program

2007 Fundraising Strategy

Town Contribution		$12,500
Annual Campaign		$26,000
Business & Corporate Contributors:	($13k)	
3-Year Pledges	(x15k)	
Individual (Resident) Contributors		$1,000
Event Fundraisers		$18,000
Auction – June 16	$8k	
Dance – November 16	$8k	
Ski Quiz Auction – November – February	$2k	
Retail Sales		$1,000
Christmas Cards (October)	$1k	
TOTAL FUNDS		$68,500

THINK LOCAL BUY LOCAL BE LOCAL

Local Residential Partners

Solicit Businesses doing business in the District

- Ask businesses in the district to make a list of businesses they use and community organizations **(trash haulers, uniform and carpet supplies, restaurant and beverage suppliers, contractors, planners, etc.)**
- Have those businesses hand letters to those vendors, or mail with invoice payment….or go higher up.
- Explain the benefits for them to support your downtown organization
- Follow up with a reminder

Friends of Main Street

Not a merchant's association - community supported

Why should residents and consumers support downtowns' efforts?

- Enhanced marketplace (better shopping and the benefits of shopping locally)
- Sense of pride in Downtown
- Social/cultural activities
- Sense of hometown community
- Opportunity to participate/volunteer
- Better communication
- Political advocate
- Home values increase

Beaufort Beauties

Beaufort, SC

- $30 tickets
- Beauty Pageant
- Raised $18,000
- Main Street partners with other three other non-profits to recruit "beauties" and provide volunteers.
- Main Street keeps 1/2

Volunteers are Essential!

- Gain community support and provide community outreach
- Gain more expertise
- Accomplish more with limited funds
- Demonstrate community support for the program
- Help prevent manager/director burnout!

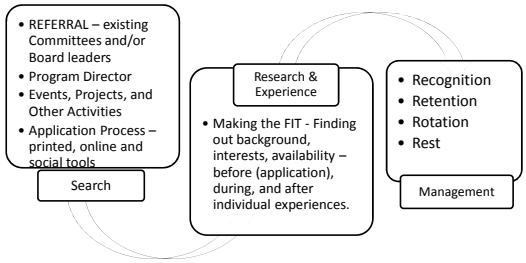
Volunteers

- Volunteers are the lifeblood of a successful Main Street Program- respect, train, and thank them again and again.
  - *Main Street methodology demands that there are working committees.*
  - *Good working committees become the breeding ground for new leaders to emerge for future program years.*
  - *Encourage volunteers to take ownership in their projects. This encourages empowerment!*
  - *Volunteer development is vital for a successful ongoing program.*

Engage all ages and target beneficiaries

- ***Look at your "gap"***
- ***More Young Volunteers***
  - Schools (from Pre-K to HS)
  - Colleges & Universities
  - Clubs
  - Creating your own "Junior MS"

How do we get and keep good volunteers?



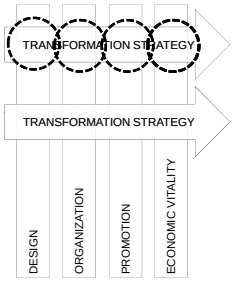
Beyond Recruiting Volunteers…

… Building Leadership!

Work Plans

- Before we can recruit volunteers, we must know what we need them for and what difference they will make to our efforts at revitalizing downtown.
- Volunteer cultivation is an on-going project

THE MAIN STREET APPROACH



IMPLEMENTATION + OUTCOMES:

- ACTIVITIES
- RESPONSIBILITY
- BUDGET
- FUNDING
- TIMELINE
- METRICS

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Four Point Work Plans

Downtown _____ 2015 Work Plan _____Committee

Priority Goal (s) Objectives:

Project: Provide Event date or Project Completion date:

Anticipated Results/Measure of Success:

Chair/Person Responsible: Phone: E-mail:

Project Team Members:

Tasks	Responsibility	Timetable	Cost	Revenue	Volunteer Hours	Staff Hours Needed	Progress/Completion/ Comments

TOTAL: $_____ $_____

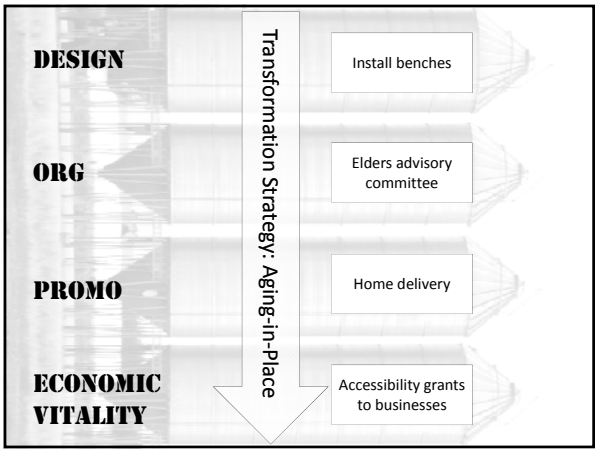
Anticipated Results

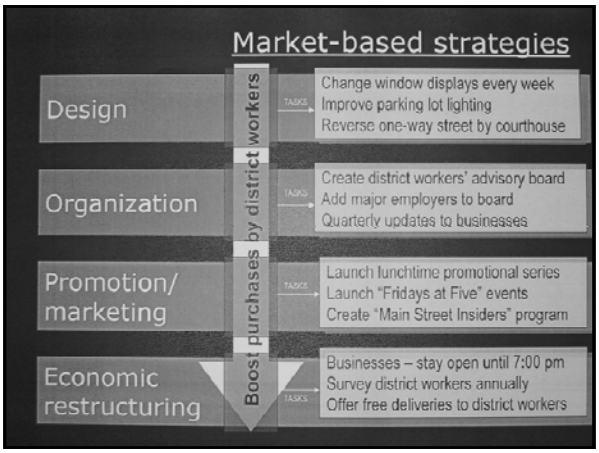
Why We Do Work Plans

- Project management tool – 12-18 month "to-do" list
  - Improves success rate of projects
  - Reduces confusion and conflict
- Volunteer management tool
  - Motivates volunteers to achieve a goal
  - Spreads out the workload
  - Doesn't waste volunteer's time – manages their time
- Evaluation Tool
  - Provides benchmarks for success
- Fundraising Tool
  - Attracts donations for specific projects
- Record-keeping tool
- Required for National Accreditation

Work/Action Plan Development

- Board establishes Committee Goals & Objectives
- Committees brainstorm potential activities to meet objectives
- Committees develop detailed Work Plans for each activity
- Board reviews and approves Work Plans
- Committees implement Work Plans as approved by the Board
- "Working" documents at Committee meetings




Market-based strategies
Design
Organization
Promotion/ marketing
Economic restructuring
Boost purchases by district workers
TASKS
Change window displays every week
Improve parking lot lighting
Reverse one-way street by courthouse
TASKS
Create district workers' advisory board
Add major employers to board
Quarterly updates to businesses
TASKS
Launch lunchtime promotional series
Launch "Fridays at Five" events
Create "Main Street Insiders" program
TASKS
Businesses – stay open until 7:00 pm
Survey district workers annually
Offer free deliveries to district workers

Main Street Membership Benefits
MAIN STREET Weekly
Great American Main Street Awards
NETWORK
CONNECT
PARTICIPATE
LEARN
Join the National Main Street Network
Latest Trends & Topics
Main Street Weekly (e-newsletter every Friday)
Main Street Now (journal online only)
Webinars
Access to Peers & Best Practices
Board and Committee handbooks digital
Main Street Listserv
Online "Solution Center"
… hundreds of samples, case studies, guidelines and resources.
Discounts to the National Main Street Conference
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