Organizing a Successful Downtown Revitalization Program Using the Main Street Approach

Office of
Trade & Economic
Development

Washington State. Four borders. No boundaries.™

Downtown Revitalization Program

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The Main Street Approach

Main Street™ is a philosophy, a program, and a proven comprehensive approach to downtown commercial district revitalization. This approach has been implemented in over 1,200 cities and towns in 40 states across the nation with the help of the National Main Street Center and statewide downtown revitalization programs.

The success of the Main Street™ approach is based on its comprehensive nature. By carefully integrating four points into a practical downtown management strategy, a local Main Street™ program will produce fundamental changes in a community's economic base:

Organization involves building a Main Street™ framework that is well represented by business and property owners, bankers, citizens, public officials, chambers of commerce, and other local economic development organizations. Everyone must work together to renew downtown. A strong organization provides the stability to build and maintain a long-term effort.

Promotion creates excitement downtown. Street festivals, parades, retail events, and image development campaigns are some of the ways Main Street™ encourages customer traffic. Promotion involves marketing an enticing image to shoppers, investors, and visitors.

Design enhances the attractiveness of the business district. Historic building rehabilitation, street and alley clean-up, colorful banners, landscaping, and lighting all improve the physical image of the downtown as a quality place to shop, work, walk, invest in, and live. Design improvements result in a reinvestment of public and private dollars to downtown.

Economic Restructuring involves analyzing current market forces to develop long-term solutions. Recruiting new businesses, creatively converting unused space for new uses, and sharpening the competitiveness of Main Street's traditional merchants are examples of economic restructuring activities.

The Eight Principles Guiding Successful Downtown Revitalization Programs are:

1. **Comprehensive**. A single project cannot revitalize a downtown or commercial neighborhood. An ongoing series of initiatives is vital to build community support and create lasting progress.

2. **Incremental**. Small projects make a big difference. They demonstrate that "things are happening" on Main Street and hone the skills and confidence the program will need to tackle more complex projects.

3. **Self-Help**. The State can provide valuable direction and technical assistance, but only local leadership can breed long-term success by fostering and demonstrating community involvement and commitment to the revitalization effort.

4. **Public/Private Partnership**. Every local Main Street™ program needs the support and expertise of both the public and private sectors. For an effective partnership, each must recognize the strengths and weaknesses of the other.

5. **Identifying and Capitalizing on Existing Assets**. Unique offerings and local assets provide the solid foundation for a successful Main Street™ initiative.

6. **Quality**. From storefront design to promotional campaigns to special events, quality must be instilled in the organization.

7. **Change**. Changing community attitudes and habits is essential to bring about a commercial district renaissance. A carefully planned Main Street™ program will help shift public perceptions and practices to support and sustain the revitalization process.

8. **Action Oriented**. Frequent visible changes in the look and activities of the commercial district will reinforce the perception of positive change. Small, but dramatic, improvements early in the process will remind the community that the revitalization effort is underway.

Criteria for National Designation as a Main Street™ Program

1. Broad-based community support for the commercial district revitalization process with strong support from both the public and private sectors.

2. Vision and mission statements relevant to community conditions and to the local Main Street™ program's organizational stage.

3. Comprehensive Main Street™ work plan.

4. Historic preservation ethic.

5. Active board of directors and committees.

6. Adequate operating budget.

7. Paid professional program manager.

8. Program of ongoing training for staff and volunteers.

9. Reporting of key statistics.

10. Current member of the National Main Street Network.

It takes hard work and commitment by a community to become and maintain its designation as a Main Street™ community. Along with this designation comes the honor of permission to use the title "Main Street™". Communities must be evaluated and meet the criteria above to use this title. Evaluation is done yearly, and will be granted only to Main Street™ designation level communities that fully participate in the State's "Tier System".

Call the Washington State Downtown Revitalization Program at 360-725-4056 for more specific information about Main Street™ criteria, use of the Main Street™ name, or the Tier System.

Why is Downtown Important? ...

Can malls and discount centers take the place of downtowns in the future? The answer is most definitely no. Though malls and discount centers play important roles in our communities, downtown is much more than a shopping center. It is critical for everyone involved in downtown revitalization to understand the value of downtown. Here are some good reasons why downtown is important (though they're not in any particular order):

1. Your central business district is a prominent employment center. Even the smallest downtown employs hundreds of people. Downtown is often the largest employer in a community.

2. As a business center, your downtown plays a major role. It may even represent the largest concentration of businesses in your community. It also serves as an incubator for new businesses—the successes of tomorrow.

3. Most of the businesses in your downtown are independently owned. They support a local family who supports the local schools, etc. Independent businesses keep profits in town.

4. Downtown is a reflection of how your community sees itself—a critical factor in business retention and recruitment efforts. When industry begins looking at your community as a possible location, they examine many aspects including the quality of life. Included in quality of life is interest in downtown — is it alive and viable, or does it represent local disinterest and failure?

5. Your downtown represents a significant portion of the community's tax base. If this district declines, property will decrease in value and subsequently increases the tax burden on other parts of your community.

6. The central business district is an indispensible shopping and service center. Though it may no longer hold the place as your community's most dominant shopping center, it still includes unique shopping and service opportunities. Attorneys, physicians, accountants, and insurance offices, as well as financial institutions, are often located downtown.

7. Your downtown is the historic core of your community. Many of the buildings are historically significant and help highlight your community's history.

8. Downtown represents a vast amount of public and private investment. Imagine the costs to recreate all the public infrastructure and buildings already existing in your central business district. Think of the waste of past dollars spent if downtown is neglected.

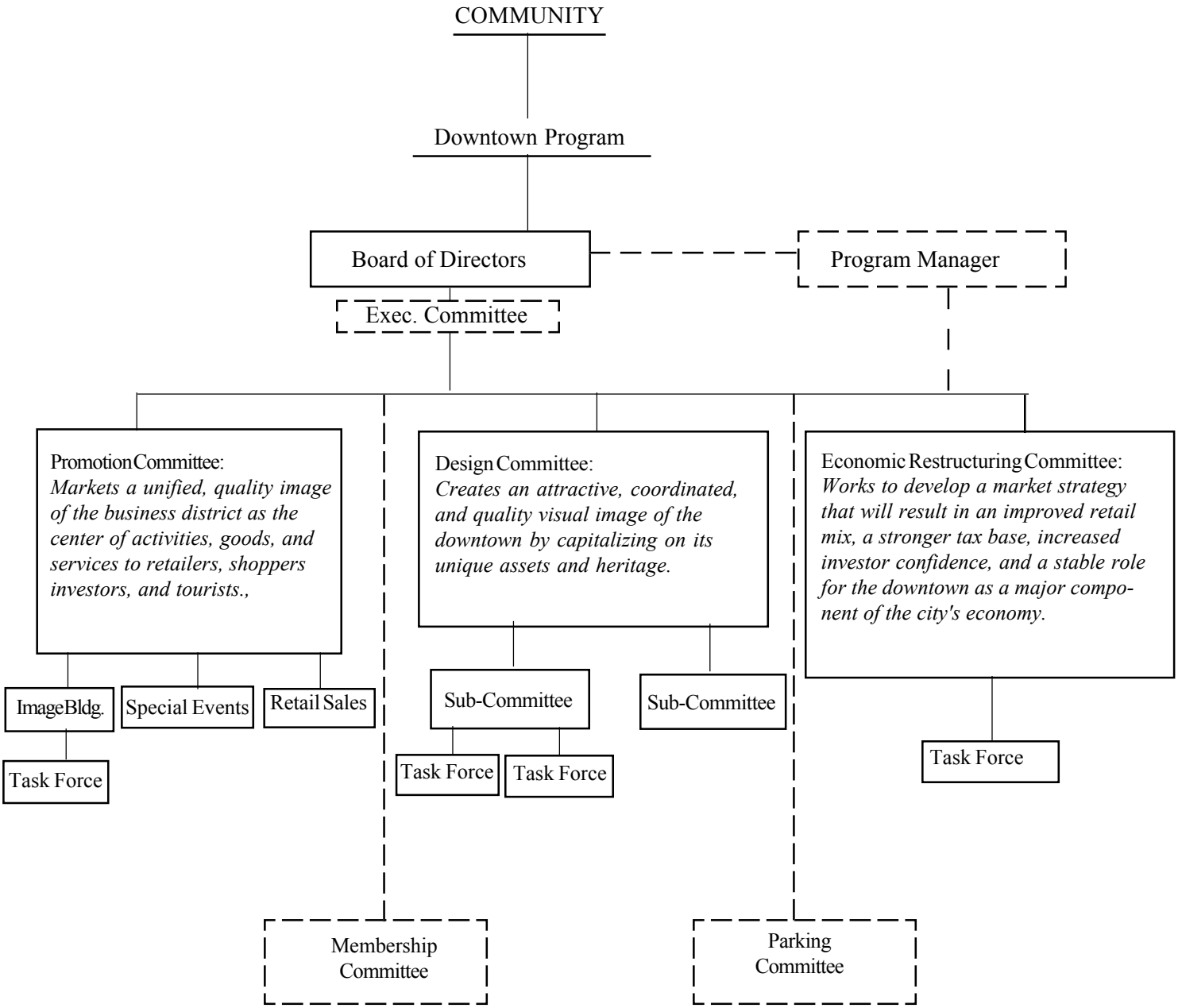
9. A central business district is often a major tourist draw. When people travel, they want to see unique places. There isn't a downtown like yours in the world!

10. Downtown is usually a government center. Most likely it is where your city hall, county courthouse, and post office are located. This "one stop" shopping for government services is a notable feature of downtowns across the country.

11. And, perhaps, most important, your downtown provides a sense of community and place. As Carol Lifkind, author of *Main Street: The Face of Urban America*, said "...as Main Street, it was uniquely American, a powerful symbol of shared experiences, of common memory, of the challenge, and the struggle of building a civilization... Main Street was always familiar, always recognizable as the heart and soul of the village, town or city."

(Edited from an article by Alicia Goehring, Wisconsin Main Street Program, Wisconsin Department of Development)

Organizational Chart



Revitalization Program Partners

The local downtown revitalization program must involve groups throughout the community to be successful. Different groups have different interests in the downtown. And, while each may have a particular focus, all groups ultimately share the common goal of revitalizing the commercial district. By involving a broad range of constituents in the process, the downtown program can help each group realize that this common goal exists and that cooperation is essential for successful revitalization. Furthermore, by identifying each organization's greatest strengths, the downtown program can help focus that group's energy in the areas where it will be most effective and have the most to contribute. Groups typically represented and involved in successful local downtown revitalization programs include:

Retail & Service Sector Business Owners
Retail and service sector activity is an important part of the downtown's economic base; consequently, business owners have a vested interest in the success of the downtown revitalization program. Retailers are often most interested in, and the most valuable contributors to downtown promotional activities, though their involvement in other downtown activities can also be beneficial.

Property Owners
Since they literally own the downtown, property owners have a direct interest in the downtown program's success and often become active participants in the revitalization process. Absentee owners, though, may show little or no interest in the program, nonetheless, they should be kept informed about revitalization activities and, as the program develop greater competency in direction downtown's economic growth, should continue to be invited to take part in its projects.

Chambers of Commerce
The chamber of commerce is an important player in most downtown revitalization programs because of its interest in the community's commercial development. The chamber can help the downtown program by providing liaison with local and regional economic development agencies, helping businesses expand, recruiting new businesses and sharing information resources. Remember, though, that the chamber must be concerned with community wide development. Focusing too much on the downtown can contradict its direct mission.

Financial Institutions
Local financial institutions benefit from a revitalized downtown in many ways, from making new business loans to being able to attract new industry to the community. Banks and savings and loans can support the revitalization program by helping package loans, taking part in interest buy down and other financial incentive programs, providing leadership and seeking innovative ways to stimulate downtown economic development. Many financial institutions also find that participation in the local downtown revitalization program helps satisfy their directives under the Community Reinvestment Act.

Consumers
In many ways, consumers stand to benefit the most from a revitalized downtown offering goods and services that meet their needs. Many local consumers who may not belong to an existing community organization will still be interested in participating in the revitalization effort and in helping make the downtown - and the community - a more lively place to be.

City and County Government
Without the support and involvement of local government, it is doubtful that a downtown revitalization program will achieve long-lasting success. Local government can help provide the financial and information resources, technical skills and leadership to the revitalization effort. Because local government plays a major role in direction the community's economic growth, it must be an active participant in restructuring the downtown's economic base and developing innovative solutions to downtown issues.

Media
Downtown revitalization means creating new jobs, generating new investments and bringing more money into the community - all newsworthy activities. Thus,

the media are usually major supporters of a downtown revitalization effort. In addition to publicizing the local program's successes, media can provide information about local market characteristics to help the revitalization effort find better ways to meet consumer needs.

Regional Planning Commissions and Councils of Government

These groups can provide the local downtown program with market data and other technical information about the downtown's market area. They can also help the program identify resources and establish relationships with regional, state and national economic development agencies.

Historic Societies and Historic Preservation Organizations

These groups can contribute expertise in local history, preservation technology and related fields to the downtown revitalization program.

Civic Clubs

By taking part in the revitalization program, civic clubs can help improve the community's quality of life and make the downtown a more pleasant and vibrant place for community activities.

Schools

Schools can contribute to successful downtown revitalization in several ways. First, by involving young people in the revitalization process, the downtown program can reach a segment of the community that may not be familiar with downtown. Second, they can help students become positive contributors to the community's quality of life. Finally, by giving students opportunities to use their academic skills in a "real world" environment, they can help the downtown revitalization effort implement programs and activities.

Source: Revitalizing Downtown, National Main Street Center, 1991

Checklist for Starting a Comprehensive Downtown Program Using the Main Street™ Approach

√ 1. __ Ask your merchants, business owners, property owners, and residents about the idea. Make sure to contact the Chamber of Commerce.

√ 2. __ Possibly hold a town-hall type meeting on the idea. Call the State Downtown Revitalization Program at 360-725-4056 for advice and possible attendance at the meeting. Show the 4-Point slide show.

√ 3. __ Ask the local newspaper(s) to run a story about the possibilities of starting a downtown program. Be a guest on the local radio station to help educate folks about starting a program. Your booklet has a sample press release.

After Getting Feedback and Ideas, If You Decide to Move Ahead...

√ 1. __ Contact your city about regulations, business licenses, and/or any fees. Also ask for support.

√ 2. __ Identify possible board members and supporters. Create an interim board of directors.

√ 3. __ Contact the IRS for a Taxpayer Identification Number. Also obtain applications from them for 501(c)(?) designation. See category options in the booklet. Most comprehensive downtown programs focusing on the Main Street Approach™ try for a 501(c)3 designation.

√ 4. __ Write By-Laws and Articles of Incorporation. Your booklet has samples. Work with an attorney.

√ 5. __ Identify an address or post office box for mail, as well as a contact person for phone communications.

√ 6. __ Get paperwork from the Secretary of State for a state business license. Fill it out and return it.

√ 7. __ Create a realistic first year budget. Go get donations from supporters and bank them.

√ 8. __ Get press releases out to the newspapers for FREE publicity. Letters to the Editor are worth gold, don't forget them!

√ 9. __ Create a realistic workplan. Plan in some low-cost, high visibility projects.

√ 10. __ GO FOR IT!

Nonprofit, Tax-exempt Organizational Categories

	501(c)3	501(c)4	501(c)6
Purpose	Charitable or educational	Nonprofit civic leagues and organizations promoting social welfare	Promotion of some common business interest
Comments	Must be organized and operated exclusively for one or more of the purposes specified	Can serve recreational purposes as well; can serve a wider class of beneficiaries than (c)3 and (c)6 organizations	Must be devoted to improvement of business conditions of one or more lines of business, rather than performance of particular services for individuals; primarily membership groups
Political activity allowed?	May not direct a substantial part of its activities towards influencing legislation	May be involved in lobbying but cannot support a candidate for public office	Unlimited lobbying efforts as long as activities are directly to promoting common business interests of the organization
Exempt from federal tax?	Yes	Yes	Yes
Charitable deductions available to donors?	Yes	No	No
Eligible for foundation and federal grants?	Yes	Not usually	Not usually
Property tax exemption?	In most states	Not usually	Not usually
Business deductions available to donor?	Only as charitable deductions	No	Portion of membership dues attributable to permissible lobbying that has a direct interest to member is deductible

Kruppopolis Downtown Development Association
Articles of Incorporation

We, the undersigned natural persons of the age of eighteen (18) years or more, acting as incorporators under the Washington Nonprofit Corporation Act, adopt the following Articles of Incorporation.

ARTICLE I

The name of the corporation is the Kruppopolis Downtown Development Association, and its duration shall be perpetual.

ARTICLE II

The purposes of this corporation are as follows:

1) To engage in educational and charitable activities. This corporation is organized exclusively for charitable and educational purposes within the meaning of Section 501 (c) (3) of the Internal Revenue Code. Notwithstanding any other provisions of these Articiles, this corporation shall not carry on any activities not permitted to be carried on by an organization exempt from Federal income taxation under Section 501 (c) (3) of the Internal Revenue Code.

2) To engage in any lawful activity for which Nonprofit corporations may be organized under RCW 24.03.

ARTICLE III

The initial registered office of the corporation in the State of Washington is 332 George Street, Kruppopolis, Washington, 98001, and the initial registered agent for the corporation is Attorney Heather Reynolds.

ARTICLE IV

The members of the governing board shall be known as Directors, and the number thereof shall be fixed by the By-laws of this corporation. The initial Board of Directors shall consist of nine directors, whose names and addresses are:

Bobbie McCallister	1116 Abe St., Kruppopolis
Doug Thompson	10 George St., Kruppopolis
Rick Staeb	1006 Martha Dr., Kruppopolis
Gene Jaques	1218 Abe St., Kruppopolis
Terry Hahn	1092 Martha Dr., Kruppopolis
Jan Mead	1139 Thomas St., Kruppopolis
Susan Fountain	988 Abe St., Kruppopolis
Heather Reynolds	322 George St., Kruppopolis
Don Morden	1213 Abe St., Kruppopolis

ARTICLE V

The corporation is not organized, nor shall it be operated, for pecuniary gain or profit, and it does not contemplate the distribution of income to members thereof, or to any individual. The property, assests, and net income of the corporation shall never inure to the benefit of any individual. No substantial part of the activities of the corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation. The corporation shall not participate or intervene in any political campaign on behalf of any candidate for public office.

ARTICLE VI

Upon dissolution of the corporation, after winding up the affairs of the corporation, and paying the debts and obligations, the remaining assets shall be distributed to a nonprofit fund, foundation, or corporation which has established its tax exempt status under Section 501 (c) (3) of the Internal Revenue Code.

ARTICLE VII

These Articles may be amended as provided by Washington law. However, no amendment may be made to Articles V and VI.

ARTICLE VIII

No Director, trustee or any uncompensated officer of the corporation shall be personally liable to the corporation or its members for monetary damages for conduct as a Director, trustee, or any uncompensated officer provided that this Article shall not eliminate the liability of a Director, trustee or any uncompensated officer for any act or omission occuring prior to the date when this Article becomes effective and for any act or omission for which eliminated of liability is not permitted under the Washington Nonprofit Corporation Act. Any Director, trustee or any uncompensated officer shall be entitled to indemnification for any expenses or liability incurred in his or her capacity as a Director, trustee or any other uncompensated officer as provided by the Washington Nonprofit Corporation Act.

ARTICLE IX

The names and addresses of the incorporators are:

Bobbie McCallister	1116 Abe St., Kruppopolis
Doug Thompson	10 George St., Kruppopolis
Rick Staeb	1006 Martha Dr., Kruppopolis
Gene Jaques	1218 Abe St., Kruppopolis

We, the undersigned incorporators, declare under penalty of perjury, that we have read the foregoing and to the best of our knowledge and belief, it is true, correct, and complete.

Dated the 3rd day of October, 1991.

Kruppopolis Downtown Development Association
By-Laws

ARTICLE I
Name and Term

The name of this association shall be the Kruppopolis Downtown Development Association (hereinafter KDDA), and its duration shall be perpetual. It shall be a nonprofit corporation and seek exemption under Section 501 (c) (3) of the Internal Revenue Code.

ARTICLE II
Offices

A. Principal office: The principal office of the KDDA shall be in the State of Washington, County of Gooding, City of Kruppopolis. Further, it shall be located within the boundaries of the Kruppopolis Downtown Development District.

B. Registered office: The registered office of the KDDA shall be maintained in the State of Washington, and may be, but need not be, identical with the principal office. The address of the registered office may be changed from time to time by resolution of the Board of Directors.

ARTICLE III
Amendments

These By Laws may be amended by resolution at any time by an affirmative vote of at least two-thirds of the entire Board of Directors.

ARTICLE IV
Purposes

A. Promotions: KDDA shall promote and sponsor discussion groups and shall educate and inform citizens and members on topics of common interest and concern to the downtown area. KDDA shall maintain information regarding revitalization in the downtown area. KDDA will sponsor cultural, employment and commercial revitalization in to the downtown area. KDDA will provide a forum for members to share knowledge, common experiences and problems. KDDA shall publish community information regarding its activities and other data relevant to downtown revitalization. Such publications may include the following:

1) planning studies, such as the Resource Team Report
2) an organization brochure
3) tourist and visitor information brochures, maps, and guides
4) special event flyers, pamphlets, posters, or brochures
5) the KDDA regular newsletter

B. Organization: KDDA will organize and promote constructive relationships between local government bodies and private business and citizens. KDDA will coordinate zoning, and other regulatory activity affecting the downtown area. KDDA will support other charitable and educational organizations whose primary interest is to preserve and develop the beauty and economic stability of Kruppopolis. KDDA will promote the concerns of the downtown area at the city, county and special district level.

C. Economic Restructuring: KDDA will help to diversify the community by recruiting new stores to balance the retail mix; devising and writing marketing packages for interested owners and/or business people who want to recruit new business into their space, aiding potential business owners in finding retail space, and by aiding in the acquiring of adequate financing.

D. Design: KDDA will assist in planning and coordinating the design of improvements in or adjacent to the downtown area. KDDA will aid in providing design services for buildings and signage. KDDA will provide information on painting, construction, historic renovation, and preservation. KDDA will promote and assist in city beautification projects. KDDA will participate in the planning and development of public interest projects in the downtown area. KDDA will promote effective redevelopment efforts and assist in planning for the revitalization of the downtown area. KDDA shall, whenever possible, recommend appropriate uses and design standards for downtown area development.

ARTICLE V
Powers

A. General Powers: KDDA shall have all powers granted by Washington law. It shall also have the power to undertake, either alone or in cooperation with others, any lawful activity which may be necessary or desirable for the furtherance of any or all purposes for which KDDA is organized.

B. Investment Powers: KDDA may invest both assets secured by KDDA, and services provided by KDDA resulting in development, as program related investments. Any returns from such investment shall be used by KDDA for: 1) ongoing operational funding; or 2) reinvestment in additional development projects. No portion of the returns will inure to the benefit of any member, Director, Officer or staff member of KDDA.

ARTICLE VI
Boundaries and Membership

A. Boundaries: The boundaries of the downtown district shall be defined as; Bounded by Eleanor Avenue on the south, Betsy Avenue on the north, Andrew Street on the west, and Theodore Street on the east.

B. Membership: There shall be three types of membership in KDDA: 1) businesses who pay occupational taxes to the City of Kruppopolis located within the downtown district, 2) real property owners located within the downtown district, and 3) patron members. Dues of occupational tax payees shall be assessed as a surcharge to said occupational tax. Dues from other members shall be collected as the Board shall from time to time establish. Dues for each type of membership may be different and shall be in the amounts as may be set from time to time by the Board of Directors.

ARTICLE VII
Annual Meeting

The annual meeting of the KDDA membership shall be the second Tuesday in April or such other time as the Board of Directors may direct. Members shall be notified by mail at the address listed on their license or membership application more than 30 days before the meeting convenes. The purpose of the annual meeting shall be to complete tallying and announce the Board of Directors of KDDA for the following year, and such other business as the Board of Directors brings before the membership.

ARTICLE VIII
Directors

A. Duties: The Board of Directors shall manage, set the policy for, and oversee the management of the affairs of KDDA. They shall control its property, be responsible for its finances, formulate its policy, and direct its affairs. The Board of Directors may hire an Executive Director and support personnel. The Board of Directors may enter into contracts necessary to accomplish the KDDA goals.

B. Qualifications: There shall be nine members of the Board of Directors. Any member, employee of a member business, or partner or associate in a member business of KDDA may be a Director. However, there must be a Director from both retail and non-retail businesses, as well as real property owner and patron membership categories. There shall not be a majority of any occupation on the Board. Directors must be of sound mind and of legal age.

C. Term: Every Director shall be elected for a three (3) year term. However, the initial Board of Directors shall serve staggered terms. Directors on the initial Board shall by lot be elected: three for three (3) years, three for two (2) years and three until the first annual meeting.

D. Elections: Directors shall be elected by the membership by mailed ballot. Tallying of ballots shall be completed, and the new Directors announced at the Annual Meeting. Every member shall have one vote for each available Director's position. Nominations to the ballot slate shall be made either: 1) by petition submitted to the KDDA office more than 20 days in advance of the annual meeting, signed by nine members; or 2) by the nominating committee, which shall consist of the outgoing Board members and the President. Ballots shall be mailed to each member more than 14 and less than 21 days before the annual meeting. Ballots must be received at the KDDA office by 5 p.m. on the day before the annual meeting. In the event of a tie, a runoff election shall be held by written ballot at the annual meeting. In the event there is not a Director elected from a membership category; then the new Director with the fewest votes shall not be named, and an election for that position shall be held by written ballot, at the annual meeting.

E. Vacancies: Any Director may resign at any time by giving written notice to the KDDA office. Any vacancy in the Board occurring because of death, resignation, refusal to serve, or otherwise shall be filled for the unexpired term by action a majority of the remaining Directors. Three consecutive unexcused absences from regular Board of Director's meetings shall be considered a vacancy.

F. Meetings: The Board of Directors shall meet at least monthly. The President and/or any three Directors may call a meeting of the Board. At a duly called meeting of the Board of Directors, five (5) members shall constitute a quorum. All business of the Board of Directors shall be transacted at a duly called meeting of the Board.

G. Compensation: Directors shall receive no compensation for their services as Directors, but the Board may by resolution authorize reasonable reimbursement of expenses incurred in the performance of their duties. Nothing herein shall preclude a Director from serving KDDA in any other capacity and receiving reasonable compensation for such service.

ARTICLE IX
Officers

A. Number of Officers: KDDA shall have a President, Vice President, Secretary, Treasurer, and such additional officers as the Board of Directors may from time to time designate. Each officer shall serve a one year term. Officers shall be elected by the Board of Directors at the first Board meeting following the Annual meeting of membership.

B. Duties of President: The President shall preside at all meetings of the Board of Directors, and at the annual meeting ending his or her term of office. The President shall be entitled to the same vote as any other Director. The President shall sign all checks and documents pertaining to KDDA for which the President's signature is necessary or desirable. The President shall have the right to limit the speaking time of any Director or member at any meeting.

C. Duties of Vice President: In the absence of the President, or his or her inability to act, the Vice President shall possess all the President's powers and discharge all Presidential duties. The Vice President may also sign any checks or documents necessary for KDDA.

D. Duties of the Secretary: The Secretary shall keep, and preserve, a full and correct record of the proceedings of KDDA, and sign any checks or documents necessary for KDDA, and shall perform such other duties as the Board may from time to time direct.

E. Duties of Treasurer: The Treasurer shall receive and account for, and deposit in the KDDA bank account all funds received by KDDA. The Treasurer shall sign checks for the KDDA. At the annual meeting, and at regular Board of Directors' meetings, the treasurer shall provide a report and summary statement on the financial affairs of KDDA.

F. Delegation of Officer's Duties: The duties of any officer may be delegated to the Executive Director, if delegated by the Board of Directors and included in the Executive Director's job description.

ARTICLE X
Committees

KDDA shall have the following standing committees:

1) Design;
2) Economic Restructuring;
3) Promotion; and
4) Parking.

KDDA shall also have such other committees as the Board of Directors may from time to time establish. Committees shall report at least monthly to the Board of Directors. At least on Director shall serve on every committee. Committees shall be appointed by the President with the approval of the Board of Directors. Committees need not be limited in membership to KDDA members, but can have representatives from other relevant areas of the community, if appropriate.

ARTICLE XI
Corporate Seal

KDDA shall have no corporate seal.

ARTICLE XII
Indemnification

KDDA may indemnify any Officer or Director, or former Officer or Director, his heirs or assigns, for any and all judgments, settlement amounts, attorneys fees and litigation expenses incurred by him by reason of his having been made a party to litigation due to his capacity or former capacity as Officer or Director of KDDA. KDDA may advance expenses where appropriate. Payments of Indemnification must be reported at the next annual meeting. The provisions of this section apply to any cause of action arising prior to the adoption of these By Laws also. The rights of indemnification set forth herein are not exclusive.

An Officer or Director is not entitled to indemnification if the cause of action is brought by KDDA itself against the Officer or Director, or if it is determined in judgement that the Officer or Director was derelict in the performance of his duties, or had reason to believe his action was unlawful.

No Director, trustee or any uncompensated officer of the corporation shall be personally liable to the corporation or its members for monetary damages for conduct as a Director, trustee, or any uncompensated officer provided that this Article shall not eliminate the liability of a Director, trustee or any uncompensated officer for any act or omission occurring prior to the date when this Article becomes effective and for any act or omission for which eliminated of liability is not permitted under the Washington Nonprofit Corporation Act. Any Director, trustee or any uncompensated officer shall be entitled to indemnification for any expenses or liability incurred in his or her capacity as a Director, trustee or any other uncompensated officer as provided by the Washington Nonprofit Corporation Act.

First Year Operating Budget - Sample

KRUPPOPOLIS DOWNTOWN DEVELOPMENT ASSOCIATION
FIRST YEAR OPERATING BUDGET
(Mid-sized program, population 5,000-50,000, full-time director)

	Cash	In-Kind	TOTAL
Personnel			
Exec. Director (including taxes)	30,000		30,000
Benefits	1,800		1,800
Clerical, Bookkeeping	420	300	720
Filing Fees, etc.	1,000		1,000
Total Personnel	33,220	300	33,520
Office			
Rent	2,800	2,400	5,200
Utilities	320		320
Telephone	1,200		1,200
Office Supplies	850	200	1,050
Postage	1,100		1,100
Org. Insurance	400		400
Equip./Repair	600	1,500	2,100
Dues and Subscriptions	400		400
Total Office	7,670	4,100	11,770
Other			
Photography	300		300
Printing	2,500	1,000	3,500
Local Meetings	250		250
Wkshps., Trngs., & Travel	2,400	200	2,600
Public Relations	1,700		1,700
Advertising & Promo	3,000	1,500	4,500
Tech Assistance	2,100		2,100
Committee Expenses	2,000	4,300	6,300
Miscellaneous	500		500
Total Other	14,750	7,000	21,750
TOTAL OPER. EXPENSES	55,640	11,400	67,040

First Year Operating Budget - Sample

ROBINSVILLE DOWNTOWN ASSOCIATION
FIRST YEAR OPERATING BUDGET
(Small town rural program, population under 5,000, part-time director)

	Cash	In-Kind	TOTAL
Personnel			
Exec. Director (including taxes)	15,000		15,000
Benefits	1,100		1,100
Clerical, Bookkeeping	420	300	720
Filing Fees, etc.	1,000		1,000
Total Personnel	17,520	300	17,820
Office			
Rent	2,880	2,400	5,280
Utilities	320		320
Telephone	900		900
Office Supplies	600	200	800
Postage	900		900
Org. Insurance	400		400
Equip./Repair	600	1,500	2,100
Dues and Subscriptions	400		400
Total Office	7,000	4,100	11,100
Other			
Photography	300		300
Printing	2,500	1,000	3,500
Local Meetings	250		250
Wkshps., Trngs., & Travel	2,400	200	2,600
Public Relations	900		900
Advertising & Promo	1,300	1,500	2,800
Tech Assistance	1,400		1,400
Committee Expenses	1,500	4,300	5,800
Miscellaneous	500		500
Total Other	11,050	7,000	18,050
TOTAL OPER. EXPENSES	35,570	11,400	46,970

Sample Format for an Operating Statement

KRUPPOPOLIS DOWNTOWN DEVELOPMENT ASSOCIATION
OPERATING STATEMENT & BUDGET
FYE JUNE 30, 1998

APRIL, 1998	**Current Month Actual**	**Current Month Budget**	**Current Month Variance**	**YTD Actual**	**YTD Budget**	**YTD Variance**	**Annual Budget**
BEGINNING CASH BALANCE	2,600						
INCOME:							
Fundraising	1,013	-	1,013	3,120	2,400	720	2,400
Fundraising Costs	450	-	450	1,251	-	1,251	-
Net Fundraising	563	-	563	1,869	2,400	(531)	2,400
Adver. & Promo.	291	-	(291)	4,560	3,385	1,175	3,740
Adver. & Promo. Costs	115	-	(115)	5,399	2,385	3,014	2,385
			-				
Net Adver. & Promo.	176	-	(176)	(839)	1,000	(1,839)	1,355
Membership Contrib.	470	950	(480)	21,350	24,000	(2,650)	25,805
City of Kruppopolis	-	-	-	15,000	15,000	-	15,000
Corporate Sponsors	100	500	(400)	7,380	10,000	(2,620)	10,840
Grants and Gifts	-	-	-	20	-	20	-
Interest Income	16	15	1	224	215	9	240
Miscellaneous	-	-	-	-	-	-	-
			-				
TOTAL INCOME	3,925	1,465	2,460	45,004	52,615	(7,611)	55,640
OPER. EXPENSES	4,461	4,517	56	41,544	44,646	3,102	55,640
NET OPER. INCOME	(536)	(3,052)	2,404	3,460	7,969	(10,713)	-
ENDING CASH BALANCE	2,064						

Sample Format for an Operating Statement

KRUPPOPOLIS DOWNTOWN DEVELOPMENT ASSOCIATION
OPERATING STATEMENT & BUDGET
FYE JUNE 30, 1998

APRIL, 1998	**Current Month Actual**	**Current Month Budget**	**Current Month Variance**	**YTD Actual**	**YTD Budget**	**YTD Variance**	**Annual Budget**
Personnel							
Executive Director	1,979	1,979	(0)	19,790	19,790	-	23,750
Payroll Taxes	520	520	-	4,680	5,200	520	6,250
Benefits	177	150	(27)	1,633	1,500	(133)	1,800
Clerical, Bookkeeping	110	35	(75)	484	315	(169)	420
Filing Fees, etc.	-	-	-	1,000	1,000	-	1,000
Total Personnel	2,786	2,684	(102)	27,587	27,805	218	33,220
Office							
Rent	175	175	-	1,750	1,750	-	2,800
Utilities	17	15	(2)	181	177	(4)	320
Telephone	59	95	36	917	1,000	83	1,200
Office Supplies	80	70	(10)	540	708	168	850
Postage	200	127	(73)	835	970	135	1,100
Org. Insurance	-	-	-	300	300	-	400
Equip./Repair	200	50	(150)	437	500	63	600
Dues and Subscriptions	-	10	10	380	380	-	400
Total Office	731	542	(189)	5,340	5,785	445	7,670
Other							
Photography	42	20	(22)	214	224	10	300
Printing	94	100	6	1,484	1,765	281	2,500
Local Meetings	-	30	30	110	175	65	250
Wkshps., Trngs., & Travel	-	-	-	1,140	1,200	60	2,400
Public Relations	87	100	13	1,178	1,475	297	1,700
Advertising & Promo	347	450	103	1,953	2,750	797	3,000
Tech Assistance	-	-	-	780	1,400	620	2,100
Committee Expenses	347	550	203	1,375	1,650	275	2,000
Miscellaneous	27	41	14	383	417	34	500
Total Other	944	1,291	347	8,617	11,056	2,439	14,750
TOTAL OPER. EXPENSES	4,461	4,517	56	41,544	44,646	3,102	55,640

Potential Funding Sources

CITY GOVERNMENT
City Government can be a partner in funding basic operating expenses and often also contributes dollars to specific downtown projects. Basically there are two funding pots from which you can solicit money from city government: the general fund, and special dedicated funds. Within these funds the city government has a certain amount of money that must be allocated for particular projects. For instance one special dedicated fund is made up of money from gas taxes. This money must be allocated to street projects. City dollars can be applied to downtown management, public improvements, public facilities, technical assistance, and possibly promotions.

MEMBERSHIPS
Fees paid for membership to an organization can be a source of funding for most all aspects of downtown revitalization. In order for membership dues to be a strong source of funding for a program, a well-thought out strategy and campaign must be administered. This form of fundraising is on-going and can only succeed with a good chair to spur the board on. Follow-through is essential to a good membership campaign.

CORPORATE DONATIONS
Corporate donations may be distinguished from membership dues primarily by the size of contribution. Many statewide and regional corporations have actively supported commercial revitalization efforts through donations of money, services, and equipment. Most corporations look upon donations to social and economic development causes as investments in the community. Their willingness to give will be directly proportional to their existing or future corporate presence in the community. The typical corporation will evaluate a donation in terms of return on investment (though this return could be in dollars, publicity, human betterment, or economic growth). Downtown management, promotions, technical assistance, and possibly public improvements and public facilities could be financed by corporate donations.

PARKING AND BUSINESS IMPROVEMENT AREA (PBIA)
A PBIA is a local self-help funding mechanism authorized by state law that allows businesses and property owners within a defined area to establish a special assessment district. Funds raised can be used to provide management, services, facilities, and programs to the district. PBIAs may not be the right funding mechanism for your organization. They require a lot of effort and time to put together, and can be very politically sensitive. To date, very few PBIAs have withstood the test of time.

FUNDRAISING EVENTS
Fundraising events are a good source of revenue for downtown management, promotions, public improvements, and public facilities. They differ from special events in that they occur regularly, they are conceived and run like a business, and they are regarded as a business venture by the sponsoring organization. The whole purpose of putting on a fundraiser is to make money, therefore it is critical that goals, plans, and budget are thoroughly worked out, or the fundraiser may end up being much less than profitable.

PRODUCT SALES
A budget can be subsidized by selling products related to the organization, community, or promotion. Some examples of these are t-shirts and sweatshirts, posters, specialized game boards, and bricks for streetscape projects. Product variety is only as limited as the imagination. Before going into special product sales, there must be a well thought out plan in place for actually selling the items. Don't depend on product sales to make ends meet.

SPONSORSHIPS
Sponsorships are a good source of funding for special events and promotions. Suppliers of many of the products used in special events as well as media are willing to donate a portion of their product to be listed as a sponsor of the event. Like corporate donations, potential sponsors evaluate such contributions in terms of return on investment. Businesses seldom sponsor anything from a totally philanthropic viewpoint.

RETAIL FEES
Retail or "In" fees are paid by the primary beneficiaries of a particular promotion or group of promotions. Usually the promotion is thought of, a budget is developed, and then a fee is determined by dividing the total budget by the projected number of participants.

FOUNDATION DONATIONS
Foundation donations are grants given by foundations to aid social, educational, charitable, religious, and other activities which serve the common welfare. Foundations are non-governmental, nonprofit organizations which, primarily through investment of their assets, have produced income that is awarded as grants. Foundations generally have restrictions concerning what they will and will not support. In order to qualify for a foundation grant you must be a tax-exempt organization recognized by the IRS. Foundation grants can be used to fund public improvements, public facilities, technical assistance, promotions, and downtown management depending on the purpose, activities, and area of interest of the foundation.

HOTEL/MOTEL TAX
A hotel/motel tax is similar to sales tax. It is a tax that has been imposed on hotel/motel room rental through a city ordinance. The hotel/motel tax is generally about 4-5% and it falls into the category of a city's general fund revenue. Often, city government contributes much of their hotel/motel tax to local efforts such as the Chamber of Commerce or Convention Bureau to promote tourism (and thus increase hotel/motel occupancy). Very aggressive downtowns use hotel/motel taxes to fund downtown management, promotions, public improvements, public facilities, and technical assistance.

VOLUNTEERS
Volunteers are an often overlooked means of funding many commercial revitalization projects. Volunteers can provide many services which might otherwise require cash resources well beyond the means of the organization. Volunteers might sell spots in a coordinated advertising campaign; they might provide part-time office help or clerical support; volunteers might help solicit donations and memberships; they might help paint a building or sweep a sidewalk, prepare a financial statement or submit a tax return, design a logo or print the newsletter. Given correct motivation and correct management, volunteers can do almost anything.

SERVICE FEES

Service fees are a common source of funds for many nonprofit organizations, but are not often used in the commercial revitalization field. Service fees might be generated for professional services such as commercial building design assistance, parking management or enforcement, property management, real estate negotiation or packaging, retail promotion packaging, advertising, or business recruitment. Service fees are a dependable and self-perpetuating source of income, but can be deceptive. Many nonprofit organizations have started profit producing services to subsidize their basic mission driven projects, only later to learn that the services were not actually producing income, but sapping the resources of the organization.

SUBSIDY FROM PROFITABLE BUSINESS

A number of very entrepreneurial nonprofit organizations have started for-profit arms to make money and subsidize their basic programs. Examples related to a commercial revitalization effort might include a real estate development company subsidizing a commercial district management nonprofit, or a nonprofit leasing its real estate to forprofit businesses to generate income to support the nonprofit's activities. Subsidies from profitable businesses can be another source of ongoing and dependable operating support, but should be viewed with similar cautions to income service fees.

Funding Examples from Main Street™ Programs - Basic Operating Budgets

Please note that "in-kind" contributions are not reflected in these cash budgets. "Other" items are listed as gross revenue (not net). Start date indicates when organization was accepted into the State Main Street™ Program.

Auburn Downtown Assoc. *(1/03)*
Start Date: 1991 Population: 43,985
Annual Cash Budget: $75,333
City: -
Memberships: - $2,260
Special Assessment (PBIA): $63,886
Other: $9,187

Bainbridge Island Downtown Assoc. *(1/03)*
Start Date: 1998 Population: 20,740
Annual Cash Budget: $77,526
City: $20,400
Memberships/Sponsors: $23,805
Other: $33,321

Enumclaw Downtown Partnership *(1/03)*
Start Date: 1998 Population: 11,180
Annual Cash Budget: $80,100
City: $27,000
Memberships: $25,000
Savings Account: $20,000
Other: $8,100

Kent Downtown Partnership *(1/03)*
Start Date: 1993 Population: 81,900
Annual Cash Budget: $93,075
City: $32,000
Memberships/Pledges: $27,500
Other: $33,575 (including Public Market $4,800, annual banquet $13,400)

Port Angeles Downtown Assoc. *(1/03)*
Start Date: 1991 Population: 18,420
Annual Cash Budget: $84,996
City: $17,500
Memberships: $6,600
Special Assessment (PBIA): $21,996
Other: $38,896 (includes Parking Lot Revenue $27,000, Project Income Businesses $11,900)

Main Street Program of Port Townsend *(1/03)*
Start Date: 1984 Population: 8,430
Annual Cash Budget: $83,950
City: $28,000
Memberships: $10,875
Other: $45,075 (including *The Taste of Port Townsend* $5,393, Holiday Promo $14,868, Garage Sale $2,185, landscape fund $3,419)

Puyallup Main Street Assoc. *(1/03)*
Start Date: 1992 Population: 33,900
Annual Cash Budget: $230,665
Hotel/Motel Tax: $94,600
Memberships: $14,430
Other: $121,653 (including *Meeker Days* $93,957, Canine Fest $18,000, *Puyallup First* $2,485)

Downtown Walla Walla Foundation *(1/03)*
Start Date: 1992 Population: 29,500
Annual Cash Budget: $141,823
City: $30,000
Memberships: $47,170
Other: $74,653 (including Sponsorships $5,225, *Taste of Walla Walla* $6,402, Specialty Merchandise $3,896, Farmer's Market $12,161, Fall Festival $4,381)

Wenatchee Downtown Assoc. *(1/03)*
Start Date: 1992 Population: 27,930
Annual Cash Budget: $87,670
City: $15,000
Memberships: $37,500
Other: $35,170 (including Sponsorships $4,000. Annual Banquet Auction $15,000)

The formula for an ideal funding strategy:
- *30% City funding*
- *30% downtown business & property owners*
- *30% other contributors (i.e., major businesses and industries, citizens)*
- *10% special events and fundraisers*

Funding Examples from Main Street™ Programs - Basic Operating Budgets

Please note that "in-kind" contributions are not reflected in these cash budgets.

Port Angeles Downtown Association *(4/00)*
Start Date: 1991 Population: 18,890
Annual Cash Budget: $60,000
City: $10,000
Memberships: $200
Special Assessment (PBIA): $19,800
Other: $30,000 (includes parking lot revenue)

Olde Towne Shelton Association *(4/00)*
Start Date: 1996 Population: 7,770
Annual Cash Budget: $40,000
City: $18,000
Memberships: $10,000
Other: $7,770
Dedicated *Music in the Park* Fund: $4,500

Team Winslow - Bainbridge Island *(4/00)*
Start Date: 1998 Population: 18,920
Annual Cash Budget: $46,700
City: $15,000
Memberships: $30,000
Other: $1,700 (including *Island Days*)

Enumclaw Downtown Partnership *(4/00)*
Start Date: 1998 Population: 10,484
Annual Cash Budget: $70,635
City: $30,000
Memberships: $25,285
Other: $15,350

The formula for an ideal funding strategy:
1/3 City funding
1/3 downtown business & property owners
1/3 other contributors including major businesses and industries in the community, citizens, etc.

(Start date indicates when organization was accepted into State Main Street™ Program)

Downtown Revitalization Stakeholders/Benefits

Local Residents/Consumers
- enhanced marketplace (better shopping and the benefits of shopping locally)
- sense of pride in downtown
- social/cultural activities
- opportunities to keep kids in town
- sense of hometown community
- historical awareness (preservation of architecture and human history)
- tax dollars stay in the community
- opportunity to participate/volunteer
- better communication (newsletter)
- political advocate
- home values increase

Property Owners
- increased occupancy rates
- rent stability
- increased property values
- increased stability
- reduced vandalism/crime deterrent
- assistance with tax credits, grants, loan programs, design, and co-op maintenance
- communication medium with other property owners
- better image
- new uses, especially on upper floors

City Government
- increased tax base
- more tourism
- increased property values
- increased number of jobs
- better goals and vision
- healthy economy
- better services available
- positive perception of downtown and community
- better relations between city hall and private sector
- increased volunteer base for city
- takes political heat, develop consensus for political requests (avoid “victimization”)
- industrial recruitment
- impetus for public improvements and clg grant dollars
- education resources for city leaders (officials) on planning and economic development

Retail Business Owners
- increased sales
- improved image
- increased value of business
- coordinated efforts between local business and franchises
- quality of business life
- educational opportunities (seminars and workshops)
- increased traffic
- district marketing strategies (promotion and advertising)
- better business mix
- new market groups downtown
- community pride
- have needs/issues addressed

Service Business Owners
- image building/improvement
- pride
- new/renewed/repeated 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

Financial Institutions
- community reinvestment act (federal government requirement)
- potential 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

Preservationists
- Main Street Approach reinforces common goal of preservation
- increases coalition
- increased awareness and credibility
- education of public and group
- improved public image
- improved economic feasibility of preservation

County Government

- increased public relations for county
- viable downtown increases tax base
- rippling effect
- viable downtown is a draw for industry and county-wide area businesses
- common partnership with city hall
- county/community pride
- heritage preservation
- alternative to a redevelopment district
- quality of life issues especially for employees
- help with parking issues

Utility Companies

- additional business
- longer business hours
- more employees
- healthy businesses feel freer to increase utility usage
- healthy economy causes community to grow
- overcome bad guy image
- proof of new products
- quality in main street public improvements

An Example Agenda for a Board Meeting

KRUPPOPOLIS DOWNTOWN DEVELOPMENT ASSOCIATION
BOARD MEETING

Tuesday, April 6, 2003
11:30 a.m.
KDDA Office

AGENDA

1. Minutes Approved

2. Treasurer's Report

3. Committees: Promotion
   Design
   Economic Restructuring
   Parking Task Force

4. Manager Report

5. Old Business: Board Goals
   Spring Swing Fling

6. New Business: Membership Brochure
   Fund-raising

7. Rumor Mill (a time for folks to report on business gossip they hear about)

8. Announcements

Guidelines for Effective Meetings

Plan

- Prepare an agenda that contains a brief description of what the meeting will cover -- not just headings (see attached)
- Have precise objectives -- what the meeting is intended to achieve
- Find out what others need to talk about before the meeting
- If a meeting is not necessary, do not have one out of routine
- Start on time!

Inform

- Let everyone know what is to be discussed and why it is being discussed
- Let everyone know what you want to achieve from the discussion

Prepare

- Arrange items in necessary order and logical sequence
- Allocate a specific time for each item based on importance, not urgency -- urgency can be handled by the sequence
- Anticipate what information and/or people may be needed to make the proper decisions
- Do not waste board meeting time with trivial items

Structure and Control

- Structure the discussion to keep members to the point and on track
- Control private discussions within the group
- Control disagreements -- stay on point, recognize emotional responses for what they are
- Avoid continually covering old ground

Summarize and Record

- Summarize and record decisions and action to be taken

JOB DESCRIPTION - MEMBER, BOARD OF DIRECTORS

OFFICIAL TITLE: MEMBER, BOARD OF DIRECTORS

Requirements:

Board members should be prepared to make a financial commitment, and contribute 4 - 10 hours a month to the program. Downtown revitalization program boards typically meet monthly for 60 -90 minutes. The board may delegate some of its duties to an executive committee or other task forces. Board members are usually expected to serve on one or more of these task forces and/or a standing committees of the downtown program.

Board Responsibilities:

The board has the final responsibility for the success or failure of the downtown 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 effort. 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 program's political stance. It oversees the work of the program manager; has the primary responsibility for raising money for the program, and supports the work of the 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.

Individual Responsibilities:

- To learn about and promote the purpose and activities of the local downtown revitalization organization, and the Main Street™ Approach whenever appropriate and possible.
- To attend regular monthly meetings of the board or to notify staff when absence is necessary.
- To actively participate on at least one committee.
- 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 and/or events
  - -attend trainings and workshops
- To make an annual membership contribution
- To stay informed about the purpose and activities of the downtown program in order to effectively participate in board decisions and fulfilling responsibilities.

JOB DESCRIPTIONS- EXECUTIVE BOARD MEMBERS

OFFICIAL TITLE: PRESIDENT

Time Required:
8 - 10 hours per month above and beyond that of a regular board member. The president shall be exempt from the requirement of participating on other committees and task groups.

General Description:
The president serves as a link between the board of directors and the executive director. He/she assists the executive director in defining priorities and directions based on the published goals of the organization, Resource Team recommendations, and board policies. The president acts as a link between the organization and the community, serving to explain the program to the public, helping to involve new people in the program, and rallying support. The president also oversees the organization in a functional way, guiding and facilitating the working relationships within the organization.

Major Job Elements:
- Communication
  - -with the board
  - -with the community
  - -with the executive director
- Coordination within the organization so as to facilitate the decision-making process
- Delegation of responsibility within the organization
- Monitoring accountability of the organization
- Supervising the performance of the executive director

Other Job Elements:
- Assists the executive director in determining the board meeting agenda
- Chairs board meetings
- Calls special meetings when necessary

Reports to:
The board of directors

Area of Major Time Commitment:
Communication with the board, the community, and the executive director

Area of Greatest Expected Impact:
Monitoring accountability

Anticipated Results:
- Active participation by the membership
- Positive image of the organization
- Cohesiveness within the organization

Basic Skill and Value Requirements:
The president should have:
- Good leadership, team-building, and management skills
- Strong verbal and written communication skills, including good listening skills
- Be flexible and open-minded
- Be sensitive to cultural, religious, and ethnic diversity
- A strong belief in the mission statement and principles guiding a downtown revitalization program and a willingness to support them
- A good understanding of the Main Street™ Approach and a willingness to be an ambassador of the concept
- A realistic understanding of the commitment of time and energy it takes to hold an officer's position

OFFICIAL TITLE: VICE PRESIDENT

Time Required:
4-8 hours per month above and beyond that of a regular board member

General Description:
The vice president's role is that of support for the president. He/she shares the presidential responsibilities as delegated by the president, working in whatever capacities the president and vice president deem to be the most beneficial to the organization. These capacities should be written up in the form of a temporary job description on a year by year basis. The vice president performs the duties of the president when the president is unable to do so.

Major Job Elements:
- Determined each year

Other Job Elements:
- Determined each year

Reports to:
The president

Basic Skill and Value Requirement:
The vice-president should have:
- Good leadership, team-building, and management skills
- Strong verbal and written communication skills, including good listening skills
- Be flexible and open-minded
- Be sensitive to cultural, religious, and ethnic diversity
- A strong belief in the mission statement and principles guiding a downtown revitalization program and a willingness to support them
- A good understanding of the Main Street™ Approach and a willingness to be an ambassador of the concept
- A realistic understanding of the commitment of time and energy it takes to hold an officer's position

OFFICIAL TITLE: SECRETARY

Time Required:
4-8 hours per month above and beyond that of a regular board member

General Description:
The secretary serves as the primary record keeper of the organization. He/she is responsible for transcribing the minutes at each board meeting and preparing an "official" copy for approval by the board of directors.

Major Job Elements:
Record keeping:
- Transcribes minutes at board meetings
- Prepares an "official" copy of the minutes for the executive director within two weeks after a board meeting.
- Maintains these documents in a form which is at all times accessible to board members and the executive director, and which is carried to board meetings for use as an historical reference of the organization's discussions and actions.

Other Job Elements:
- Determined each year

Reports to:
The board president

Area of Major Time Commitment:
Record keeping

Basic Skill and Value Requirement:
- Strong verbal and written communication skills, including good listening skills
- Be flexible and open-minded
- Be sensitive to cultural, religious, and ethnic diversity
- A strong belief in the mission statement and principles guiding a downtown revitalization program and a willingness to support them
- A good understanding of the Main Street™ Approach and a willingness to be an ambassador of the concept
- A realistic understanding of the commitment of time and energy it takes to hold an officer's position.

OFFICIAL TITLE: TREASURER

Time Required:
4-8 hours per month above and beyond that of a regular board member

General Description:
The treasurer is responsible for fiscally monitoring the program. This includes keeping all financial records up to date. The treasurer is ultimately responsible for seeing that the bills of the organization are paid in a timely manner.

Major Job Elements:
- The timely payment of any organizational debts incurred, including all taxes due
- Preparation of a monthly financial report to the board which should be submitted to the executive director for inclusion with the minutes of the meeting for the month following the reporting period. This should be submitted within two weeks of the following monthly board meeting.
- Maintain all financial books and records in an auditable format, according to standard accounting practices.

Other Job Elements:
- Maintains a complete set of financial records for the organization
- Provide financial information on request

Reports to:
The board of director through the executive board

Area of Major Time Commitment:
Preparing monthly financial statements

Area of Greatest Expected Impact:
Keeping the board informed of the organization's financial status

Anticipated Results:
- A clear and accurate picture of the organization's financial status
- Financial decisions can be made in a timely and efficient manner

Basic Skill and Value Requirement:
- A good understanding of accounting principles and financial management
- Strong verbal and written communication skills, including good listening skills
- Be flexible and open-minded
- Be sensitive to cultural, religious, and ethnic diversity
- A strong belief in the mission statement and principles guiding a downtown revitalization program and a willingness to support them
- A good understanding of the Main Street™ Approach and a willingness to be an ambassador of the concept
- A realistic understanding of the commitment of time and energy it takes to hold an officer's position

BOARD OF DIRECTOR CATEGORIES

The Board should be a decisive, action-oriented group, small enough to easily establish a quorum and large enough to include broad community representation. Ideally, the board should have between 7 and 11 members chosen from the following groups (note that every group does not need to have representation on the board -- this list is meant to help you think through potential candidates):

___ Downtown Retailers

___ Professionals

___ Downtown Property Owners

___ Service Sector

___ Financial Institutions

___ Chamber Board (not staff)

___ Heads of Neighborhood Organizations

___ Identified Community Leaders

___ Local Civic Organizations

___ Preservation or Historical Society

___ School District

___ Interested Community Members

___ City and/or County Government (works best in ex-officio capacity)

An ideal board of directors should not have a majority from any single category.

BOARD MEMBER ORIENTATION CHECKLIST

Describe the Organization to the Board Member:

___ Who do we serve
___ What we do
___ How we're financed
___ Other:

Explain and Discuss with Board Member:

___ Meeting attendance - both full board and committee
___ Committee assignment
___ Board role and relation to administration/staff
___ Other:

Conduct Tours:

___ Downtown program office and board room
___ Downtown area

Deliver Important Information to Board Member:

___ Letter of welcome from the program manager
___ Mission statement
___ Bylaws & Articles of Incorporation
___ Board policies
___ Copies of the minutes of board meetings from the last year
___ Current budget & other financial reports including year-end statement from preceding year
___ Current workplan including goals and objectives
___ Long-range plan
___ Latest newsletter
___ The "Main Street™ Approach" information sheet
___ Letter of Agreement with the State (for Certified Main Street™ Programs)
___ List of all board members including addresses and telephone numbers. Indicate officers.
___ List of committee members including committee chairpersons
___ Calendar of meetings and events for the year
___ Other:

Introduce Board Member to:

___ Program manager
___ Chairperson of committee to which board member has volunteered
___ Other board members
___ Others:

Collect Data:

___ Mailing address and telephone numbers (home and office)
___ Best time to contact
___ Best time for meetings
___ Other:

WELL-ROUNDED COMMITTEE CHECKLIST

Committees of a downtown revitalization programs using the Main Street™ Approach are typically made up of five to seven people who meet at least once a month to plan and prepare activities. These activities usually create additional demands for time and volunteers. The committee should consider forming task groups to involve others in the effort for specific projects and activities.

Promotion Committee:

Likely candidates are:

___ downtown merchants
___ chamber of commerce members
___ civic groups involved in the arts
___ school board members
___ marketing/advertising professionals
___ teachers of marketing or design
___ staff in advertising or tourism offices reporters and editors
___ graphic designers and artists
___ people who want to be "part of the action"

Design Committee:

Likely candidates are:

___ architects
___ history buffs
___ real estate agents
___ interior designers and florists
___ contradors
___ graphic designers and artists
___ downtown property owners
___ architecture students
___ city planners

Economic Restructuring Committee:

This committee needs a broad range of people to guide its development. Not only will you want people with a variety of technical and professional skills; but you will also want people with different working styles — some who enjoy working independently, some who are good number crunchers, some who are good at working out the details, and some who can see the big picture. Likely candidates are:

___ merchants
___ downtown property owners
___ Realtors/mortgage brokers
___ consumers
___ marketing professionals and teachers
___ developers
___ stock brokers
___ business students
___ Small Business Development Center (SBDC) representatives
___ the City's economic development staff
___ Economic Development Council (EDC) staff

COMMITTEE MEMBERS AND CHAIRPERSONS: ROLES AND RESPONSIBILITIES

Responsibilities of Committee Members:

- Commits to at least one year of service
- Commits to monthly committee meetings and to subcommittee meetings if appropriate
- Works 3 to 5 hours per month outside of committee meetings
- Attends all training sessions
- Reads selected orientation materials
- Learns about the Main Street™ Approach to downtown revitalization
- Recruits/orients new members
- Prepares in advance for meetings
- Cooperatively drafts an annual workplan
- Takes responsibility for projects
- Always present the organization positively to the public

Roles of a Committee Chair:

- Recruits committee members
- Runs meetings
- Organizes workplans and keeping the committee "on-track" with workplans
- Forges consensus
- Is a spokesperson on behalf of the committee to the board and vice versa (This doesn't mean the chair has to be a board member. Programs should have board representation at the committee level to be a two-way conduit of information)
- Works to coordinate projects with staff
- Does the "paperwork", including minutes, workplans, evaluations and committee records

Qualities of an Effective Chairperson:

- Understands and teaches others about the Main Street™ Approach
- Has a genuine desire to lead the committee and make great things happen
- Has strong organizational skills
- Is a team player!
- Enjoys learning
- Enjoys managing people and projects
- Facilitates group discussion
- Makes sure meeting agendas stay on track
- Maintains a positive attitude that inspires and encourages others
- Respects other people's viewpoints and skills
- Can manage diverse personalities and conflicts
- Communicates the committee's goals and progress to members and the public
- Displays integrity, self-confidence, persuasiveness, decisiveness, and creativity

MANAGER'S MAJOR AREAS OF RESPONSIBILITY

The Downtown Revitalization Program Manager has a Variety of Job Functions. Major Areas of Responsibility Include:

- Coordinating volunteers to accomplish activities of the downtown revitalization program
- Managing administrative aspects of the program
- Developing, in conjunction with the board, appropriate downtown revitalization strategies
- Developing and conducting, in conjunction with the board and organization committee, ongoing public awareness and education programs
- Assisting business and property owners with business and property improvement projects
- Encouraging a cooperative climate with other downtown or community organizations
- Helping to build productive relationships with appropriate public entities
- Developing and maintaining a data system to track the progress of the local program
- Serving as an advocate for downtown issues at local and state level
- Working toward developing skills as a downtown management professional

Related to Each of these Major Functions, the Program Manager has Several More Specific Areas of Responsibility. These Include:

- Coordinating activity of downtown revitalization program committees
  - Ensure communication is established
  - Assist with implementation of workplan
  - Provide ongoing volunteer support and encouragement

- Managing administrative aspects of the program
  - Record-keeping and accounting
  - Budget development (jointly with board and/or president and treasurer)
  - Purchasing
  - Preparing and filing reports
  - Filing legal documents (jointly with board and/or president and secretary)
  - Supervising other regular or contractual employees

- Developing, in conjunction with the board, appropriate downtown revitalization strategies
  - Identification of unique assets and resources
  - Identification of concerns and issues
  - Development of a workplan that focuses on all four points of the Main Street™ Approach

- Developing and conducting, in conjunction with the board and subcommittee of the board, ongoing public awareness and education programs
  - Fostering public understanding of the downtown revitalization program's mission and goals
  - Keeping the program in a positive light in the eye's of the public
  - Developing a cooperative relationship with the media

- Assisting business and property owners with business and property improvement projects
  - Providing ongoing communication, advice, and guidance
  - Coordinating consulting services of the state or local program
  - Personal consulting or finding additional professional consultation as appropriate

- Encouraging a cooperative climate with other downtown or community organizations
  - Building opportunities for partnership with the local Chamber and other economic development organizations
  - Identifying and maintaining contact with other key downtown/neighborhood organizations

- Helping to build productive relationships with appropriate public entities
  - Developing and maintaining relationships within city government
  - Identifying and maintaining contact with other important public entities (elected and staff)

- Developing and maintaining a data system to track the progress of the local program
  - Economic investment
  - Building inventories
  - Photographic documentation
  - Job creation and business retention
  - Sales tax data
  - Volunteer participation

- Serving as an advocate for downtown issues at the local and state level
  - Familiarity with, and understanding of, local concerns and issues
  - Speaking effectively on the program's goals, issues, and results
  - Working to improve public policy relating to issues affecting downtown

- Working toward developing skills as a downtown management professional
  - Taking advantage of training opportunities provided through the state program
  - Identifying other opportunities for personal and professional growth

MANAGER'S ROLE IN WORKING WITH THE BOARD AND COMMITTEES

Committee Development:

- helps the committees and the chair learn the mechanics of committee management; provides expert advice and concise information on revitalization and the Main Street Approach™; and
- collaborates with committee members and chair as a strategist/planner.

...does not have authority over the committee or its structure.

Workplans:

- assists committee members in developing work plan document;
- helps committee members complete their projects but doesn't assume responsibility for those activities; and
- integrates own work plan with the committee's work plan.

...is not someone to whom volunteers delegate all their work.

Fund-Raising Activities:

- coordinates fund-raising campaigns, newsletter production, volunteer communications, financial systems;
- helps members coordinate projects.

...is not responsible for raising money directly; that is the job of the board and volunteers.

Promotional Projects:

- coordinates production of PR, graphic image, and other promotional materials; and
- helps members coordinate special events, retail promotions, and advertising activities.

...is not responsible for taking the lead on organizing or running events.

Rehabilitation and Design Projects:

- coordinates information on design assistance and financial incentives for building owners; and
- acts as first contact for the public on preservation issues in the commercial district.

...is not responsible for taking the lead on motivating design change downtown.

Economic Restructuring Projects:

- coordinates data collection, analysis, financial incentive programs, and other economic development activities; and
- helps members coordinate business improvement seminars and workshops.

...is not responsible for taking the lead on organizing projects or completing reports.

Volunteer Management:

- helps chair develop good systems for recruitment, supervision, and reward of members; and
- helps develop volunteer capacity of committees by participating in recruitment efforts.

...does not become the volunteer's boss.

Committee Meetings:

- attends most meetings to provide technical information and professional opinions;
- helps strategize and develop solutions; and
- works with chair to assure that decisions and assignments are made and completed.

...is not responsible for calling and running meetings or taking minutes.

Hiring a Downtown Program Manager

- **Type of person:** YOUNG (in thought), INTELLIGENT (quick to learn), ACTION-ORIENTED (a doer not just a talker), GOOD WITH PEOPLE (the people in your town), TEACHABLE (anxious and willing to learn), HUNGRY (sees the position as an open door to a bigger world, wants that world), ACCEPTABILITY (an appearance and social stature that will allow the manager to be accepted in your community), SAVVY (capable of sizing up people and situations, knowing when to be quiet), CAUSE-ORIENTED (can take on downtown as a personal cause, so that the successes of downtown become personal accomplishments).

- **The interview format:** One format we've seen be successful includes setting up an initial application screening committee made up of 2 to 3 board members (including the president), the city manager or administrator, the chamber president (in most cases, not the Executive Director), a "well thought of" savvy downtown business person not on your board, and someone from the financial community or local utility company. Politically, it's important to get some of these people involved in the process. If they help select the manager, they will be more apt to work closely with the manager rather than be antagonistic towards him or her. Have this committee screen applications, select 5-7 of the best ones, check references, and conduct initial interviews. The screening committee's job is to screen the applicants down to the top three potential candidates so the board can take over. The entire board and city manager or administrator should conduct the second interviews and select the top candidate. If you haven't checked all references yet, they should now be checked. Hopefully everything will be on the "up and up" and you can offer the successful applicant the job within a day or two after interviews are over.

- **The interview:** Remember the applicant's spit and polish always takes center stage during the first interview. By the second, the candidate is considerably more confident and comfortable. An effective way to get past the "polish" is to ask each of the semifinalists to respond to 2 or 3 essay questions prior to their interview. Questions should be phrased to encourage specific examples of how the applicant has dealt with a situation or organized an activity (i.e. doesn't engender just a statement of personal philosophy). Questions might include:

  1. Give some reasons why a business/property owner should fix up (make an investment in) his/her building.

  2. How would you approach recruiting a new business? What would you anticipate to be the major factors?

  3. Why should we bother with downtown? What makes it worth the time and money we're about to spend?

  Look for the "natural" personal characteristics to come through.

A set of standard questions (same for every applicant) should be prepared ahead of time for each interview and allocated to the various team members. These questions should not however, dissuade follow-up questions from anyone during the process.

Following the interview, team members need to rate or make notes about the candidate, and perhaps discuss the interview. Make sure that your comments get to the issues (did I like this person, will our town like him/her, what characteristics did I perceive). Get past the skills and experience.

Interview questions might include:

1. Why do you want to be a downtown program manager, and what special qualities do you feel you would bring to the position?

2. Have you had any special work experience(s), either professional or voluntary, that relate to the position?

3. How would you go about organizing or strengthening a downtown business association?

4. What is the most innovative project in which you have been involved?

5. How would you convince skeptical merchants, property owners or city officials to participate in the downtown program?

6. Do you feel comfortable and competent speaking publicly and working in a position with high community visibility?

7. What type of relationship would you forge between downtown business people, downtown property owners, the city government, the chamber of commerce and other community groups?

8. Before hearing about this position, were you aware of the National Main Street Center and the Main Street Approach™ to downtown revitalization? Are you familiar with historic preservation issues?

9. The project manager must deal with a large number of people, from government officials to media representatives to merchants. Can you give examples from your experiences that demonstrate your ability to work productively with others?

10. The success of a local downtown program depends largely on diligent efforts made over a number of years. Do you feel you can commit several years to this position?

11. Why are you interested in downtown revitalization?

12. This position will require occasional travel to other communities and other states, in addition to evening and weekend work. Do you have any problems with these demands?

13. Can you tell us what you think a comprehensive downtown program entails?

14. Do you work best independently or in a group situation?

15. How do you prioritize projects for yourself? How many projects do you feel comfortable working with at any given time?

16. Of the four point approach-design, organization, promotion and economic restructuring (business recruitment and retention)-with which do you feel most and least comfortable and competent?

17. If you were setting up a promotional event and at the last minute all of your volunteers dropped the ball -- what would you do?

18. What are two of your best characteristics and two characteristics that you'd like to improve about yourself?

19. What would you expect from your board in the way of supervision or support?

20. Give an example of a project you have created and completed on your own.

21. If selected, how soon could you begin work?

A job description, information about your community, and organization (perhaps even a copy of the resource team report) are all worth providing prior to the second interview. Follow-up questions might reference these materials to see how much the candidate picked up about your community, the job and the revitalization approach being taken.

Final selection should be based on consensus. Depending on the size of the group, you'll not make everyone happy. Nonetheless, if the hiring team is not satisfied with their final choices, they need to go back through the resumes and interview further. Do not hire someone you don't feel very good about!

- **Common mistakes that communities make are:**

- Being too hasty in getting a person on board and not waiting for the best person for the job;

- Hiring someone who is overly skilled in only one area of the Main Street 4-Point Approach™ (design, promotion or economic development), and not being at all skilled with organizational development or other components of the program; and

- Hiring a local who may already have established ties, cliques and bias's -- although there are exceptions to the rule, it is usually better for programs in communities with populations over 5,000 to bring in someone from the outside who can take a fresh look at your downtown. The manager should also be willing to establish residency in the community in which they will be working.

  Small town programs may find that it doesn't matter if they hire a local person or someone from out of town. They may also be delightfully surprised at the quality of people who send in applications for the position. In other states, many small town programs who took the time to advertise in local and regional papers have found very qualified people for their part-time positions.

- **Advertising strategy:** Place an ad in the local paper (all week long...or at least Friday Saturday and Sunday), the nearest major newspaper (*The Seattle P.I.*, or *The Spokesman Review*, and possibly *The Oregonian*). If you are able to give about two months lead time, you can also get it in the National Main Street Newsletter and on their website at no cost. The newsletter is circulated to communities all over the country, the website is located at http://www.mainst.org. Many downtown organizations have been successful in "hiring away" experienced full-time managers from other communities using these two method. Call the National Main Street Center at 202-588-6219 for deadline information. Note that the format for the ad is a little different than a newsprint ad. Call the Washington State Downtown Revitalization Program at 360-725-4056 for examples.

- **Example Timeline:** A sample timeline is below. As you can see, finding a competent manager won't happen overnight. So be patient!

March 17 - March 31	Ads in Newspapers
April 10*	Job applications due
April 13 & 14	Screen applications
April 18	Check references on those screened down
April 19	Call 5 - 7 applicants for interviews
April 27 & 28	Interviews
April 28 & May 1	Call 3 applicants for second interview
May 8	Second interview
May 9	Check all references and make final selection
May 10	Call successful candidate, then others

** If you advertise in the National Main Street Newsletter, make the application deadline for 2 weeks after it is received in communities.*

Sample Downtown Program Manager Job Description

Kruppopolis Downtown Development Association

1. Work Objectives

The downtown program manager coordinates activity within a downtown revitalization program utilizing historic preservation as an integral foundation for downtown economic development.

He or she is responsible for the development, conduct, execution and documentation of the downtown program. The manager is the principal on-site staff person responsible for coordinating all program activities locally as well as representing the community regionally and nationally as appropriate.

2. Full Range of Duties to be Performed

a. Coordinates the activities of downtown program committees, ensuring that communication between committees are well established; assists committees with implementation of work plan items.

b. Manages all administrative aspects of the program, including purchasing, record keeping, budget development and accounting. Prepares all reports required by the state Main Street™ program and by the National Main Street Center. Assists with the preparation of reports to funding agencies and supervises part-time employees or consultants.

c. Develops, in conjunction with the downtown program's board of directors, strategies for downtown economic development through historic preservation utilizing the community's human and economic resources. Becomes familiar with all persons and groups directly or indirectly involved in the downtown commercial district. Mindful of the roles of various downtown interest groups, assists the downtown program's board of directors and committees in developing an annual action plan focused on four areas: design, promotion, organization, and economic restructuring.

d. Develops and conducts ongoing public awareness and education programs designed to enhance appreciation of the downtown's architecture and other assets and to foster an understanding of the downtown program's goals and objectives. Through speaking engagements, media interviews and public appearances, keep the program highly visible in the community.

e. Assists individual tenants or property owners with physical improvement programs through personal consultation or by obtaining and supervising professional design consultants; assists in locating appropriate contractors and materials; when possible, participates in construction supervision; provides advice and guidance on necessary financial mechanisms for physical improvements.

f. Assesses the management capacity of major downtown stakeholder groups and encourages participation in activities such as promotional events, advertising, uniform store hours, special events, business recruitment, parking management and so on. Provides advice and information on successful downtown management. Encourages a cooperative climate between downtown interests and local public officials.

g. Advises downtown merchant's organizations and/or Chamber of Commerce retail committees on program activities and goals. Assists in the coordination of joint promotional events, such as seasonal festivals or cooperative retail promotional events, in order to improve the quality and success of events to attract people downtown. Works closely with the local media to ensure maximum event coverage. Encourages design excellence in all aspects of promotion in order to advance an image of quality for the downtown.

h. Helps build strong and productive working relationships with appropriate public agencies at the local and state levels.

I. Utilizes the Main Street™ format, develops and maintains data systems to track the process and progress of the local program. These systems should include economic monitoring, individual building files, thorough photographic documentation of all physical changes and information on job creation and business retention.

j. Represents the community at the local, state and national levels to important constituencies. Speaks effectively on the program's directions and findings, always mindful of the need to improve state and national economic development policies as they relate to smaller communities.

3. Resource Management Responsibilities

The program manager supervises any necessary temporary or permanent employees, as well as professional consultants. He or she participates in personnel and program evaluations. The program manager maintains local program records and reports, establishes technical resource files and libraries and prepares regular reports for the state Main Street™ Program and the National Main Street Center. The program manager monitors the annual program budget and maintains financial records.

4. Job Knowledge and Skills Required

The program manager should have education and/or experience in one or more of the following areas: architecture, historic preservation, economics, finance, public relations, design, journalism, planning, business administration, public administration, retailing, volunteer or nonprofit administration and/or small business development. The program manager must be sensitive to design and preservation issues. The manager must understand the issues confronting downtown business people, property owners, public agencies and community organizations. The manager must be entrepreneurial, energetic, imaginative, well organized and capable of functioning effectively in an independent situation. Excellent verbal and written communication skills are essential. Supervisory skills are desirable.

The foregoing is an accurate and complete description of this position as jointly agreed upon and signed by a representative of the downtown organization and the program manager.

_____ _____

President / Date Employee / Date

Sample Press Release

FOR IMMEDIATE RELEASE

DATE: APRIL 7, 2003

CONTACT: Thomas P. Hercules, Hercules Auto Supply
(360) 445-4321

NEW ASSOCIATION FORMS TO REVITALIZE DOWNTOWN KRUPPOPOLIS

Individuals from within the Kruppopolis business community are banding together to improve the atmosphere, appearance, and mix of businesses in downtown Kruppopolis.

Doug Thompson, an early proponent of the group, believes there will be widespread support for this new organization. " The organization will be instrumental in defining what our community wants to see happen to downtown, and how we can improve it. We want to build on the uniqueness of our community and see what we can do to enhance the charm, and bring merchants and shoppers back into downtown."

A group of 12 people from within the community have already volunteered to serve as interim board members until the first annual meeting. Selecting officers, writing by-laws, and determining a budget are some of the first organizational tasks the group will undertake.

The group will use the "Main Street Approach" to downtown revitalization which has been used successfully in over 1200 communities across the country. Its focus is in four areas: organization, promotion, design, and economic restructuring. Some of the activities the organization might undertake include strengthening the mix of businesses, preserving the historical characteristics of downtown buildings, making the core area more pedestrian-friendly, business recruitment and retention, and coordinating promotional events throughout the year.

A town hall meeting to talk further about the "Main Street Approach" and a formal presentation will be given on Thursday, February 22, at the Kruppopolis Community Center. Downtown business and property owners and interested community members are encouraged to attend. The presentation is scheduled to last about an hour beginning at 7:00 pm.

###

Ideas For Downtown Revitalization Program Names (taken from around the country):

- Webster Downtown Association
- Roseville Downtown Partnership
- Vista Downtown Development Association
- Downtown Gadsen, Inc.
- Harlan Downtown Revitalization Program
- Heart of Tyler Downtown Program
- Dallas City Center, Inc.
- Gailsburg Downtown Council
- Downtown Kingsport Association
- Mountain Grove Central Business District Association
- Main Street Program of Thomasville *
- Toulousa Main Street Association *
- Main Street Lawrence, Inc.*

Try to avoid being "too cute" or "too creative" in forming your organization's name. Instead, save that for a promotional slogan! The name you choose should be pretty straightforward and businesslike.

Also, please note that only communities meeting criteria issued by the National Main Street Center and certified by a state program may use the words Main Street™ in their name. For additional information, see page 3.

Examples of Downtown Logos

Developing Action/Work Plans for Downtown Revitalization Programs Using the Main Street Approach™

Elements of Action Plans

Mission Statement: The mission statement has one clear and simple message; it states the purpose of the organization.

Example: The purpose of the Kruppopolis Downtown Development Association is to develop and promote a healthy and prosperous downtown within the context of cultural and historic preservation.

Goals: The goals are more specific statements of purpose, which can be clearly divided into a committee structure. Usually it is best for each committee to have only one goal. This goal should reflect the general purpose or mission of the committee.

Example: Goal for the Board of Directors - Provide effective centralized management of the downtown and increase involvement in the program.

Example: Goal for the Promotion Committee - Promote the downtown as the community's social, cultural, and economic center.

Example: Goal for the Design Committee - Encourage visual improvements through good design compatible with historic features.

Example: Goal for the Economic Restructuring Committee - Strengthen and broaden the economic base of downtown.

Issues: Issues are typically classified as "problems" or "unmet opportunities". They are not usually focused on just one activity, but tend to be more broad, encouraging a number of possible activities.

Example: There aren't enough things for kids to do downtown.

Objectives: Objectives are specific statements of how a goal will be reached. They usually outline the major areas of responsibility for committees. Objectives give structure to the numerous activities undertaken and help explain why a specific activity has been chosen. Objectives are usually issues that have been turned into positive action statements. Objectives might also be measurable.

Example: Provide [at least two] more activities for children in downtown.

Activities: Activities are specific projects that have an identified timeframe. When completed, they are usually recognized as tangible accomplishments, such as an Easter parade or building inventory.

Tasks: Tasks are specific steps required to complete an activity.

Developing Workable One to Two Year Action Plans

Step 1. Goal setting/workplan session for Board of Directors (plan 4 to 5 hours to complete).

-List issues at random.

-Determine what area of concentration each issue fits under (organization, promotion, design, economic restructuring, & possibly parking). Group them together, and then delete duplicates. Note that the areas of concentration are reflective of the Main Street™ committee structure.

-Determine priorities. Remove the rest of the issues.

-Create objectives. Each objective statement should begin with an action verb.

-Create a goal statement for each committee based on the objectives--the organization "stuff" usually falls to the board or a subcommittee of the board.

-Create an overall mission statement to guide the organization, use the committee goal statements as a reference (if a mission statement has already been created, check it against the committee goals to see if it is still reflective of what the organization is working towards accomplishing).

Step 2. The Board of Directors should come up with a list of potential committee members based on the objectives for each committee.

Step 3. Committee "activity planning" brainstorming session (takes about 2 hours per committee).

-List possible activities under each objective.

-Determine priority activities for each objective.

Step 4. Committee "action planning" session (takes 2 or 3 hour-long meetings to complete).

-Discuss possible timelines for each priority activity (i.e. when should this be started and how long will it take from beginning to end).

-Complete an “action plan” for *each* priority activity in which planning will need to begin within the next two-three months.

-Fill out a “timeline” sheet. Put all priority activities from the committee somewhere on the form. Think about what the workload will mean for those implementing activities -- is it realistic? Adjust as needed. The Board of Directors should approve the finished timeline.

Step 5. Refer back to your completed timeline sheet at each committee meeting. The committee or task force responsible for an upcoming activity should fill out an “action plan" as each activity draws nearer. If the activity has a completion deadline, scheduling from the deadline backwards may prove useful. Plan for "Murphy's Law"!

Board of Directors Goal Setting Session - Example

Mission Statement: *The purpose of the Downtown Development Association is to develop and promote a healthy and prosperous downtown within the context of cultural and historic preservation.*

Board of Directors

Goal: Provide effective leadership in downtown and increase involvement in the program.

Objectives:
- -Improve all channels of communication.
- -Stabilize and increase funding.
- -Develop a five year plan.
- -Get better overall community involvement.
- -Restructure committees to function more efficiently.

Promotion Committee

Goal: Promote the downtown as the community's social, cultural, and economic center.

Objectives:
- -Market a positive image of downtown.
- -Encourage more local shopping.
- -Continue and strengthen existing successful promotions.
- -Develop a formal evaluation process for promotions.
- -Expand distribution area of informational materials about downtown.

Design Committee

Goal: Encourage visual improvements through good design compatible with historic features.

Objectives:
- -Educate both members and the public about good design elements.
- -Give input as needed into design review process.
- -Develop and begin implementing a plan for visual enhancement within the context of historic and cultural preservation.
- -Identify and implement a program for needed public improvements.

Economic Restructuring Committee

Goal: Strengthen and broaden the economic base of downtown.

Objectives:
- -Develop a retention program including education of good business practices.
- -Develop and implement a market profile, recruitment plan, and package.
- -Increase communication with downtown property owners.
- -Develop and maintain a system to provide vacancy and sales information on downtown properties.

Committee Activity Plan - Example

Committee:

Promotion

Objective:

Market a positive image of downtown

Possible Activities:

Produce a business directory

Series of image building ads in local media

Monthly letters to the editor

"Discover Downtown" day

Change logo to better reflect downtown

(Those activities with boxes around them were determined to be the most important to accomplish in the next twelve to eighteen months)

After brainstorming all possible activities, determine those most important. Create timelines based on those activities. Remember to be realistic in expectations of how much can actually be accomplished in a year.

Committee Workplan / Action Plan- Example

Committee: Promotion

Committee Goal: Promote the downtown as the community's social, cultural, and economic center.
Objective of Activity: Market a positive image of downtown

Activity: Produce a business directory

Board Approval Date: Jan. 21, 2003

Tasks necessary to complete activity (use as many sheets as necessary):	Name of Persons Responsible:	Staff time needed:	Partners:	Task Deadline:	Budget:	Follow-Up Required (if needed):
Complete Business Inventory	Toni	Work with ER	ER Committee	April	See ER	
Categorize business types	Susan	Check draft		May 1	-0-	
Design brochure format	Jeff	Input	Artist	May 1	$10	
Obtain base map for layout	Tom			May 1	-0-	
Budget estimate	Pam	Yes		May 1	-0-	
Identify public parking areas	Tom & City		City	May 1	-0-	
Identify major landmarks	Tom & City		City	May 1	-0-	
Design mock-up	Jeff	Input	Artist	June 1	$150	
Printing bids	Pam & Jeff			June 9	-0-	
Approve print sample	Jeff, Tom, Pam	Yes		July 1	-0-	
Print brochure	Toni		Printer	July 12	$2,100	
Identify distribution sites	Susan	Input		July 15	-0-	
Distribute brochures /check and refill	Toni/Susan			July 21, then monthly	-0- ======= Total: $2,260	

Committee Timeline - Example

Committee: Promotion

List all activities to be undertaken by committee and task forces encompassing all committee objectives:	JAN.	FEB.	MAR.	APR.	MAY	JUNE	JULY	AUG.	SEP.	OCT.	NOV.	DEC.	JAN.	FEB.
Poll membership re: successful promos.														
Change logo														
Annual Clam Bake														
Classic Auto Show														
Morning Madness														
4th of July Parade														
Produce a business directory														
Image building ads														
Sidewalk Sale														
Christmas: Lighting/Decorations														
Christmas: Santa Lucia Festival														
Christmas: Advertising														
Christmas: Holiday Fashion Show														
Christmas: Window Display Contest														
Christmas: Brochure														
Stormy Night Sale														
Thanksgiving Week-end Sale														
Christmas: Santa's Arrival														
Christmas: Carolling														
Christmas: Open House Week-end														

Include how long it will take for planning, implementation, and final evaluation of each activity.

75 Great Ideas For Your Downtown

1. Make sure you've signed up for the Washington State Downtown Revitalization Program's Tier System, call 360-725-4056 for more information.

2. Form a working board and committees to implement your organization's plan of action.

3. Thank volunteers over and over again!

4. Hire a manager to help coordinate the activities of your downtown organization. Establish an office in a downtown location.

5. Beat the streets...know your constituents, and keep them informed! Find out the needs of your downtown businesses by communicating with them on a regular basis. React with appropriate projects.

6. Publish a newsletter to keep primary stakeholders and others in the community informed about your progress.

7. Recognize a volunteer of the month in your newsletter or the local newspaper.

8. Develop a workplan for the upcoming year that clearly defines your organization's mission, goals, projects, and specific tasks. Develop a timeline and budget for each task, and delegate the projects to specific individuals. Develop a budget for your organization based on this workplan.

9. Hold a town meeting. Identify downtown priorities by building consensus.

10. Join the National Main Street network. The current cost is $195 per year. For information, call 202/588-6219.

11. Train your volunteers. Develop a short training session, and provide them with information about the organization, appropriate news articles, your workplan, etc. Develop volunteer job descriptions.

12. Establish a close working relationship with the local Chamber of Commerce and other community or business development organizations. Coordinate a monthly lunch meeting for the executive directors of all of these organizations to touch base and stay informed about each others activities.

13. Hold a fund raiser for a specific downtown project.

14. Educate various stakeholder and community groups about the importance of downtown.

15. Throw a party to bring people together. Tell them about your organization.

16. Hold town meetings. Show some of the Main Street slide shows or videos available from the State Downtown Revitalization Program.

17. Create a brochure to explain your downtown revitalization organization. Emphasize the importance of volunteers to the effort.

18. Organize a youth advisory board to tap into students' viewpoints about downtown, increase your volunteer pool, and provide an educational opportunity for area youth.

19. Sponsor monthly "coffee breaks" for merchants to talk about downtown revitalization activities and issues that affect them. Rotate the location among businesses.

20. Take a field trip to other communities that have implemented successful downtown revitalization programs or projects.

21. Put together a slide show highlighting your organization's accomplishments for presentations to community groups.

22. Create an instantly recognizable logo for your organization that symbolizes your downtown. Make sure the logo is easy to use and will be able to meet various graphic needs.

23. Build a strong relationship with the area news media. Make it easy for them to cover your stories.

24. Install quality "welcome to downtown" signs at the entrances to your central commercial district.

25. Hold an annual cleanup day with the assistance of volunteers and community groups. Make it fun! Also develop an ongoing downtown maintenance program.

26. Initiate preservation planning, including application for status as a Certified Local Government (CLG). Seek assistance from the State Historic Preservation Office at 360-407-0767.

27. Photograph your downtown buildings now. Building rehabilitations can best be promoted with before and after photos.

28. Develop design guidelines for appropriate downtown building renovation projects.

29. Participate in Historic Preservation Week held every May. Call the National Trust for Historic Preservation at 202-588-4296 to get a packet of information about the event.

30. Create incentive programs for building renovation projects. Grant and loan programs have been used successfully by many communities.

31. Coordinate a walk through downtown. Identify "problem areas" that need attention.

32. Spruce up...plant flowers, clean the alleys, sweep the streets, pull the weeds.

33. Encourage business owners to change their window displays frequently, and to light them at night. Sponsor a window display and interior merchandising workshop.

34. Put attractive displays in vacant windows. Local organizations, school classes, your local historical society, or other businesses may be very willing to help.

35. Put together a banner program.

36. Target some realistic facade improvement projects in the early stages of your program.

37. Put together a downtown "sign squad". Remove signs and the supporting hardware that no longer serve existing businesses.

38. Sponsor design workshops to educate building owners, contractors, and volunteers on appropriate building improvement projects.

39. Assist business owners with appropriate signage and awnings. Include signage and awning sections in your design guidelines.

40. Develop an architectural awareness contest that draws attention to downtown's historic assets.

41. Save an endangered building!

42. Pass a preservation ordinance for downtown.

43. Complete an inventory of your streetscape amenities, such as trash receptacles, benches, street lights, and trees. Develop a plan for future improvements.

44. Showcase a recent downtown facade and interior renovation. Provide a tour of a quality interior remodelling or upper floor residential conversion. Publish a photo of a quality facade renovation in the local newspaper.

45. Create a downtown people place — a park or children's play area.

46. Produce a historic walking tour and brochure to promote downtown's history.

47. Assess downtown parking. Encourage business owners to leave prime spaces for customers.

48. Toot your horn often... promote your success!

49. Coordinate an image development promotion or campaign that promotes your downtown's strengths and assets.

50. Encourage community groups to work with your organization in scheduling their events downtown.

51. Plan and then publish a calendar of events for your downtown.

52. Develop a weekly newspaper column or radio show dedicated to your downtown revitalization program.

53. Invite citizens to teach a craft or hobby downtown.

54. Involve children (tomorrow's customers) in revitalization activities by providing them with activities that help them understand downtown's importance.

55. Have a parade!

56. Hold a street dance!

57. Make sure your events are listed in all local, regional, and statewide listings and tourism publications.

58. Work with downtown merchants to create retail promotions that make those cash registers ring.

59. Coordinate an exciting holiday promotion to bring people downtown!

60. On a designated evening or Sunday afternoon, have merchants fix simple hors d'oeuvres to serve in their business.

61. Develop a downtown business directory with a map to help visitors and local people find what they are looking for. Business directories also call attention to the wide variety of retail businesses, services, professional and government offices that the downtown has to offer.

62. In the summer, show movies on the outside of a building.

63. Schedule performances in downtown by local artists and musicians.

64. Hold a downtown treasure hunt.

65. Sponsor an advertising and marketing seminar.

66. Conduct a downtown market analysis to better understand your customers and to help identify their needs. Gather census information on your community and trade area. Also, conduct "focus groups".

67. Meet with area realtors. Let them know what Main Street's goals are, especially in relation to downtown properties.

68. Stay informed. Budget for professional development opportunities, such as downtown revitalization conferences. Develop a library with downtown revitalization information that can be used by volunteers, businesses, and the community in general.

69. Complete an inventory of buildings and businesses in the downtown area. Include size, ownership, cost to rent, and availability.

70. Encourage businesses to extend store hours so employees can shop on their way to or from work. Also, establish uniform hours for downtown stores.

71. Develop educational programs to address the needs of your downtown businesses.

72. Get information out about free or low-cost business assistance that could benefit downtown business owners.

73. Stay on top of downtown vacancies. Be prepared to share information about them with business prospects. Use your completed market analysis to develop a business retention, expansion, and recruitment strategy.

74. Renovate upper floors of buildings for services, office space, or housing.

75. Send copies of event posters, brochures, photos, slides, newsletters, and other things you've been successful with to the Washington State Downtown Revitalization Program, PO Box 42525, Olympia, WA 98504. We want to include your downtown revitalization successes with others. And, there are so many opportunities for us to do this — when making slide show presentations, at workshops, when responding to resource library requests, and during telephone consultations.