



**MAIN STREET AMERICA®**  
Nationally recognized.  
Locally powered.™

# SUSTAINABLE FUNDING OVERVIEW

**Kathy La Plante**  
Sr. Program Officer  
NMSC


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## THE FUNDRAISING PLANS

### Components of the Plan

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

**Balance your funding**



**National Main Street Center**  
a subsidiary of the  
National Trust for Historic Preservation

### Heart of Biddeford PROPOSED FUNDRAISING PLAN 2020

	2020 \$	2021 \$
<b>Total Income/Operating Budget</b>		
<b>Income Sources</b>		
Municipal Support	\$35,000	\$40,000
Business Donations	\$ 7,000	\$11,000
Businesses Outside Downtown (industrial, retail, service)	\$5,000	\$2,900
Residents (giving levels and local philanthropists)	\$5,600	\$5,000
Civic Organizations (can include project support)	\$	\$
Special Event Income (list events separately note the cost of the event and net proceeds, sponsorships)		
1. River Jam	\$6,500	\$ 0
Fundraising Event Income		
1. 5K	\$4,700	\$4,500
2. Raffle	\$6,000	\$5,500
3. Various (bottle drive, fee for services)	\$1,300	\$ 900
Special Projects Fundraising (streetscape, etc.)	\$	\$
Grants (specifically applied for grants not corp. donations)	\$30,000	\$35,000
Merchandise Sales	\$1,500	\$
Endowments/Planned Giving	\$	\$
Other (please note specifically)	\$0	\$3,200
Surplus and bank interest		
<b>Totals</b>	<b>\$101,100</b>	<b>\$112,000</b>

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## #1 - PUBLIC FUNDING CITY FUNDING



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## CITY FUNDING



➤ Why should the Public Sector fund (and continue funding) Main Street?

- + Now more than ever, Main Street is helping small businesses with dedicated efforts
- + Leverage private sector partnerships
- + Increased community buy-in and investment
- + Economic Impact / Stronger Economic Base

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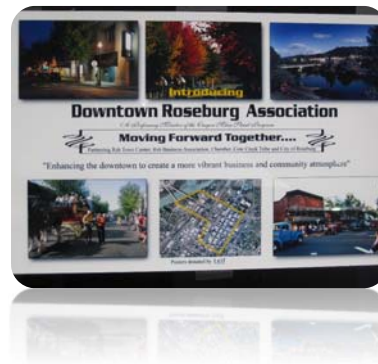
## ASSURING (CONTINUING OR INCREASING) CITY FUNDING

- Communications
  - Who? Mayor, city council, city/town administrator
  - What is your message?
  - What will you do to ease their workload, and improve the economics of the community?
- Educate City Officials (Small business survey reports from NMSC, what you're hearing from business and property owners, clear picture of your financial position)
- Share the value of dedicated staff working for downtown and volunteer hours donate annually – this is not an organization the city/town would want to lose.
- What do you need their funding for? COVID? Operations?

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## #2 - ANNUAL CAMPAIGNS TYPICAL ANNUAL CAMPAIGNS

- + Assign a Campaign Chair
  - Organization Chair
  - Board Chair (early organizer)
  - Local Celebrity/Wealth
- + Ask every board member to make a personal contribution
- + Set a Fundraising Goal – for each category (public, corps, residents, stakeholders)
- + Ask for multi-year pledges
- + Identify potential supporters, investors, members
- + Establish the timeline – ideally 4-8 weeks



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## #2 – NOW ANNUAL CAMPAIGNS TYPICAL ANNUAL CAMPAIGNS

- + Continue to send out annual support requests.
- + Ask every board member to make a personal contribution.
- + Consider offering monthly or quarterly payments.
- + Identify potential new supporters, investors, members – residential campaign.
- + Support the NMSC \$100M ask with your congressional delegation.



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## WHAT WILL YOUR FUNDRAISING MESSAGE BE ?

- + “In uncertain times, the stability of your annual support is needed...”
- + Include how your organization is responding to COVID and still carrying out its mission. These are uncertain times for everyone, so it's important to inject comfort and optimism. Care without panic.
- + Share a story of a recent success that you initiated since COVID began (thanks from a business for help, successful promotion, etc.)
- + Tell them how you will use their gift of support/donation

### 7 Tips for a Strong Fundraising Message



Successful fundraising requires you to inspire and engage donors

Without an effective message, even the best-laid fundraising plans can fail. Consider these seven tips for effective fundraising communication.

Source: <https://www.missionbox.com/article/410/7-tips-for-a-strong-fundraising-message>

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## SOCIAL MEDIA POSTS

We do neat stuff in #DowntownGrayling, like working with the city to outline ways to use public space for our small businesses when indoor capacities are limited, #Parklets. Will you help us keep doing neat stuff, by donating to our program?



needs YOUR help, to  
continue serving



When you purchase an envelope from the Grayling DDA/Main Street Program it makes a difference in our community.

Your contribution to the annual operating budget will be used to:

- Continue business and property development efforts.
- Oversee public event programming to promote our place.
- Enhance the physical environment of Downtown Grayling.
- Educated and train staff, volunteers, and business stakeholders in our ever changing field.

Call or email today to see what envelope numbers remain!  
989 390 7689 – DowntownGrayling@gmail.com

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## BELFAST, ME – EVERYTHING CHANGED



Dear Dann,

In early March 2020, with no idea what was on the horizon, I commented to a Board member that I thought 2020 was going to be a big year for Belfast and our downtown. I just had a feeling... never in my wildest dreams could I have ever predicted what would come next. Less than two weeks later our downtown was dealing with the COVID-19 pandemic.

2020 was to be a year of celebration. Our Town Belfast turns 10: the State of Maine celebrates its Bicentennial, we were working on a whole host of activities to celebrate both. Additionally, we were working on other events and activities designed to support downtown like Restaurant Week, Sidewalk Sale, and coordinating advertising to produce the pocket map. Like many of you, we were forced to pivot our operations.

Our "new" operations consisted of finding ways to support you and other stakeholders as we navigate our current realities. Those activities included:

- In late March, with support of the other nine Main Street Communities in the State, Our Town Belfast led the effort to write a letter to our Federal Congressional delegation and Governor Mills advocating for financial support, technical assistance, and a request to considering relaxing regulations that would support the downtown business community.
- Met personally with members of the delegation twice to advocate for additional financial assistance on your behalf.
- Created and continue to maintain COVID-19 resource page on our website with information for businesses and the community. We promoted this list on our social media and weekly email newsletter. It has been shared widely since March and has over 3,000 views. The list includes:
  - A list of businesses in our downtown
  - Changes in operations (curbside, hours, etc)
  - Links to individual businesses e-commerce platforms
  - Links to where gift cards can be purchased.
- Implemented a weekly call of downtown business owners for 12 weeks until most businesses were fully back to work. The goal of the calls was to share information and understand the challenges business faced. As a result of these calls and the feedback received there, we were able to work with partners to develop several important programs, to support businesses and their efforts.
  - With the City of Belfast created and launched the Curbside Belfast program. To date, 16 businesses are participating.
  - Worked with the City of Belfast to build and implement the Belfast Keep The Faith Fund. Partnered to create guidelines defining the program with the City of Belfast and, serve as a member of the review committee. To date, grants have been provided to 125 businesses totaling \$62,500.
  - Launched a fundraising campaign that raised over \$10,000 to support the Keep The Faith Fund.

- Distributed a wide variety of information about COVID-19 (at times daily) topics ranging from the Paycheck Protection Program to Unemployment benefits through our various email lists.
- Launched a new website that better highlights businesses as well as the special things that make our downtown unique.
- Worked with the City of Belfast on the Keep ME Healthy program. Provided education materials to the community and visitors about COVID-19 safety and state guidelines. To date, this has included signage in the downtown, for individual businesses along with a video PSA.

As we look to the future we are working hard to grow and sustain our vibrant downtown,

- We continue to be available to assist you via phone, email, and in-person (from a safe distance) as you navigate the pandemic.
- We continue to work with the City and other stakeholders to make sure you have access to Local, State, and Federal resources as they become available.

Despite the pandemic, I've been awestruck by the resilience, creativity, and flexibility of members of our community. While certainly not how I imagined 2020, I am inspired by your resolve to succeed and Our Town Belfast remains even more committed to supporting OUR downtown during and after this pandemic. However, this work is only possible because of the support we get from members of this community. Including through our partners' program.

Your continued support is an essential part of this work and enables us to continue working to sustain our vibrant downtown. Please consider continuing your support of the Our Town Belfast Partner's Program at a level that is appropriate for your business. In the past, you have supported at the **Armistice Bridge Partners Level of \$500**. We would welcome the opportunity to discuss with you any ideas you have about making Belfast the best that it can be, please do not hesitate to contact any of our board members or myself.

Thank you for your continued support and involvement.

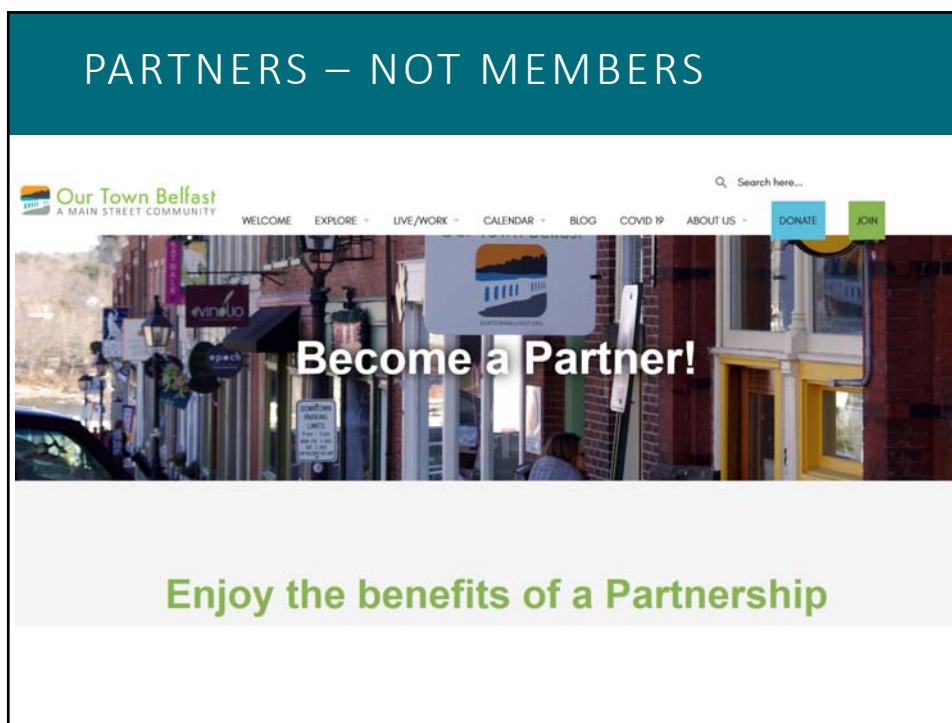
Sincerely,

Zach Schmesser  
Executive Director  
Our Town Belfast

*Thank you for your support in the past. We've been counting on your support as we move forward. Hope you can join us in this campaign!*

*Thanks so much for your contribution in the past and hope you can join us in this campaign! Danny Sprague*

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BELFAST, ME				
\$150 Main Street PARTNER	\$300 Armistice Bridge PARTNER	\$500 Passagassawake PARTNER	\$1000 Belfast Harbor PARTNER	\$2500 Penobscot Bay PARTNER
\$12 <sup>50</sup> / Per month	\$25 <sup>00</sup> / Per month	\$41 <sup>67</sup> / Per month	\$83 <sup>33</sup> / Per month	\$208 <sup>33</sup> / Per month
Prioritized Promotion of Your Events & News	Prioritized Promotion of Your Events & News	Prioritized Promotion of Your Events & News	Prioritized Promotion of Your Events & News	Prioritized Promotion of Your Events & News
Enhanced Map Listing on our website directory	Enhanced Map Listing on our website directory	Enhanced Map Listing on our website directory	Enhanced Map Listing on our website directory	Enhanced Map Listing on our website directory
Belfast Pocket Map Discount (5 %)	Belfast Pocket Map Discount (10 %)	Belfast Pocket Map Discount (15 %)	Belfast Pocket Map Discount (25 %)	Belfast Pocket Map (Complimentary)
		Dedicated content	Dedicated content	1.75"x3.75"

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## SHARE TESTIMONIALS

### What our partners say...

"Our Town Belfast does an excellent job promoting businesses in the downtown area, organizing popular events, providing business and marketing expertise, and fostering communications. OTB is also a vital link between the city and larger regional organizations such as Main Street Maine and The Maine Office of Tourism and Maine Downtown Center/Maine Development Foundation. In my view, Our Town Belfast is directly responsible for the town's remarkable revitalization successes. Kudos!"



**Thierry Bonneville**

Bonneville Creative / Regional Marketer

"Our Town Belfast is such an important part of our community. The support they provide to the downtown business community is significant to the success of Belfast. Events like the Sip & Splurge and Belfast Restaurant Week really help us to sustain through what would otherwise be a slow winter. In addition, the help from OTB in forming the Belfast Restaurant Group has been invaluable."



**Tina DeSanto**

Owner of Delvino's, Harborwalk Restaurant and Front Street Pub

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## THE RESULTS.....

- + Growth had been consistent through 2019
- + Some thought an ask for support should not be taken on during COVID – but they asked anyway
- + No one has dropped their partnership – though they lowered expectations for 2020 with new partners (still planning for a slight increase)



**Our Town Belfast**  
A MAIN STREET COMMUNITY

Actual 2017	\$ 12,960.80
Actual 2018	\$ 17,506.00
Actual 2019	\$ 22,694.00
Adjusted Projected 2020	\$23,000

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## SOLICIT BUSINESSES DOING BUSINESS IN THE DISTRICT AND LOCATED ELSEWHERE



- + Ask businesses in the district to make a list of businesses they use (**trash haulers, uniform and carpet runner suppliers, restaurant and beverage suppliers, landscaping services, contractors, planners, equipment/repair, etc.**)
- + Target those that are doing well during COVID.
- + Have those businesses hand letters to those vendors. Or get contact info for corporate offices.
- + Look at businesses in your community, but not in downtown



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## WHAT INDUSTRIES/BUSINESS ARE LESS IMPACTED?

- + Construction – home improvement businesses (of all kinds)
- + Professionals
- + Industrial businesses
- + Grocery store wholesalers
- + Utilities, phone, and cable providers
- + RV and camper dealers
- + Bike Shops – Fitness stores
- + Pool companies
- + Pharmacies/Dollar Stores (national chains)
- + Others (may vary locally)

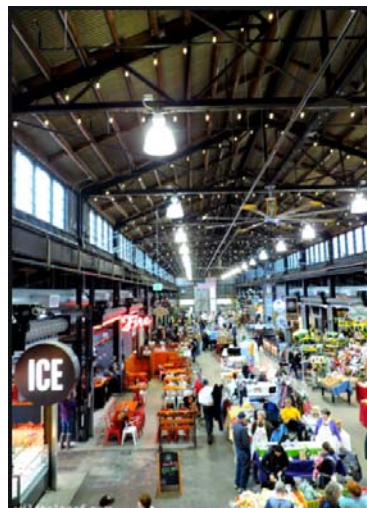


Associated Grocers in NH hired 100 people.

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## #3 RESIDENTIAL GIVING

- + Communities have shared that this is a growth area for their Main Street programs.
- + People still want to support their downtown – you need to show them how.
- + Builds on community commitment/support.



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## HOMEPAGE OF ISSAQUAH

Donate is the first thing one see



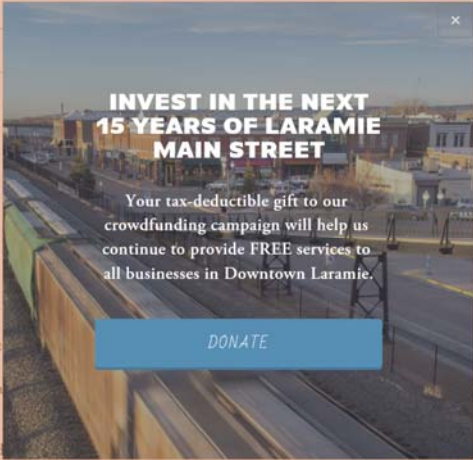
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## LARAMIE MAIN STREET GIVING POPPED UP FIRST



15 YEAR ANNIVERSARY

Search



**INVEST IN THE NEXT  
15 YEARS OF LARAMIE  
MAIN STREET**

Your tax-deductible gift to our crowdfunding campaign will help us continue to provide FREE services to all businesses in Downtown Laramie.

[DONATE](#)

history and enhancing its development, celebration, and

critical expenses and recoup the summer's adored

osing in return for your






Here's how you can participate:

- Purchase a reward from our crowdfunding campaign
- Make a cash donation and receive a reward
- Spread the word about our campaign to friends and family

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## MAKE IT CLEAR YOU NEED \$\$ SUPPORT

Join us here at Main Street Crestview as a partner today!

				
<b>Emerald Business / Individual Partner</b>	<b>Sapphire Business / Individual Partner</b>	<b>Ruby Business/Individual Partner</b>	<b>General Partner</b>	<b>Individual Partner</b>
<b>\$300.00</b>	<b>\$250.00</b>	<b>\$150.00</b>	<b>\$100.00</b>	<b>\$50.00</b>

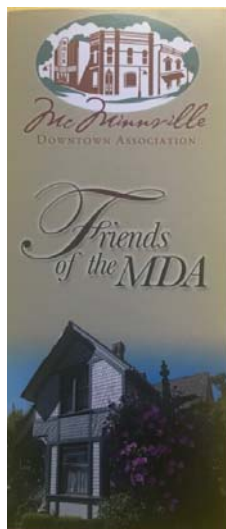
*Join Main Street Crestview Association today and become an active partner of your community.*

[I WANT TO BECOME A PARTNER](#)

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## RESIDENTIAL GIVING

- + Some offer a “Friends” category.
- + Lower level, generally \$100 or less.
- + What about those the philanthropists in our communities?
- + Is it best to reach them thru social media, snail mail?



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## PLAN INCREASED GIVING

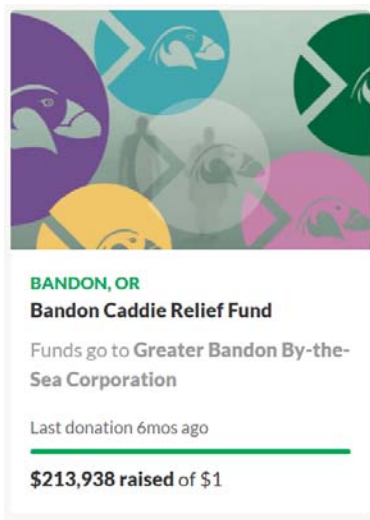


Support

- + If Main Street has a set level such as \$50 to be a friend, upon renewal offer a free coffee mug if the donor increased their pledge by more than \$20.
- + Do this each year (new color mug, different item)

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## GREATER THAN GOLF BANDON, OR



- + Greater Bandon Association took this on to help caddies who represented 15% of Bandon's workforce.
- + Additional fundraising pushed it above \$300,000.
- + Assisted eligible caddies.

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## FUNDING TO SUPPORT RESTAURANTS GOFUNDME

- + 100% of donations to this Heart of Biddeford fundraiser will go to support downtown restaurants and frontline workers. Your contribution will purchase meals from participating local restaurants, who will then make deliveries to frontline workers at the hospital, police, fire department and more!

In these tough times, this is one way we call pull together and convey our appreciation to the people who show up day after day, keeping us safe and healthy!

Heart of Biddeford, powered by the strength of community involvement, fosters a vibrant, inclusive and sustainable downtown, for residents, businesses and visitors.



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## HOST A SMALL GATHERING

- + Leading citizen who loves Main Street
- + Invite 10-20 individuals who attend to hear a pitch for Main Street and its projects.
- + One community in AL last year had a local doctor host hoping to raise \$5,000, they netting over \$15,000.



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## #4 SPECIAL EVENT INCOME



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## VIRTUAL FUNDRAISING

SILOAM SPRINGS, AR

### 2020 Virtual Main Event Tickets



**Live on Facebook**  
 Silent Auction and Live Auctions  
 With items feature online

Raised \$17,000 in one night!

### Event Ticket: \$65

*Your ticket includes:*

- A \$15 gift certificate to the Downtown eatery of your choice.
- A delivery of Pure Joy Ice Cream to enjoy the night of the event.
- A crowler of beer from Ivory Bill Brewing!
- Entry to our "Staycation" Door Prize Drawing! The winner will be drawn LIVE!



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## SKOWHEGAN, MAINE

### CRAFT BREW FEST TO BREW BAG



#### Skowhegan Craft Brew Festival

- Scheduled for Saturday, September 5, 2020
- 1,300 attendees annually
- Projected \$30K in revenue

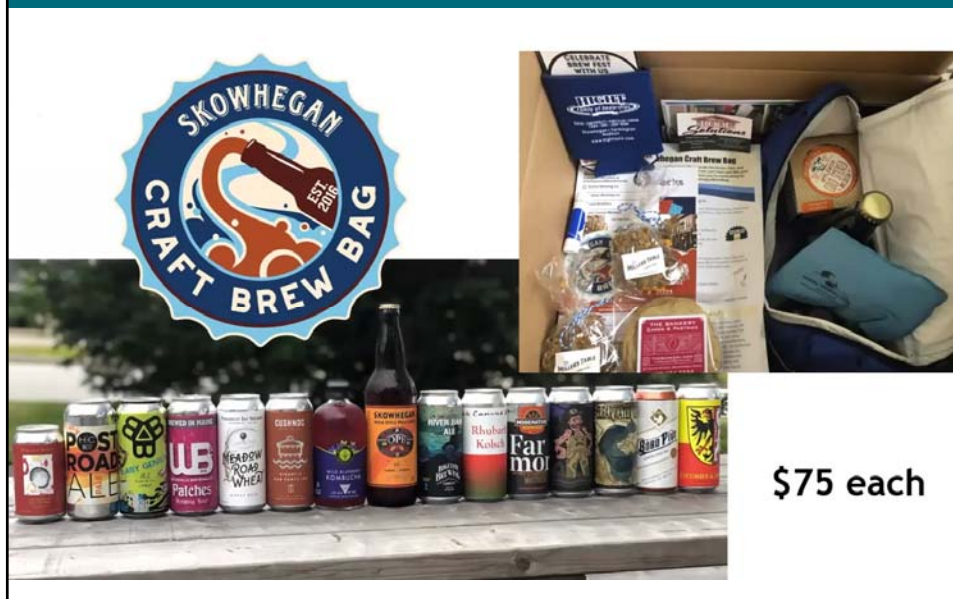
Pandemic forced a pivot to an alternative fundraiser ..

#### Skowhegan Craft Brew Bag

- 300 bags sold
- 15 brews and assorted flavors of Skowhegan
- Curbside pickup prior to Labor Day weekend
- Promoted to past attendees & in southern Maine

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## CONTENTS OF BREW BAGS



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## ENJOYING THEIR BREW BAGS



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## TARGETED PORTLAND FOR VISITORS



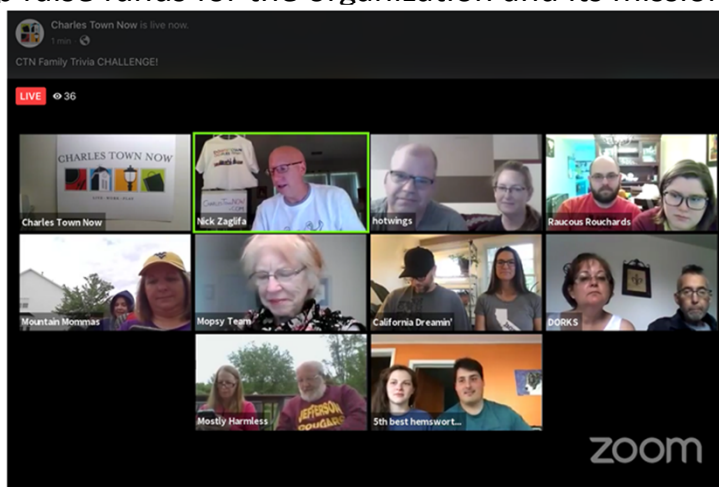
**Good vibes &  
\$14,500 in net revenue generated**

Half of what the festival, but less time, less work, and safer for the community.

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## #8 – FUNDRAISING EVENTS

- + Events that people attend, knowing they are there to help raise funds for the organization and its mission.



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## DINING ON MAIN STREET? QUINCY, IL

- + \$100 tickets
- + Locally sourced foods
- + Prepared by downtown restaurants
- + Now people drive up – get meals to-go with a bottle of wine.
- + Don't give up on all events – some just need to find a new way to happen.



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## OLD TOWN CAPE, CAPE GIRARDEAU, MO



- + Join us at Century Casino or online for Revivify 2020!!!

There are lots of ways to be a part of the fun!!

- 1) Bid on items in our Charles L. Hutson virtual auction through the Auctria app. Download it now!
- 2) Tune in to the livestream right here on Facebook.
- 3) Listen and call in to our radiothon on 93.9 The River @ (573) 200-XXXX
- 4) Come see us, grab a drink, listen to some tunes and bid in person at the Century Casino. Auctria

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## AUCTION ITEMS



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## \$42,300 RAISED



Old Town Cape, Inc.

October 24 at 11:02 AM · 🌐

HOORAY! We made it to our goal PLUS some!!!

THANK YOU to everyone who was involved in helping this brand new event come to life including all of our sponsors (listed below), volunteers, the Revivify committee, 93.9 The River, Media Leaf LLC, and more!

We also want to thank all of YOU who bid, donated, and purchased raffle tickets, as well as those of you who helped SHARE this event to your friends and families.

\*\*\*\*If you were one of the lucky winners of an auction item, you can pick up your items on Wednesday, October 28 at the Old Town Cape office between 8 a.m. and 4 p.m.\*\*\*\*

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## HARRISONBURG, VA VISIT THEIR WEBPAGE



+ The mini-concerts were free but we did ask people to consider doing one of two things - support the musicians by making a contribution to their virtual **tip jars** (and all the artists said that they did very well by these contributions), and to **donate to our Small Business Resilience Grant Fund**. Each concert had a business sponsor of \$1000. \$250 of that went to the artist and the rest help build up our downtown business grant fund. A tiny bit of the funds raised went to Facebook ads to promote viewership. None went to our organization - but I don't advise that.

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## TALENT TO TABLE LIVERMORE, CA



### About this Event

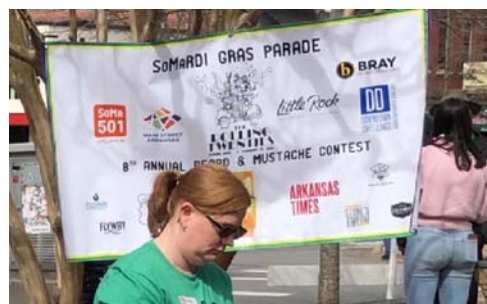
Join us for our Talent to Table Fundraiser Series for a beautiful evening of dining and drinks with The Las Word. You will be entertained by a live demonstration of the art of preparing traditional Spanish Paella with the Chef. The Bartender will then teach you to make a traditional cocktail and Sangria. This will be interactive and fun for all. You'll go home with new culinary and cocktail skills! Get your Social Bubble together and tables will sell for 2, 4 or 6 guests.

**Talent to Table Fundraiser Series - Paella Dinner with The Last Word**

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## Shifting Sponsorships

- Be in communication with event sponsors
- Will they shift sponsorship to unrestricted funds?
- Align them with your other work.
- First rights at lead sponsorships for next year, if funds are committed this year.



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## #5 - MERCHANDISE SALES

Serves more than one purpose:

- ✓ Fundraising
- ✓ Public Relations
- ✓ Promotion/Marketing
- ✓ Business model for Saco
- ✓ Sharing community recipes



**Kansas Main Street**  
1 hr · 📍

Community Spotlight! We love highlighting the innovative programs our Kansas Main Street Communities are engineering to help support their local businesses and residents as we recover from the current health crisis. One of **Russell Main Street's** local screen-printing businesses-- **Getting Noticed--** created the campaign, **Better Together Russell!** This campaign offered branded t-shirts for consumers to purchase, with \$10 of each sale going towards the business of their choice. The prog... See More



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## FACEMASK SALES

- + Love Local Rochester Protective Face Masks are now available, and they are going fast! The masks are hand sewn & embroidered, 100% cotton and machine washable. \$15 each and proceeds benefit the Downtown Rochester "Road to Recovery" Events & Promotions.
- + Downtown Rochester now has a storefront to sell their merchandise.

- + Sold 1,000 in two days
- + Broadway Embroidery in Downtown Lake Orion, hired 3 seamstresses to help fill the order, plus referrals.



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## LOVE LOCAL – SUPPORT LOCAL



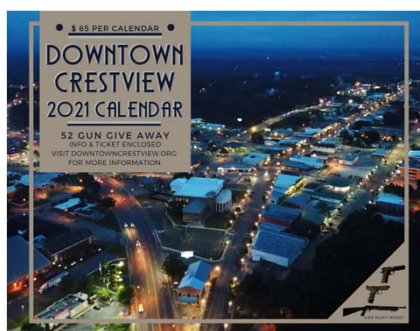
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## GAMES, COOKBOOKS, CALENDARS



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## GUN GIVEAWAY



- + \$65 calendar (\$75 if being mailed)
- + Gun drawn for every Wednesday in 2021



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## #6 – EARNED INCOME



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## RAINY DAY FUNDS (ENDOWMENTS)

+If you never had a rainy-day fund (endowment) before, you need to plan one in the years to come.



Way to accomplish that:

- +Set aside a % of all event income
- +Solicit funds for that specific purpose (philanthropists, board members, etc.)
- +Successful high school alumni (letter campaign)

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## #7 – GRANTS

\$1M in funding available in \$5,000-\$15,000 grants

First round winners awarded

Second round winners will be announced soon

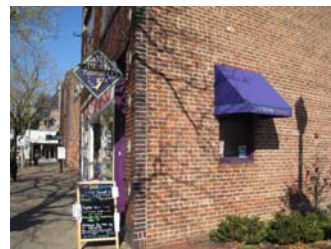


\$100M request being made to Congress now

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## MESSAGE TO ALL FUNDING PARTNERS

- + Your board is making strategic choices to deliver your core programs and services.
- + Optimistic for the future and the recovery.
- + To reinstate programs and services if they are cut during recovery.
- + Ideas to make up for any lost revenue, cancelled events.
- + Acknowledge that you may ask more from donors, post-crisis.



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## BECAUSE OF COVID-19 EVERY FUNDING SOURCE IS IMPACTED

- Now it the time for a strong message to the community and the city about your purpose and mission.
- If you haven't developed a message – it's recommended.
- Fundraising isn't just about an event that raises money. So much of your success is the message you put out to stakeholders



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## TELLING YOUR STORY



### + Focus on


- What you are are doing NOW to help downtown business owners (i.e. Business Resource Center, online assistance, small events, etc.)?
- What are your plans for recovery?
- Communications (your communications plan is more important than ever)

### + How your organization adds value to the community

### + Creating and maintaining community traditions (thru events)


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## TOOLS



**PROPOSED FUNDRAISING PLAN 2021**

	2020 \$	2021 \$
<b>Total Income/Operating Budget</b>		
<b>Income Sources</b>		
Municipal County Support	\$	\$
Business Investments with the district (retail, service)	\$	\$
Businesses Outside Downtown (industrial, retail, service)	\$	\$
Residents (giving levels and local philanthropists)	\$	\$
Civic Organizations (can include project support)	\$	\$
Special Event Income (list events separately note the cost of the event and net proceeds, sponsorships)		
1.	\$	\$
2.	\$	\$
Fundraising Event Income (list events separately note the cost of the event and net proceeds)		
1.	\$	\$
Special Projects Fundraising (capital campaign, streetscape, etc.)	\$	\$
Grants (specifically applied for grants not corp. donations)	\$	\$
1.	\$	\$
Merchandise Sales	\$	\$
Endowments Planned Giving	\$	\$
Other (please note specifically)	\$	\$
1. Bank interest		
<b>Totals</b>	\$	\$



**FUNDRAISING (Development) PLANS**

Developing a comprehensive fundraising strategy should be led by the Board of Directors with the Board, Committees, Project Task Forces and staff all sharing in the implementation of the plan. It is not just the job of the board to fundraise and it is not just the job of the executive director staff to fundraise. Everyone must play an active role in fundraising.

**Income Sources**

*Municipal Contributions*

*Funding Recommendations:*

1. What is the timetable needed for securing continued funding from the city/town? Has Main Street made regular appearances at Council meetings – not just to ask for money?
2. Review materials that need to be presented. Has the Main Street program been in good communication with municipal officials throughout the year? Do they understand that Main Street is providing support as an economic development organization, not a charitable organization?
3. What is the "Value" you bring to the City? Strengthen your pitch. Share the "Benefits of Main Street" list so the municipality understands that the city/town is the greatest benefactor of a successful downtown.
4. If the city/town has remained at the same funding level for more than three years, consider asking for an increase. Municipalities should not be treated from investing in downtown or the Main Street program.
5. Should the community develop a Business Improvement District (BID) or Tax Increment Finance District (TIF)? Understand that this mechanism should not replace city funds, since it comes from the property owners and new development.
6. Track the City/Town in-kind support and acknowledge their municipal investment made in downtown.
7. Gain recognition of the municipal contribution (especially volunteers from the City and in-kind support).
8. Share other city contributions for other Main Street programs, in state.
9. Consider developing an MOU with the city as to the use of their funding so Main Street can track and provide R.O.I (outcome of projects, leveraging of volunteer time with their hours, etc.) specifically to their investment in Main Street.

*Annual Pledge as Investment Drive*

- Downtown Businesses (retail, service, and professional businesses)
- Businesses Outside of the Downtown but in the city (industrial, retail, service, professional)
- Residents (giving levels and local philanthropists) – Friends of Downtown
- Civic Organizations

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## Q & A




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