

Main Street Boot Camp

TODD BARMAN | OCTOBER, 2012



Main Street
NATIONAL TRUST FOR HISTORIC PRESERVATION

Main Street Four-Point Approach®
Asset based economic development

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



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Asset-based economic development Exercise

- List your heritage assets
 - Built history _____
 - Cultural history _____
- List your human assets
 - Entrepreneurs _____
 - Engaged public _____
- Other assets
 - _____

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Development tasks



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



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Development responsibilities

- Space
- Markets
- Businesses
- Partners



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Development roles

- Design team must take the lead on developing **SPACE** by leveraging built history...
- Promotion team must take the lead on developing **MARKETS** by leveraging cultural history...
- Economic restructuring team must take the lead on developing **BUSINESSES** by leveraging entrepreneurs...
- Organization team must take the lead on developing **PARTNERS** by leveraging an engaged public...



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Development process



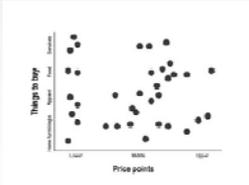
- Being market driven
- Building relationships
- Inspiring action
- Coordinating



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Being market driven

- Assemble past market research/analysis efforts
- Create and maintain an asset/resource inventory
- Analyze your business mix
- Learn how to access and interpret secondary data
- Monitor and report local economic performance
 - Follow the health of district indicator businesses
- Perform ongoing targeted market research
- Help businesses keep pace with the market



Business mix analysis exercise



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Building relationships

The right methodologies, messages, messengers, and moments



- Formal “on the clock” versus informal “off the clock”
 - One to one
- Trust versus credibility



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Building relationships

Credibility

- Resume
 - Annual report
- References
- Reputation
 - Testimonials
- Demonstration
- Data
- Guarantee
- Keep your problems to yourself



Photo: National Trust for Historic Preservation

Photo: National Trust for Historic Preservation

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Building relationships

Trust

- Trust on your part
- Trustworthy behavior on your part
 - Be respectful
 - Be open and transparent
 - Be empathetic (care)
 - Be useful
 - Be dependable, reliable
 - Be visibly accountable
 - Build shared experiences



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Building relationships

Stakeholders

- Retail business owners
- Service business owners
- Property owners
- Residents/consumers
- Neighborhood associations
- City/co./state govt.
- Social service agencies
- Regional planners/partners
- Economic & community development corporations (CDC's)
- Chamber of commerce
- Financial institutions (or "corporate buddy")
- Utility companies
- Civic clubs/organizations
- Schools
- Religious institutions
- Preservationists
- Media



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Building relationships

- Between your organization and your stakeholders
- Between one stakeholder and another



Georgetown (TX) Breakfast Bites



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Inspiring action

Influencing partners & the people who own the space & businesses

- Craft or recraft your mission and vision statements
- Craft or recraft your market position statement
- Craft or recraft your brand
- Craft or recraft your downtown development plan



Easton (Columbus, OH)



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Inspiring action

Vision & mission statements

- Vision statements
 - a community consensus
 - an ideal future
- Mission statements
 - your purpose
 - why you exist
- Documenting and communicating your organization's tangible and intangible successes
 - Increasing investor confidence, attracting investment



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Inspiring action
 Downtown development plan

- A concrete and compelling vision of a fully functioning future marketplace
- Attract investors and tenants by helping them see a vision of themselves making money as part of a successful place




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Inspiring action
 A vision founded on:

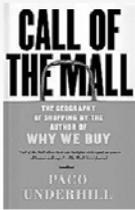
- A sound market position and marketing plan
- Well-designed and managed leasable space
- A well-designed clustering/leasing plan



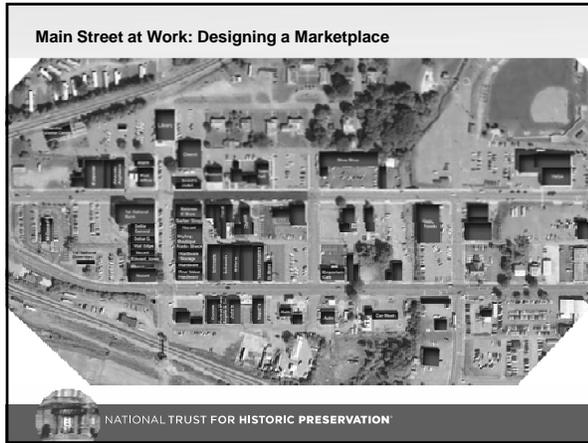

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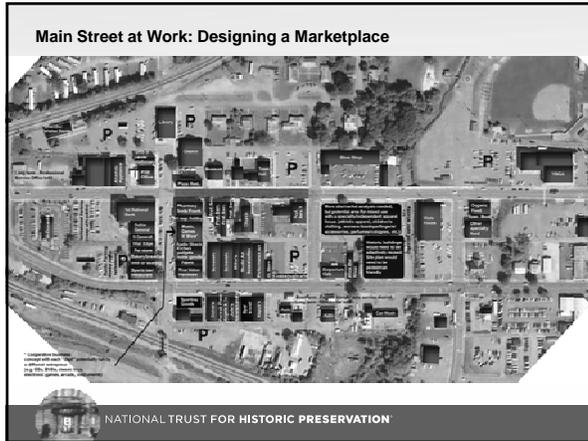
Inspiring action
 Craft or recraft your downtown development plan

- Become students of successful marketplaces
- Define the market you will go after, not the market you will settle for
- Visually map out or model your ideal/dream marketplace
- Take the lead on selling the Downtown Development Plan
- Coach individual developers/investors on the collective goal of a strong marketplace




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Inspiring action

Craft or recraft your downtown development plan

- Take the lead on selling the Downtown Development Plan
 - Downtown Gardiner (ME) Vision piece



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Coordinating

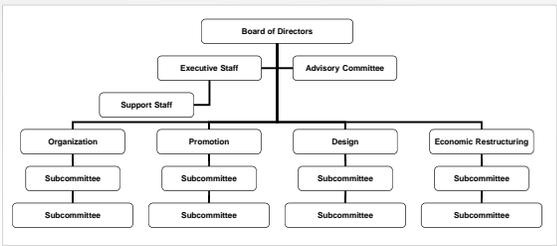
Keeping each team and team member on the same page

- Formalize board oversight
 - Strategic resource allocation
- Establish cross committee work/action planning, tackle joint projects
- Hold periodic joint committee meetings



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Main Street organization chart



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Board oversight
 Roles/responsibilities of the board

- Advocacy
- Board Development
- Committee Oversight
- Financial Management
- Fundraising
- Governance
- Meeting Participation
- Personnel
- Planning
 - Strategic resource allocation
- Program Evaluation
- Public Relations
- Risk management



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Board oversight
 Legal responsibilities of nonprofit boards: boardsource.org

- Duty of Care
 - Duty to exercise reasonable care when he or she makes a decision as a steward of the organization
- Duty of Loyalty
 - Duty to give undivided allegiance when making decisions affecting the organization
- Duty of Obedience
 - Duty to act (and manage donated funds) in a way that is consistent with the central mission/goals of the organization



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Work/action planning
 Elements of effective work/action plans



- Goals
- Objectives/projects
- Outcomes
- Tasks
- Timetable
- Responsibility
- Budget



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Committee/team

Roles



- Committee/team volunteers
 - to plan and implement projects
- Committee/team chair
 - to recruit members, to run meetings and to resolve conflict
- Staff
 - to assist, advise and provide information
- Board
 - to set policy and approve annual action plan and budget



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Main Street is a Program not a Project

- The need for management doesn't go away



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Main Street's Principles of Success

- Comprehensive strategy
- Incremental steps
- Self-help
- Partnerships
- Unique downtown assets
- High standard of quality
- Changes in attitude and practice
- Implementation



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A Four Point Approach to Economic Development: Design

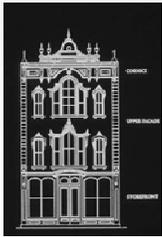
- Learning the commercial aspects of design
- Performing ongoing design related targeted market research
- Improving the commercial aspects of design
 - Developing owner appreciation of designs that sell
 - Developing technical and financial incentives for designs that sell better
 - Setting the bar for commercial design greatness within design guidelines
- Directly developing leasable space (CID)




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Design roles

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




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Learning design



- Who
 - Committee members
 - Commission members
 - Business & property owners
 - Contractors
- How
 - Face time
 - Slide shows like this one
 - Case studies & testimonials
 - Publicity
 - Window displays
 - Ribbon cuttings



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Learning all aspects of design



- Structural
- Historical
- Architectural
- Environmental
- Commercial



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This impacts the commercial aspects of design

How designs work structurally

Sheboygan Falls, WI



Deferred maintenance



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This impacts the commercial aspects of design

How designs work historically

Pittsburgh, PA

Inappropriate material



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This impacts the commercial aspects of design

How designs work architecturally

Ripon, WI



Windows, materials, signage, etc.



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This impacts the commercial aspects of design

How designs work environmentally

Maryland

- Going Green Downtown: A Sustainability Guide for Maryland's Main Streets
 - Build it Green
 - Historic Preservation is Green
 - Green Downtowns: Less is More
 - Enhancing Downtown with Green Spaces
 - Stormwater: Slow it Down, Spread it Out, Soak It In
 - Sustainable Transportation: Linking it All Together
 - Rally 'Round the Downtown
 - Placemaking



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How design works commercially

Sheboygan Falls, WI

Exterior appearance affects perception of business quality
85% increase in revenue
An Analysis of the Economic Impact of Physical Improvements on Retail Sales
by Brenda R. Spencer



Take before and after photos from same vantage point



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How design works commercially

Rice Lake, WI
Do what you can afford and what the market will support, you can always do more later



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Design outcomes



- Increased design appreciation
- Increased investment in downtown buildings
- Appropriate investment in downtown buildings
- Spaces that are better for business
 - Authentic, well-maintained, high quality, appropriate size
- A stronger marketplace

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Maintenance & repair



- Proper maintenance allows for real estate investments to appreciate
- Deferred maintenance leads to loss of improvement value
 - In some cases a total loss
- Deferred maintenance also leads to the need for repair
 - Which is much more costly than maintenance
- Building condition affects perception of business quality

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Maintenance & repair

- Roof damage/deterioration
- Pigeon/pest deterrents
- Care and cleaning of masonry
- Window repair
- Repair and painting of wood
- Awnings
- Foundations
- Interior elements including plaster
- WATER!



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Maintenance & repair



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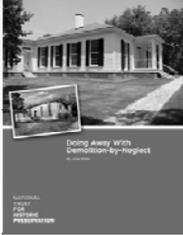
Maintenance & repair



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Doing Away with Demolition-by-Neglect
From the National Trust for Historic Preservation

- www.amazon.com/Doing-Demolition-Neglect-Julia-Miller/dp/0891335897



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Building improvements
May be easier and less costly than you think



NATIONAL TRUST FOR HISTORIC PRESERVATION

Building improvements
May be harder and more costly than you think



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Buildings and spaces between buildings

Building improvements

Elements, Composition/Proportion



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Building improvements

Transparency



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Building improvements

Past improvements



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Enclosure and the streetwall

Building improvements

New additions



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Enclosure and the streetwall

Building improvements

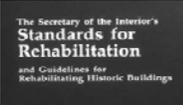
New buildings



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Building improvements

- The Secretary of the Interior's Standards for Rehabilitation
 - www.nps.gov/hps/tps/standguide/rehab/rehab_standards.htm
- Technical Preservation Services Preservation Briefs
 - www.nps.gov/tps/how-to-preserve/briefs.htm



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Affect building quality, business quality, and Place quality

Signage, awnings

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The intersection of the retail and street experience

Visual merchandising

Exterior merchandising

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Visual merchandising

Interior merchandising

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Sidewalk surface and street furniture affect the quality of Place

Public improvements

Sidewalks, pedestrian amenities



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Connection between green space and storefront businesses

Public improvements

Incorporating plants



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Affects the quality of Place, CPTED

Public improvements

Lighting



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Public improvements
Programming space, connecting to promotion



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Public improvements Affects the use of Place
Special users, traffic calming and wayfinding



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Public improvements Affects the quality of Place
Incorporating art



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Public improvements Affects the quality of Place, CPTED

Maintenance

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Public improvements

Parking, transportation

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Public improvements Mitigating Placemaking disruptions

Construction

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Design incentives
 Technical and financial assistance



- Offsets added cost of doing it right
- Must ALWAYS follow guidelines
 - Appreciated by owners, contractors, architects




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Design incentives
 rehabilitation tax credits

- Federal 20% Historic Rehabilitation Investment Tax Credit
- Federal 10% Non-Historic Tax Credit
- Other incentives available in Oregon
 - www.oregon.gov/OPR/D/HCD/SHPO/Pages/index.aspx




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Planning & review Must address Place

- Specific planning
 - Comprehensive plans
 - Master plans
 - Downtown plans
 - Streetscape improvement plans







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Planning & review

- Local ordinances
 - Zoning
 - Historic preservation
 - Sign
- Teeth, must be enforced
 - avoid frequent variances



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Main Street's interior Places contribute to the sum total of Place

Design conclusion



- Good spaces
 - Maintained/improved spaces (design guidelines)
 - Authentic spaces (competitive advantage/economic value of historic spaces)
 - Quality spaces (economic value of quality materials and craftsmanship)
 - Smaller spaces
 - Vacancies (available space)
- Design incentives as business incentives
- Marketplace
 - Business Clustering

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Design conclusion



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

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A Four Point Approach to Economic Development: Promotion

- Crafting a Marketing Plan
- Branding the commercial district
- Performing ongoing promotion related targeted market research
- Developing *market driven* image campaigns (driving publicity), special events (driving traffic), business promotions (driving sales)
- Developing owner ability to develop their own markets



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Crafting a Marketing Plan

- Identify current assets & market position
- Identify target markets
 - Target marketing increases the economic development potential of promotions
- Establish outcomes
- Establish overall strategy/calendar
- Design individual strategies
- Implement
- Evaluate



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Branding the commercial district

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



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Promotion Committee Outcomes

- Differentiated promotions
- Better business capacity to tap market
- A larger market and greater market share
- Increased foot traffic
- Increased sales
- Strategies that target specific customers or better match existing customers
- Brand recognition



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A promotion must:

- Drive traffic
- Drive sales
- Drive publicity
- Drive fundraising

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



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Types of promotions

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



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Image campaigns include:



- Image advertising that promotes the district's unique assets
- Image merchandise that reinforces the image
- Media relations that put a positive spin on the downtown
- Image-building events that celebrate downtown progress



Image campaigns
Image advertising



- St. Louis Image Campaign designed to raise awareness and support for the positive attributes of the downtown area



Image campaigns
Image advertising



Image + Business Promotion
Group Ads



- “someone to shop for”
 - Created to project a unified image of Port Townsend’s historic district for the holiday shopping season

Image + Business Promotion
Group Ads



Image campaigns



- Local First Campaigns are becoming more common, but need to be more than guilt trips
 - Local First How-to (BALLE, <http://bealocalist.org/balle-edge-ucate>)
- Shop Independent Campaigns also have potential
 - Independents Week! Week of July 4 and Unchained! Saturday before Thanksgiving (www.amiba.net/members/national-campaigns)

Image campaigns

Media relations

- Convert the media to your cause early
- The media's image of downtown will set the tone for all their downtown coverage
 - See organization committee training for more on fostering positive media relations



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Image campaigns

- Simply communicating the fresh activity, progress, and excitement associated with implementing the Main Street Four Point Approach often goes a long way toward strengthening the downtown's image and increasing consumer confidence



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Cycle of investment



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Business promotions

- Focus the community's attention on the commercial aspects of downtown
- Should ring registers
- Need to connect potential customers with interesting goods & services




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Three categories of business promotions:

- **Cooperative promotions** "sell" businesses with competing goods and services
 - market the ability to comparison shop within your commercial district
- **Cross-business promotions** "sell" businesses with complimentary goods and services
 - compel the customer to purchase all those related products and services while shopping in your commercial district
- **Consumer segment promotions** focus on the consumer group (including visitors) rather than the goods and services
 - focus on connecting the targeted customer group with all the businesses in your commercial district that will appeal to them




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Business promotions

Cooperative promotion

- "Taste of..." events versus Progressive Dinners?




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Business promotions
Cross-business promotion



- Sheboygan Falls Home & Hearth is an excellent cross-retail promotion



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Business promotions
Consumer segment promotions



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Business promotions
Experienced-based retailing

- Help businesses develop a retail experience (i.e. at Churchmouse Yarns & Teas in Bainbridge Island Washington)



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Special events



- Are not focused on ringing cash registers (tell your merchants!)
- Often lead to future sales when attendees have a positive experience admiring window displays, browsing open shops, and chatting with friendly shopkeepers
 - Opportunities for personal contact with potential customers, the best kind of advertising (tell your merchants!)



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Special events include:

- Celebrations of local talent
- Celebrations of unusual local features
- Celebrations of local history
- Traditional holidays
- Unique local holidays (demographics)
- Socials or on-going community gatherings





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Special events





- Build on local assets
 - Especially people
- Connect to downtown



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Keys to a successful event



- Music
- Food
- Overlapping activities
- Something for all ages
- Something for free



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Amusement park analogy

- Focus is on the "attendees" overall experience
 - Scripting that experience, schedule of events
- The importance of food and entertainment
- Appealing to all senses (sight, sound, taste, etc.)
- Can you script the experience 365 days a year?
 - Businesses as amusements



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What can you offer service businesses?



- Marketing opportunities that generate visibility, goodwill and positive public relations



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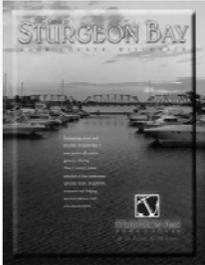
Tourism hospitality

- All the typical and important customer service techniques plus:
 - Welcoming visitors as guests to your community even if they aren't your customers
 - Demonstrating pride in your community
 - Giving good directions (including knowing major landmarks/attractions)
 - Knowing your community (including current and upcoming local events)
 - Making referrals



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Tourism hospitality



- Develop a training and incentive program for front line employees.
 - Create a FAM (familiarization) Tour
 - Provide concierge discounts/commissions when employees make referrals
 - www.oregonocare.com



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Evaluating promotions

- Did the promotion achieve its goal(s)?
 - Communicated brand message?
 - Media value?
 - Changed attitudes?
 - Reached target customer?
 - Attendance?
 - Sales volume?
- To what extent did the promotion contribute to the program's mission?
- Was the end result worth the amount invested (ROI)?
- What was the level of both merchant and customer satisfaction?



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14 ways to sustain a promotion

- Start planning your promotion at least 12 months in advance
- Evaluate previous promotions
- Set and communicate clear goals, expectations
- Fill a gap in your promotional calendar, mix
- Match activities with your target audience
- Start small, build on success
- Stress quality
- Do a checklist, work plan
- Include merchants early and often
- Involve many volunteers, delegate responsibility
- Ensure funding
- Work with the media, promote the promotion
- Document the promotion (PICTURES!)
- Evaluate the promotion



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14 ways to kill a promotion

- Begin your planning tomorrow
- Rest assured everything will fall into place
- Draw up rigid plans
- Forget the idea of a simple promotion
- Move the promotion's date from year to year
- Schedule promotions in competition
- Let someone else worry about start-up money
- Don't worry about people power
- Let a few people do everything
- Give everyone equal authority
- Demand help from local businesses/organizations
- Ignore health dept. rules
- Assume everyone knows all about the promotion
- Discard receipts, invoices & other records



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A Four Point Approach to Economic Development: Economic Restructuring



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



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Plant the seed for entrepreneurship and grow entrepreneurial spirit/culture

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



Ellensburg Downtown Association's Emerging Entrepreneur Symposium



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Grow entrepreneurial ventures (Phase 1)

- Learn how good businesses work then communicate best business practices
- Be a Business Information Center
- Facilitate access to existing human and financial capital



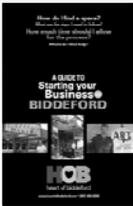
Corvallis, OR Lending Library



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Attract entrepreneurs to the Main Street district and field entrepreneur inquiries

- Document and communicate your tangible and intangible successes
- Market your Business Information Center and available human and financial capital
- Market the district as being entrepreneurial friendly



HOB
Heart of Bideford



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Continue growing entrepreneurial ventures (Phase 2)

- Become an incubator-without-walls
- Provide personal training/coaching
- Create new financial capital
- Reduce disincentives
- Incentivize targeted entrepreneurial ventures
- Develop community-owned and supported businesses
- Take the lead on creating leasable space



H-PUP (Cambridge, MD)



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Proactively recruit entrepreneurs

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



"Home Based Business" membership level (Emporia, KS)



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A Four Point Approach to Economic Development: Organization

- Positioning/branding the organization as an economic development organization
- Developing economic development partners
- Documenting and communicating the organization's tangible and intangible successes
 - Increasing investor confidence, attracting investment
- Designing a system for coordinating the development process
- Developing volunteer economic development capacity



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Organization committee
Typical areas of responsibility

- Administration
- Fundraising
 - Design and implement strategies, develop support materials
- Volunteer development
 - Philosophy/policies, recruitment, orientation/training, recognition
- Promoting the program
 - Media, presentations, materials



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Organization outcomes

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



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Fundraising strategies

- General appeals/pledge drives
 - Annual
 - Endowments
- Targeted appeals
 - Public sector
 - Corporations
 - Alumni
- Membership dues
- Earned income
 - Special events
 - Product sales
 - Business ventures
 - Automatic earned income



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Fundraising strategies

- Sponsorships
 - Public improvement gift catalogs
- Grants
 - State or federal
 - CDBG
 - Tea-21
 - Private foundations
- Property development & management
- Special assessment districts
- Tax increment financing (TIF)
- Development impact fees
- Hotel/motel tax
- Contract for services




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The annual fundraising plan



- Set \$ goal based on work plans
 - For operational budget
 - For special projects
- Select the types of fundraising strategies
 - Don't let funding sources lead your revitalization strategy
- Develop fundraising action plan(s), timeline
 - set time period for completion



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How to be a great fundraiser

Mary Peterson, Eagle Mount, Bozeman

- Totally commit to something much bigger than yourself
 - Passion
 - Patience
 - Determination




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How to be a great fundraiser

Mary Peterson, Eagle Mount, Bozeman

- Remove barriers
 - Attitudes about money (yours, donors')
 - Donors' ability to trust you
 - Donors' ability to trust your organization
 - Bad manners
 - Lack of direction or bad timing



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Building relationships

Mary Peterson, Eagle Mount, Bozeman

- Identification = 2%
- Cultivation = 90%
- Solicitation = 2%
- Stewardship = 6%



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Managing the finances

- Bookkeeping
- Auditing
- Budgeting
- Financial transactions
 - Maintaining the checkbook
 - Writing checks
 - Petty cash
- Reports to the board



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Volunteer development: people-the "other" resource

- Philosophy/Policies
- Recruitment
- Management
- Recognition



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Cycle of managing volunteers



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Recruitment techniques

shades of gray

- Warm body
 - Simple dissemination of information about the program, WITH A CALL TO VOLUNTEER
- Concentric Circle
 - People in-the-know, members, friends and family
- Targeted
 - Consciously planning a campaign to attract a specific volunteer



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Leadership development

- Leadership Development
 - Inherent in Main Street organizational structure and work plan
 - Could be enhanced by following more formal leadership development strategies

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Orientation & training



- The difference between orientation and training
 - orientation is an introduction
 - training is skill development

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Recognition

- Time and tailor the recognition to fit the motivation
 - Affiliation
 - Achievement
 - Power
 - Avoidance



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Promoting the program

- Organization Committee "sells" the MS philosophy
- Describes the dream and the results
- Establishes a corporate identity
- Tools used:
 - Media relations
 - Presentations
 - Website
 - E-Blasts
 - Printed materials
 - Newsletters
 - Brochures
 - Annual reports



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The ideal Main Street office



- Distinct
- Visible
- Adequate space
- Well-equipped
- Attractive signage
- Model of design principles
- Resource center
- Necessary personnel



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Volunteers for the Organization Committee?

| | |
|--|--|
| Communicators •Salespeople •Media Representatives •People w/Communication Skills; writers •Teachers | Money Managers •Accountants •Bankers •Financial Investors •Business/Property Owners •Individuals with fund-raising or grant-writing experience |
| Organizers •Managers •Librarians •Perfectionists •Attorneys | Givers of Time and Money •Reps from other civic organizations •Residents/Newcomers •Seniors •Students |



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Organization resources

- Publications:
 - “Keep the money coming: A step by step guide to annual fundraising,” Christine Graham
 - “Fundraising for the long haul,” Kim Klein
 - “Successful Fundraising,” Joan Flanagan
 - “Secrets of Successful Fundraising,” Carol Weisman
- Websites:
 - www.independentsector.org
 - www.fdncenter.org
 - www.grants.gov
 - www.energizeinc.com
 - www.serviceleader.org
 - www.boardsource.org
 - www.aafr.org
 - www.mainstreet.org
 - www.servenet.org



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A Four Point Approach to Historic Preservation: Design

- Learning historic design
 - Standards for Rehabilitation
 - Preservation Briefs
- Indirectly saving built history
 - Developing owner ability to save built history
 - Developing technical and financial incentives for designs that respect and preserve history
 - Setting the bar for historic preservation greatness within design guidelines
 - Developing formal protections for built history (ordinances)
- Directly saving built history (CID)




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A Four Point Approach to Historic Preservation: Promotion

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




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A Four Point Approach to Historic Preservation: Economic Restructuring

- Indirectly leveraging heritage assets
 - Developing owner ability to profitably lease historic spaces and to tie business concepts to historic spaces, quality materials and craftsmanship
- Directly leveraging heritage assets
 - Differentiating the district based on its' built and cultural history
 - Developing community owned businesses with heritage tied business concepts
- Communicating the local economics of historic preservation
 - Collecting cases/testimonials




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A Four Point Approach to Historic Preservation: Organization

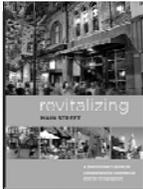
- Developing historic preservation partners
- Positioning/branding the organization as an historic preservation organization
- Aligning the organization's mission and vision statements with historic preservation
- Developing volunteer historic preservation capacity




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Resources from National Trust Main Street Center

- National Conferences
 - Preservation: Spokane, WA, Oct 31-Nov 3, 2012
 - Main Street: New Orleans, LA, April 14-16, 2013
- Online Tools:
 - www.preservationnation.org/main-street
 - www.mainstreet.org
 - MS list serve
- Publications:
 - Revitalizing Main Street
 - Main Street Now
 - Archive of Main Street News
- NTMSC On-Site Services
 - Consulting & Technical Assistance
 - Training & workshops



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