What’s Not to Love About Downtown?

• Everyone wants strong, proud, vibrant communities where we all want to live, work and play!
• We love downtown that bring residents, businesses and everyone together in making their communities stronger – Main Street creates leaders.
They are one-of-a-kind places

We Love Downtown Because it’s the...

- Symbol of community character and prosperity
- The heart of the community - providing people with social gathering spaces
- It provides affordable homes for independent businesses - incubators
- People are seeking out authentic and dynamic places to live. Places with a vibrant local economy and special sense of place.
We Love Downtown Because of the Economic Benefit it Brings

- Tax base
- Job and business base
- Private and public reinvestment, especially in saving our historic buildings and culture

“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 Preservation”
**Reinvestment on Main Street**

- **$79.12 Billion** Reinvestment in physical improvements
- **143,613** Net new businesses created
- **640,017** Net new jobs created
- **284,936** Buildings rehabilitated
- **2,150,702** Volunteer Hours (2018)
- **$30.00+** Dollars invested in physical improvements for every dollar invested in program administration

• (1) reflects investment in communities:
  • recently begun commercial district revitalization programs
  • have been actively involved in Main Street for more than a decade.
  • of a wide variety of sizes and in all parts of the country.
  • For these reasons, communities should be cautious about using this figure as a benchmark for local performance.

**Why We Love Our Downtowns**

#WEAREMAINSTREET

Kathy La Plante
klaplante@savingplaces.org

@2019 National Main Street Center
The Impact of Main Street

Livermore, CA

Before

After

Before

After
Overview of Main Street and the Four Point Approach

History of Main Street

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

We believe that everyone deserves access to a vibrant downtown/neighborhood – a place that has a thriving local economy, is rich in character, and features inviting public spaces that make residents and visitors feel that they belong. Yet, we know that many Americans, whether in small towns or big cities, miss out on these benefits. Our collective mission is to make this right.

*Remained a program of the Trust for 33 years before becoming a subsidiary in 2013*
Main Street America

...is a movement. Main Street America has been helping revitalize older and historic commercial districts for more than 35 years. It is the leading voice for preservation-based economic development and community revitalization across the country. Made up of small towns, mid-sized communities, and urban commercial districts, Main Street America represents the broad diversity that makes this country so unique. Working together, the programs that make up the Main Street America network help to breathe new life into the places people call home.

Main Street

The Main Street Approach emphasizes the importance of starting from a community’s strengths. Instead of seeking the “next big thing,” Main Street begins with what a community has to offer, and makes the most of it.
Grassroots + Community Driven

- Main Street is community-led, community-owned; it is not a top-down approach.
- Main Street is funded locally, and depends on support from the community to sustain itself.
- Main Street empowers communities to set their own goals, leverage local leadership, and achieve results that are meaningful to them.
- Main Street builds leaders from within communities. It relies on the expertise and commitment from community members, and helps activate local citizens in their own community transformation. These are passionate people who work day-in, day-out to improve the quality of life in their communities.

The Main Street Approach

Works Because of a Comprehensive Approach

**Design** - getting the commercial district in top physical shape, creating attractive places and destinations

**Organization** - getting the community working together with a shared vision for downtown

**Promotion** - marketing the district's unique characteristics, assets and businesses

**Economic Vitality** - diversifying the district’s economic base and strengthening businesses
The Main Street Approach®

- Promotes the Revitalization Efforts
  Communication & Public Relations
- Fosters Community Engagement
  Partnerships/Collaborations, Volunteer leadership
- Encourages Investment in Revitalization
  Funding, Volunteers & other resources

Build a Strong Sense of Ownership

Community Engagement And Volunteerism
Reach out and involve the Community

Public Relations Plan

• Build community participation
• Main Street/Downtown brochure
• Newspaper articles
• Annual reports
• Newsletters
• Posters
• Social Media
• Hosting community events
Positive and Fun Messaging

Miss Tallulah Bankhead reports

- As you know if you've seen us on the streets of Downtown Jasper, I, Miss Tallulah Bankhead Putman lead your Jasper Main Street Director, not the other way around. That's what he gets for naming me Tallulah. We, with Mike being dragged behind, take daily treks around town to speak to our downtown members, run errands, have lunch, shop, get a haircut, and just general "flourishing."

- I chose to lead Mike to The Sly Fox Aesthetics & Wellness Day Spa located at 400 19th Street in Downtown Jasper where we spoke with McKenna Sligh and her fiance' Jeremiah Jackson of Red Beard Home Solutions.
What Will You Need Money For?

Typical Balance of Funding Sources for Downtown Revitalization Programs

- **30-50%** Public funding
- **20-30%** Funding from business district
- **30-40%** Community funding
- **5-15%** Miscellaneous
Resource Development

Components of a Fundraising Plan
- Municipal contribution
- Annual Pledge Drive/Memberships
- Friends of Main Street/Residents
- Grants
- Merchandise Sales
- Sponsorships
- Capital Campaigns
- Special Event and Special Project income
- BID, CBSD, DDA, TIF, EID (other assessment districts)

Funding timelines
distribute the work load

- City/County Funding – Spring
- Sponsorship Pitches – October to December
- Special Events – Spring – Summer
- Fundraising Event – Winter
- Grants – year round
- Friends Campaign – Spring – Summer
Partners, Investors, Friends and Supporters

- More inclusive than “memberships” – seen as a *community organization* rather than a business organization
- 501(c)(3) tax exempt rather than 501(c)(6)
- Greater opportunities to solicit more money if there aren’t set amounts

Solicit Businesses doing business in the District – not located DT

- Ask businesses in the district to make a list of businesses they use and community organizations (*trash haulers, uniform, carpet suppliers, restaurant & 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
Main Street Bootcamp
Tillamook, OR

Fundraising events

• Main Street de Las Vegas is excited to announce that it’s second annual Gala fundraiser will be held at the Castaneda Hotel on Saturday, September 21st from 6:00 to 10:00 p.m. Titled Castaneda Under the Stars II (CUTS II), this special event will feature dinner and dancing and a special silent auction.

Help us With Our Mission
Wetumpka, AL

• Join us for another Brewfest along Merchants Alley and the River Walk in beautiful downtown Wetumpka! This year's event will be bigger and better, with 40 craft breweries on tap for sampling. Proceeds will go to Main Street Wetumpka to help its mission of downtown revitalization.
Wetumpka - Coosapalooza

- Held in Merchants Alley for easy control
- Sample craft brews from over 40 vendors from the Southeast
- Food trucks, music
- Goal to create a sustainable event – highlighting downtown

Grossed $23,000
Netted $15,230!

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!
The Main Street Approach®

- **Organization**
- **Design**
- **Econ/Vitality**
- **Promotion**

- **Promotes physical improvements**
  - Buildings & public space
- **Preserves and enhances historic fabric**
- **Education & awareness**
- **Encourages planning & best practices**
  - Planning, standards, assistance

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Mission of the Design Component of Downtown Revitalization

*To guide and implement physical changes in the district that make it physically attractive to shoppers, investors, business owners, and visitors.*
How does this downtown make you feel?

What can Downtowns Expect to Achieve?

In the area of Design?
- Increased design appreciation
- Increased investment in buildings and properties
- Appropriate investment in buildings and properties
- Spaces that are better for business
- Authentic, well-maintained, high quality, appropriate size
Welcoming Public Spaces?

Give people something to stop for..
Littleton, NH

Creating Third Spaces
Activating Spaces in Downtown to draw residents for fun, more often

Downtown is the Gathering Place
Do city ordinances provide for creating street activity?
Welcome Gateways to Downtown

Preserve and Protect

- Inventory
- Education
- Action
- Management
Looking for the Gems to Rehab

Building Image is Important
WI Study of Storefront Improvements asked the question....

• Do downtown storefront improvement projects provide an adequate return to the property owners, outside investors and public fund entities?

• If so, what are the return in economic and other terms?

| Business name: The Knitting Room |
| Business type: Retail and Textiles |
| Location: 28 N. Main St., Fond du Lac, WI |
| Date of improvement: 2008 |
| Cost: $28,000 |
| Financing assistance: Downtown Fond du Lac façade improvement grant, bank loan, historic preservation tax credits |
| Economic benefits: Owner believes market value has doubled since 2007 acquisition of the property |
Design Assistance & Incentives

- The “carrot” factor
- Primarily financial
  - Work with Economic Vitality committee
  - Offsets added cost of doing it right
  - Must ALWAYS follow guidelines
- Common types of financial incentives
  - Loan Pools
  - Revolving Loan Funds
  - Matching Grants
  - Tax Credits
  - Transfer of Development/Façade Easements
- Historic Building Code
Unique Signs

Remember, Distinctiveness Has Value!

• “If you can’t differentiate your community, you will have no competitive advantage.”

• “Sameness is a minus, not a plus in today’s world.”
Transportation Toolkit

• Being release today!

• Check it out at www.street.org

The Main Street Approach®

Organization  Design  Econ/Vitality  Promotion

➢ Positions the District as a center of activity
  Community and special events
➢ Markets the districts assets
  Retail promotions, marketing
➢ Enhances positive image
  Image building and branding

➢ Positions district as the center of activity, culture, commerce, and community life, market its assets, and positive image
Why do we need to promote Downtown?

• To help *change or enhance* the image of the district.

• To strengthen downtown’s *position* as a center of community activity.

• To bring people *downtown* to shop, have fun, work, live, and invest.

• To attract people *shop and spend* in the district, supporting retail, service and professional businesses.

Recognizing Our Assets

• **Historic Character** – building stock, atmosphere,
  – Builds sense of place, community identity

• **Heritage** – people, sites, cultural values

• **Gathering Places** – riverfront, parks/plazas, recreation facilities, pedestrian friendly streets, etc.

• **Government & Civic Facilities** - City Hall, County court, Post office, library, etc.

• **People, Products & Services** – personable, unique niches, regular comforts, etc.
Anticipated Promotion Outcomes

- Promotions that meet specific goals
  - increased foot traffic
  - increased sales
  - build market share
  - funds raised
  - increased publicity for downtown (versus the organization)
- Promotions that target specific customers or better match existing downtown customers
- Develop brand recognition
- Capture a larger market and greater market share

Downtown Image

Define image advertising / tools that reach your market/audience(s)

- **Online tools / Social media**
  - Website, email-blast, blogs, Facebook, YouTube, Twitter, etc.

- **Print materials / advertising**
  - Brochures, newsletters, banners, posters, decals, etc.

- **Media activities / Public Presentations**
  - Newspaper advertising, council meetings, radio/TV

- **Image building events**
What comes to mind when you think of Vermont?

- Fall Colors
- Maple Syrup
- Skiing/Snow
- Ben and Jerry’s
- Bob Newhart

New England Villages
Tree huggers
Birkenstock wearers
White Christmas
Bernie Sanders
Tropical Storm Irene 2011

The Barkley Marathons
Wartburg, TN

- Inspired by the escape of James Earl Ray who covered only 8 miles in 55 hours running in the woods.
- Registration is secret and costs $1.60 with an essay of “Why I should be chosen”.
- First timers need to bring a license plate.
- Start time varies – and starts with a cigarette being lit.
- 60 mile “fun” run.
- 100 miles consisting of 5 – 20 mile loops.
- Books along the way to tear pages from to prove route.
The Barkley Marathons
Wartburg, TN

https://www.basecampwartburg.com/
What Do Visitors Need that Downtowns Can Provide?

Encourage People to Share Their Stories
Brushy Mountain State Prison

THE DAMNATION OF MANY AN EVIL MAN.
The Salvation of a Humble Few.

Promote Small Business Saturday

Sign up with American Express to get all the free marketing materials they offer.
Restaurants Promotions

Targeting Men

• Newspaper ads say “make your Christmas Wish List at downtown businesses”.
• Encourages the woman, mom, sister, etc. to complete and give to the men in their lives (or the store may mail)
• Beverages and snacks
• Free gift wrapping
• Shipping services provided
• Activities for men, drawing for “guy” prizes
Green Living

- Antique Stores
- Second hand stores
- Hardware
- Home Furnishing
- Engineers/Architects
- Builders/Contractors
- Health Foods
- Gift Stores
- Coffee Shops
- City – recycling

Promoting Evening and Sunday Hours
Shopping Scramble

Participants are asked to put together teams and enjoy a day of shopping in Downtown Petoskey. Tickets for the event are $50 for each player and include:

- A breakfast of coffee and assorted pastries at Stafford's Perry Hotel
- Lunch with a fashion show presented by area merchants
- 19th Hole Celebration with hors d'oeuvres and refreshments

In addition, each Shopping Scramble participant will receive a gift bag filled with donations from area merchants and a chance to win several grand prizes and many more door prizes and awards.

Dozens of businesses in Downtown Petoskey will be offering special promotions exclusively to Shopping Scramble participants, including "hole in one" discounts or a percentage off purchases made that day.
The Cultural Heritage Traveler

- Forty-one percent of cultural tourists are affluent and well-educated baby boomers.
- They tend to engage with locals through immersive experiences, seek to enrich their lives, and prefer leisure travel that is educational.
- Forty percent will pay more for distinctive lodging.

- Millennials are a growth market for heritage tourism, as 73% want to engage in a destination’s arts and cultural assets, while two-thirds rated authenticity as extremely important in their travel decisions.

Help your Businesses Track Their Business – From Business Promotions and Special Events

- Total tickets
  - Total dollar value
  - Total transactions
  - Average sale amount
- Sales compared to sales on the same day the year before
- Conversion rate (the % of shoppers who become buyers)
- Time spent shopping per store visit
Business Promotions & Special Events

• Special Events are not focused on ringing cash registers during the event (although they sometimes have that added benefit)
• Special events often lead to future sales when attendees have a positive experience admiring window displays, browsing open shops, and chatting with friendly shopkeepers.

Even Stretching for Unique Events

Fond du Lac’s Fondue Festival
World’s Largest Fondue pot and skewers
What can you offer Sponsors?

- Measure your success not by the fact that you got sponsorship money but what your sponsor got out of being your partner.
- Directly connecting the consumer with services
  - Use promotions to:
    - Increase their visibility
    - To have personal interaction with a captive audience
    - To access new customers
    - To improve their image
    - To increase their database

Sponsors should also bring more than money. In addition to money, volunteer participation should be requested/required, to reinforce everything listed here.

Why isn’t the economic impact of events recognized by businesses/community?

- Some businesses dislike street closures/detours - claiming customers can’t get to their businesses.
- Activities are mainly held outdoors distracting people from shopping (little or no connection to businesses).
- Families typically attend special events, and shopping with the whole family can be difficult.
- Businesses close to avoid special event crowds and people asking to use the restroom.
- There is no clear baseline data to measure if events are working.
- Some perceive that time and money are being wasted by throwing a party downtown.
**Why Are You Doing Each Special Event?**

- How will it improve downtown’s economy?
- Is it targeting specific consumer groups to use downtown more?
- Is there support community-wide for the event?
- Do you have the resources to make the project impactful?
- Do you evaluate its’ impact?

---

**Evaluation after Events Questions to Ask Businesses?**

- What is the best thing about the event that you would not want to change?
- Did you see an increase in foot traffic and/or sales – how much? (encourages record keeping)
- Did you collect new customer/browsers information?
- What would you like added or changed about the event next time?

*Share businesses testimonials*
Supports existing economic base
Advocacy, assistance – retention, expansion, succession
Promotes fitting and strategic use of space & development
Business recruitment, real estate development
Assembles Economic Dev Resources
Partnerships, strategic planning, supporting incentives

Strengthens & diversifies the local economy supporting existing base, entrepreneurship, and appropriate development

Creating the Environment for Investment

“Entrepreneurs have been the backbone of the economy for the past 240 years.
What Main Street does is to help create the environment that these businesses are easier to get off the ground and more likely to succeed.”

Patrice Frey
CEO, President
National Main Street Center
If Building a Stronger Retail Base for Downtown in a goal....

• Who are downtown’s customers?
  – Residents?
  – Downtown Workers?
  – Tourists/Visitors?
  – Other niche markets like colleges and universities, medical/hospitals, tech hubs, military base or other unique market drivers?

• Which are downtown’s markets now and who do you think will be the market in the future?

Retailers be on alert: Millennials may be getting all the buzz but it's aging baby boomers who have the bucks
Joseph Coughlin, founder and director of the AgeLab at the Massachusetts Institute of Technology.

“Fewer people are having kids. As a result, there will be more people in the world in the over-60 age group than there will be in the 1-15 age group by 2047.”

“That's never happened before.”

• Japan is selling more adult diapers than diapers for children.
• Nearly 70 percent of all disposable income in the economy right now is controlled by Americans in the 50 and up demographic.
Where Will Retail Grow?

Shifting Market Forces

• Experiences instead of stuff
• Increase in entrepreneurs and start up retailing
• Environment as a priority
• Interest increasing in smaller communities with livable character, amenities, fresh food, farming, etc.

Our Businesses, their Products and services and what they add to creating an Experience downtown...
Lake City, CO
Population 379

Ute Ulay Mine may become a brewery

Slumgullion Gift Gallery

Cheyenne WY

@2019 National Main Street Center
New Book Stores Openings

- Independent bookstore are reopening
- Local appeal
- Book Clubs
- Combination with toys, coffee, meeting spaces

Bookstore in Monticello, IL opened in October 2018.

Multi-Generational Businesses
Harrisonburg, VA
Harrisonburg, VA

Long-time Businesses Can Attract Tourists

Asbestos for sale??
Light Manufacturing-Mail Order

Positioning Downtown – Economic Vitality

- Conduct or Host Entrepreneurship Workshops
- Promote “Wish List” of Needed Retail and Service Opportunities
- Create Targeted Incentives to Drive New Business Creation
- Create a Downtown Incubator, Accelerator, or Innovation Work Center
- Create Live/Work Spaces
- Recruit Third Spaces businesses (Cafes, Breweries, Drop-In Spaces)
- Leverage proximity to Entrepreneurship Hubs (Saline, MI)
- Greater focus housing and diversity of housing
Our Revitalization Work - A Balancing Act

Promotion can consume some programs

The (new) Main Street Approach

The Main Street Approach consists of three important elements:

- **Inputs**: community engagement and market understanding
- **Community Transformation Strategies**, implemented through the Four-Point Framework
- **Outputs**: Qualitative and quantitative outcomes
THE MAIN STREET APPROACH:
A focus on strategy

There are two types of Transformation Strategies

- Catalyst Strategies
  - Help organizations without recent (or with limited) market information get started
  - Build on the presence of a customer group (i.e.: workers), OR
  - Build on the presence of a concentration of a type of product, service, or business (i.e.: arts district)

- Customized Strategies
  - Based on more substantive market information
  - Can help an organization tackle more complex or challenging transformations

Focusing Your Efforts
- Customer-Based Strategies

  - Downtown workers and/or residents
  - College students
  - Tourists
  - Military installations
  - Family-friendly, family-serving
  - Millennials
  - Retirees
Focusing Your Efforts
- Product-Based Strategies

- Arts
- Entertainment/nighlife
- Furniture/furnishings
- Professional services
- Health + wellness
- Sports + recreation
- Ethnic specialties

- Apparel
- Agriculture
- Education
- Green products
- Convenience
- Manufacturing
- Food

Brush! Colorado
Agricultural Strategy

- WHO ARE THE CUSTOMERS FOR THIS STRATEGY?
- In districts that serve agricultural communities, the primary customers are the people who live in and near the community. They represent a captive market for basic goods and services, as well as a market interested in specialized agriculture-related goods and services.

Homegrown Happiness!
Business Development

Potential products, services, and business types that support an Agricultural Economy strategy may include:

- Livestock feed
- Seed (both for farming and for home gardens)
- Canning and preserving equipment and supplies
- A commercial kitchen, for processing and packaging farm products
- Natural and chemical fertilizers, insecticides, and herbicides
- Work clothes, shoes, boots, and accessories
- Insect-resistant, UV-protective, and cooling clothing, hats, and scarves
- Agricultural hardware
- Equipment repair services
- Farm insurance
- Extension service office
- A community-owned or co-op variety store
- Family restaurants
- Specialized food incubators
- Brewery or distillery
Potential Organization Activities

• Explore potential grant opportunities to support food production, distribution, and marketing (e.g., from the US Department of Agriculture’s Rural Development Programs interested in improving access to healthy food).
• Invite ranchers and farmers to serve on the board, committees
• Assure publicity on what your doing in downtown reaches ranchers and farmers
• Get kids from FFA or 4H involved

Sample Promotion activities:

• Organize a farmers market or annual local food festival
• Host a Farm to Table dinner on Main Street
• Incorporate sugar beet bowling (or other local products) into special events
• Ugly pickup contest or antique tractor show
• Farm Art Contests
• Special business promotion for farm/ranch families
Potential Design Activities

• Design and install an urban orchard in a vacant parcel between storefront buildings.
• Add fresh herbs to planter boxes throughout the district and encourage shoppers to take home a handful.
• Historic walking tour with hoof prints on the sidewalk.
• In vacant storefront windows showing ag related displays (equipment, photos, etc.)
• Ag related mural featuring local farm and people.

Sample Economic Vitality activities:

• Conduct a survey of area households to find out what products and services they would shop for locally, if they were available.
• Launch a community-owned variety store or small department store.
• Develop or recruit a restaurant that grows some or all of its produce on-site (on an adjacent or nearby district lot).
• Encourage more restaurants to buy more local produce to serve.
Bandon, Oregon Case Study

Demographics: City of Bandon, OR

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<th>Key Facts</th>
<th>Education</th>
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<td>3,341 Population</td>
<td>12% Multi High School Diploma</td>
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<td>2.0 Average Household Size</td>
<td>21% High School Graduate</td>
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<td>56.6 Median Age</td>
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<td>$35,116 Median Household Income</td>
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<td>1,700 Total Employees</td>
<td>32% Blue Collar</td>
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<td>Services</td>
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Households by Income:
The largest group is $20,000-$34,999.

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</tbody>
</table>

Kathy La Plante
klaplante@savingplaces.org
Bandon’s Transformation Strategies

- **Family and Active Retiree Friendly** – active retiree reflects the demographic data and knowledge of people who come to the community, love the area, and decide to retire in Bandon. Family friendly reflects a desire to make Bandon a place where people can stay and raise their families or to attract more families to Bandon.

- **Local Coastal Cuisine** – this reflects the number of businesses that sale and serve locally produced items as well as the availability of fresh local seafood and produce. Additionally, this reflects local market trends and community energy towards becoming a “foodie” destination.

- **Enhanced Visitor Experience** (an update of Visitor/Tourism) – enhanced visitor experience reflects GBA’s role in building upon the authenticity of downtown that makes it inviting for local people and, in the process, this will make it inviting to visitors as well.

- **Local Goods and Services** (update of Convenience Goods and Services) – reflects a desire to have easier access to basic goods and services to meet the needs of residents and visitors.

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Break
PEOPLE ARE MAIN STREETS’ BEST RESOURCE

For every Main Street program, human capital (our staff and volunteers) is without question our greatest asset.

Let’s take a look at:
- Strengths and challenges with local leadership
- Executive Directors
- Board Leadership
  - Development and Retention

LOCAL MAIN STREET LEADERSHIP BASE
RECENT SURVEY

**STRENGTHS** - the passion and dedication of local Executive Directors and volunteer leaders are clearly highlighted as the most important resources for successful revitalization. Additionally:

+ Main Street Directors’ ability to engage and bring people together, develop collaborations, and help stay on mission while guiding planning and execution

+ Main Street Board of Directors offer collaborative spirit, representative make-up and skill-set to guide the local revitalization efforts, and support and empowerment for staff

+ Main Street Committees reflect active community engagement to do the work with vision and through focused planning that applies their creative and professional skills
CHALLENGES — development of our local leadership base to support retention, recruitment, and sustainability for the local revitalization efforts is clearly highlighted as a crucial priority:

+ **Staff** — challenges in ability to balance work load and time, placing limitations on abilities to strategize, organize, visit, and work with stakeholders and volunteers

+ **Boards** — challenge in level of active leadership and ability to define priorities and support the local program, specifically in fundraising and understanding their responsibilities

+ **Committees** — “talent rich, time poor” reflects the challenges highlighted as well as the struggle with balance in focus/strategy

---

**LOCAL MAIN STREET LEADERSHIP BASE**

**RECENT SURVEY**

**ON ANY GIVEN DAY WE MIGHT FIND THE EXECUTIVE DIRECTOR**

- Watering flowers
- Doing media interviews
- Soliciting Sponsors
- Assisting building owners
- Conducting a press conference
- Attending city council meetings
- Picking up trash
- Handling calls and walk-in with complaints
- Dousing bubbles in the fountain
- Picking up horse droppings
- Helping a small business owner survive
BOARD OF DIRECTORS COMPOSITION

- Broad-based
- A working board
- Usually 9-13 members
- Individuals give 5-10 hrs./month
- Contains the Four W’s
  - Workers
  - Wisdom
  - At least one Worrier
  - Wealth
  - Diversity

BE HONEST ABOUT EXPECTATIONS

Requirements:
Board Members should be prepared to make a financial commitment. The Downtown Washington, Inc. board typically meets once a month for 60-90 minutes. The board may delegate some of its duties to one of the four Main Street committees or other task forces. Board members are also expected to attend all membership meetings.

Board Responsibilities:
The Downtown Washington, Inc. board had final responsibility for the success or failure of the revitalization program. It is responsible for all of the finances of the organization and establishes program policy. The board is responsible for maximizing volunteer involvement in the downtown revitalization efforts. Collectively, the board makes decisions about the program’s direction and monitors progress on a regular basis. It sets priorities, and makes decisions about the programs political stance. It oversees the work of the entire staff; has primary responsibility for raising money for Downtown Washington, Inc., and supports the work of Downtown Washington, Inc. committees by volunteering time and expertise in support of their efforts. The board of directors is also responsible for fulfilling the legal and financial requirements in the conduct of its business affairs as a nonprofit organization.
BOARD CONTRACT CONTINUED

Individual Responsibilities:
- To join one out of four main street committees or sub-committees as a chair, co-chair or member.
- To attend board retreat and one to two Missouri or National Main Street Trainings.
- To learn about and promote the purpose and activities of Downtown Washington, Inc. wherever appropriate and possible.
- To attend regular monthly meetings of the board or to notify staff when absence is necessary. More than three consecutive absences and you will be replaced on the board.
- To attend membership meetings. Again more than three consecutive absences and you will be replaced on the board.
- To actively participate in specific activities or projects promoted by the board, which may include:
  - Fundraising
  - Membership recruitment
  - Representation on behalf of the program at meetings, seminars and conferences
  - Volunteer at events and festivals
  - Attend training and workshops (1 Main Street meeting is mandatory per year)
- To make an annual membership contribution through your business or personally.
- To stay informed about the purpose and activities of the Downtown Washington, Inc. program in order to effectively participate in board decisions and fulfilling responsibilities.

I have read the above job description/responsibilities and agree to fulfill them to the best of my ability.

_____________________________  ____________________________
X                              Date

BOARD MEETING EFFECTIVENESS

+ Pre-planned agenda – timed topics if needed
+ Board agenda and financial statements out a week in advance
+ Action items for each board member
+ Report on developments to achieve your vision rather than busy work – the board focuses on long-range
+ Speakers to inform
+ The next big idea
+ Annual retreats for strategic planning
LEADERSHIP AND TRAINING

- What do your new board members need to be informed of their duties and in orientation and training?
- What can board members do to assist in leadership development?
- Succession planning committee (tied to annual strategic planning?) Who is responsible?
- Make a plan to keep retiring board members involved, after board terms ends – they may come back.

Board Orientation

Each board member should be given the:
- Articles of Incorporation
- IRS and state determination letters,
- Bylaws
- LOA or MOU with the Main Street Coordinating Program.

- Budget
- Work Plan
- Board and Committee Lists
- Executive Director job description
- Connection to NMSC membership info and board member handbook

IDENTIFYING POTENTIAL BOARD MEMBERS

BOARD AND NOMINATING COMMITTEE DUTIES

+ Name an employee from one of your major event sponsors
  ______________________
+ Name a former officer of another civic organization (Rotary, United Way, School Board, etc.)
  ______________________
+ Name a local philanthropist
  ______________________
+ Name a church leader
  ______________________
+ Name the most active person on the committee you serve on.
  ______________________
+ Name a former city councilperson
  ______________________
+ Name a well-respected media rep
  ______________________
+ Name an executive from a local industry
  ______________________
+ Name a dean, school principal
  ______________________
+ Name a retired business owner
  ______________________
CREATING A PLAN WILL ENABLE YOU TO DEVELOP LEADERS MORE INTENTIONALLY AND EFFECTIVELY BY:

- **Engage senior leaders:** It’s essential to have consensus among the ED and senior leadership team about the importance of proactive leadership development and succession planning. This group should set expectations, put processes in place, and hold the organization accountable for making it happen.

- **Map out a vision of the future leadership team:** Next, understand the leadership capabilities required to achieve the organization’s strategy. With this understanding, the organization can assess the potential of current staff to become future leaders to meet emerging needs.

- **Develop future leaders:** Identify potential future leaders, then diagnose their development needs and build in systematic processes to cultivate that development. (committees, funders, sponsors, participants)

- **Seek new talent to fill gaps:** There will be instances where future leadership capabilities cannot be fulfilled by current staff, so the organization should have effective hiring and ongoing on-boarding practices to integrate new leaders into the organization.

- **Monitor and improve the process of developing leaders:** Like most processes, leadership development is iterative.

NOMINATING COMMITTEE DUTIES TO ASSURE STRONG LEADERSHIP

- Committee should be made up of 2 board members and 2 or more outside partners (no one up for re-election).
- Assess current board make up – diversity.
- Interview potential new board members, and provide a board member job description. Set expectations.
- Adhere to the bylaws in regards to board member turnover.
- Although a board member is eligible for another 3 year term, renewal should not be automatic. Nominating committee should evaluate and interview.
- Prepare slate of officers, renewals and vacancies.
A COUPLE OF BOARD THOUGHTS...

+ How do you define a diverse board for your community?
+ How will the board address Conflicts of Interest?
  – City reps or other organizational partners
  – Access to grants by board members
  – Others
+ Are all board members willing to lead by accepting the Board presidency (or other office) if requested by the board?
+ Do you have a Policies and Procedures Manual?

KEEPING GOOD BOARD LEADERS

+ Recognize their commitment
+ Make it prestigious to serve
+ Feature their photo/info on your website
+ Introduce at public events
+ Have a “Board Member of the Year” or your “Main Street Hero Award” monthly or annually
+ Name tags or Main Street shirts
KEEPING GOOD BOARD LEADERS

- Lead by example through good attendance and active participation in board meetings. This can be an effective way to deal with inactive board members.
- Maintain relationships between nonprofit staff and board members, as both work together to govern and manage the organization.
- Give them scholarships or encourage them to attend MS trainings. Make them aware of all training opps
- Conduct exit interviews when they leave.

MSAI - LEADERSHIP DEVELOPMENT

We offer Leadership Development coursework providing participants with the skills to manage time, relationships, and resources and to effectively lead a broad array of revitalization efforts within both a commercial district entity and the extended community.

Learn at home – access webinars on the NMSC website – report at board meetings

WEBINARS TO HELP YOUR BOARD

Recent Webinars
- Measuring Impact for Main Street Transformation
- Competing Successfully in the Digital Age
- Project and Program Funding
- USDA - SECD Program
- New Market Tax Credits
- How to Apply for Federal Funding
- Why Aren't You Asking for Year-End Gifts?

Managing & Leading Main Street
- Community Engagement Guide Overview
- Time Management for Main Street Directors
- Main Street Director Orientation
- Volunteer Management on Main Street
- Risk Management & Main Street

Communicating Impact
- Measuring Impact for Main Street Transformation

Assign a board member a month to watch one and report at each meeting

NATIONAL MAIN STREET CENTER NETWORK MEMBERS BENEFITS

Latest Trends & Topics
- State of Main
- Webinars
- Publications

Access to Peers & Best Practices
- The Point
- Resource Center
- Discounts to the National Main Street Conference
- Main Street America Institute
- Grants and Awards
- Career Center
COMMUNICATIONS AND PR NECESSARY INGREDIENTS FOR SUCCESS

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.

Closing Thoughts

- There is not ONE way to Main Street success – find the path that will work for your community
- Focus on building a strong foundation
- Balance your work between the Four Points
- Set high expectations
- Celebrate every success
- Keep learning and stay connected.
- Use Oregon Main Street to help!
- Never, ever ever ever ever give up!
Q & A

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Thank You!