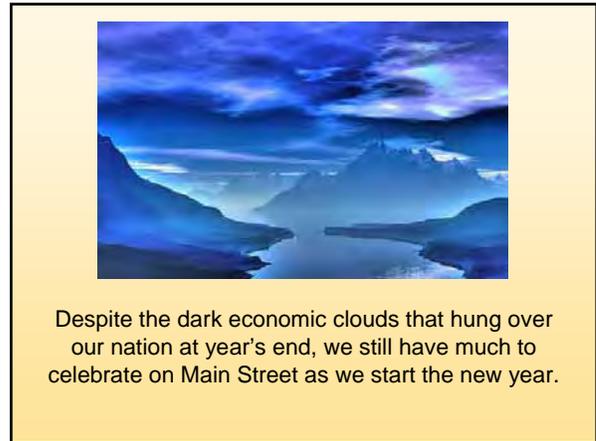





MAIN STREET MAINE

Welcome to the Maine Downtown Institute:
Main Street™ 101:
Essentials of Downtown Revitalization
Presented by
 Roxanne Eflin, Interim Program Director, Maine Downtown Center
 Linda Edgerton, CMSM, Edgerton Consulting



“The year ahead holds promise for positive change and new initiatives that can bring fresh energy and vitality to every corner of every Main Street.”

*Doug Loescher, Director,
 National Trust Main Street Center*





Why is downtown important?

- Economic center
 - Business creation
 - Job Creation
 - Entrepreneurship
- Social Center
 - The Heart of Your Town
 - Where you meet your friends!
 - It's where you know you're home and it feels good

Why is downtown important?

- Service center
 - Health care
 - Town offices
 - Post offices
 - Libraries



Why is downtown important?

- Youth Attraction
- Retiree Attraction
- Tourism
- Heritage, Arts and Culture
- Workforce Housing
- Land Use Policies
- YOUR unique character and sense of place!

NATIONAL TRUST FOR HISTORIC PRESERVATION

In the 1970s, the National Trust for Historic Preservation developed its pioneering Main Street approach to commercial district revitalization.

This innovative methodology combines **historic preservation with economic development** to restore prosperity and vitality to downtowns and neighborhood business districts.



- This preservation-based revitalization program has also gained wide credibility as a very powerful economic development strategy.



- Not only does the Main Street Four-Point Approach™ strive to save historic buildings and protect a community's sense of place, it creates jobs, generates new businesses, brings investment to neighborhoods, and stimulates local economies.

- Since its inception, the collective economic impact of local Main Street programs to date has yielded:
 - \$18.3 billion in total reinvestment,
 - 244,545 net gain in new jobs,
 - created 60,500 businesses, and
 - rehabilitated 96,283 buildings.

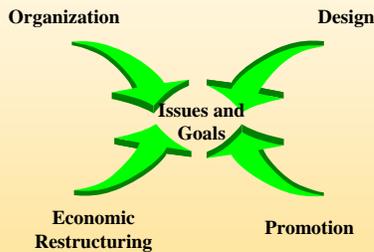


- Throughout the nation, communities are using the Main Street approach to revitalize their traditional commercial districts, whether they have officially designated Main Street programs or simply incorporate Main Street principals into existing economic development, historic preservation, city management, or urban and community planning programs.

Main Street™

- Now used in 45 states and has served over 2,200 communities
- 8 Principles:
 - Comprehensive
 - Incremental – small steps are good steps
 - Community-driven self-help
 - Attitude – creative - passionate
 - Public-Private Partnerships - efficient
 - Asset-Based – focused on existing strengths
 - Quality
 - Results!

Main Street's Four Point Approach





The Maine Downtown Center:



- A program of the Maine Development Foundation
- Created by the Legislature in 1999
- Serves as a resource for communities statewide
- Advocates for downtown revitalization

The Maine Downtown Center:

- Main Street Maine program
- Maine Downtown Network (Spring 09 launch!)
- Downtown Institute
- Online Library and new website *soon*
- Annual Conference (June 5, Rockland)
- Downtown Achievement Awards
- Volunteer Advisory Council



- Saco Spirit (2001) – Certified Local Government
- Main Street Bath (2001) – Destination of Distinction
- Waterville Main Street (2001)
- Gardiner Main Street (2001) – Preserve America!
- Norway Downtown Revitalization (2002)
- Eastport for Pride (2002)
- Main Street Skowhegan (2005)
- Van Buren Main Street (2005)
- Heart of Biddeford (2006)

Reinvestment Statistics

- \$23 million in new public and private investments
- 75 net new businesses
- 456 net new jobs
- Over 69,000 volunteer hours
- For every \$1 invested in the program, \$12 additional have been invested in these downtowns



Role of the State Coordinating Organization (Maine Downtown Center)

- to “translate” and tailor the Main Street approach according to the specific economic conditions and economic development tools and resources in its geographic region;
- to competitively select local Main Street communities for participation;
- to provide an appropriate scope of technical assistance and, in a few cases, financial assistance to local Main Street organizations;

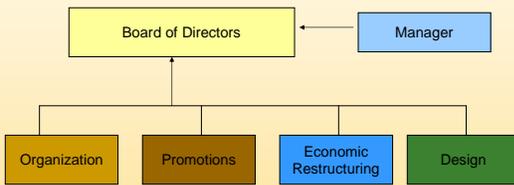
Role of the State Coordinating Organization (Maine Downtown Center)

- to provide networking, advocacy, and encouragement to participating local Main Street programs;
- to serve as a liaison with the National Trust Main Street Center; and
- to identify which local programs annually meet the standards of National Main Street Program Accreditation.

10 Criteria for Recognition as a National Main Street Community

1. Broad-based Support
2. Vision and Mission Statements
3. Comprehensive Master Plan
4. Historic Preservation Ethic
5. Active Board of Directors
6. Operating Budget
7. Program Manager
8. Training for Staff and Volunteers
9. Reporting of Key Statistics
10. National Main Street Network

Main Street Organizational Structure



Expectations of Main Street Maine Communities

- Follow the Main Street model
- Develop and maintain broad-based community support for the program
- Develop yearly work plans
- Maintain an active board of directors and committee members
- Establish bylaws, which include term limits for board members
- Maintain professional, paid staff

Organization



Organization Structure

- Board of Directors – Develops policy and goals, fiscal responsibility
- Organization Committee – Volunteer recruitment & training, fundraising
- Design Committee-Ensures aesthetic quality
- Promotions Committee-Promotes downtown
- Economic Restructuring Committee-Business retention & recruitment

NOTE:

The Program Manager supports and works with each group above but does not do the committee's work.

ORGANIZATION

Financial Outreach



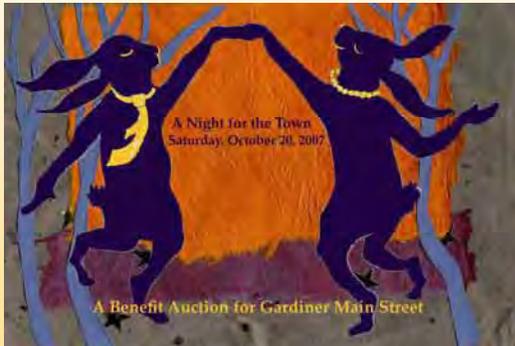
Volunteer Outreach

- Current Website
- E-Newsletters
- Speaking to civic groups, other non-profits, local Chambers of Commerce
- Displays at every event
- Volunteer ME website
- Press Releases

Volunteers in Action



Auction Fundraiser



Board of Directors

- Typically 9-13 Members
- The BOARD – not the manager – takes ultimate responsibility for the program!
- ACTIVE vs. “rubber stamp”
- Broad-based representation
- Responsible for fundraising
- ADVOCATE for the downtown
- Be accountable to the community

Organization – the essentials

- 501(c)3 status
- Bylaws
- Personnel Policies
- Financial
- Annual Meeting
- Board recruitment & involvement
- Collaborate with other organizations
- “Road Show” for Kiwanis, Rotary, Chamber, etc.

Sample BASIC Budget Items

- Salary (~\$35,000 starting)
 - Experience
 - Education
 - Local Market
- Benefits
- Office Rent
- Office equipment (computers, furniture, fax machine, phone)
- Communications
 - Web site
 - Newsletter
 - Travel

PROMOTIONS



Special Events...



Draw People to Your Downtown



Candlelight Shopping Night with Artwalk Gardiner



Cross Marketing



Promotions Examples



Promotions Examples



Promotions Examples



Other Promotions Examples

- Logo for downtown program/district
- T-shirts, bags, buttons
- Appreciation Days (eg., senior citizens, downtown employees)
- Community heritage
- Social events (block parties, concerts, wine tastings)
- Downtown brochure/map/business directory
- Press kits
- Video

Economic Restructuring

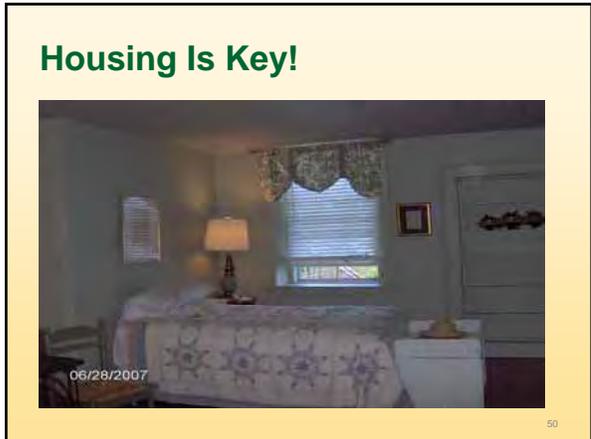


Economic Restructuring

- Inventory of downtown buildings, businesses, housing stock
- Collect demographic information so you know your community and region
- Market analysis to see what is needed and also to see if you have already surpassed what is supportable
- Intercept surveys to find out who uses the downtown and why as well as identify challenges or image problems

Other ER Examples

- Customer intercept surveys
- Business opening celebrations
- Business recruitment packages
- Upper floor use (housing, office, other)
- Training for business owners
- Financial incentives (grants and loan programs)



Business Retention

- Retention team to step in when a business is in trouble or wishes to expand
- Provide business education workshops, special speakers
- Find out what THEY need to move forward and be successful
- Recruit businesses that will support those already there!



WE WANT YOU! Business Recruitment

- What businesses are needed?
- What spaces are available?
- The importance of property owners understanding the role they play
- The recruitment "package" and how it's delivered
- Getting the right mix isn't always easy!



Gardiner – Business Recruitment



Waterville – Farmer's Market



Waterville – Business Trainings in partnership with SBDC



Priorities

- Understanding the local market
 - Research/Surveys
 - Customer Intercept
 - Building Owner
 - Merchant
 - Market Analysis
- Business retention
- Business recruitment
- New economic uses for buildings
- Financial Assistance tools



Market Analysis

- Determine Business Opportunities by:
 - Reviewing existing market data
 - Census data
 - Sales Tax
 - Real estate trends
 - Existing Market Studies
 - Conduct original research
 - Surveys (customer, business, etc)
 - Identifying trade area
 - Sales gap analysis
 - Researching the "competition"



Other basic data...

- Number of downtown businesses
- Number of jobs
- Retail sales figures
- Commercial property values
- Average commercial rental rates
- Should be updated yearly!



Business Recruitment

- Base on market data!
- Start with existing businesses that want to expand
- Develop a business recruitment package / marketing piece
- Contact SBDC, Score, etc. – let them know what you are looking for
- Get to know local commercial lenders and local commercial realtors

Business Assistance & Support

- Support existing businesses: what do they need to stay downtown?
- Develop/offer training sessions
- One-on-one consultations
- Trust a huge factor!
- Get to know local merchants – visitation program
- Consider Bath's "Business Barometer" model

Bath – Business Barometer



Key Questions to Ask:

- What are your downtown's 3 strongest selling points? How would you present them to a prospective business owner?
- What are your downtown's 3 weakest selling points? How are you going to address them?
- What are your downtown's target customer groups?

Keys to Success

- Build on local assets and identity
- Target a specific market niche
- Make existing businesses the priority
- Be community designed and driven

Design – Beauty in the details



Why is preservation important?

- Buildings are unique and help build a sense of place
- Community history
- Craftsmanship
- Supports economic development

Role of the Design Committee

- Promote the physical image of downtown
- Educate community about good design that enhances the image of the district as well as individual businesses
- Encourage quality improvements to public spaces and private properties
- Guide future downtown growth and shape regulations
- Motivate others by targeting key projects and creating incentives
- Work with your local historic preservation commission and historical society



Design Principles

- Appreciate what already exists
- Design with compatibility in mind
- Avoid “mall” formulas
- Recognize limitations of improvement projects
- Establish unified goals for design improvements
- Stress Quality
- Cultural landscape planning must be comprehensive – gateways and neighborhoods must be considered in design

Work Plan Development

- What defines our character?
 - Inventory buildings, assets, landmarks, architectural styles
- Develop a vision
 - How will our future look?
- Evaluate existing conditions
 - How do we look now? Prioritize short term and long term issues/goals
- Work Plan
 - What do we need to do to achieve our vision?
- Board Approval
- Historic Preservation Commission approval

Typical First Year Activities

- Trainings/Workshops
- Building Inventory
- Building owner/merchant visits
- Research and review codes/ordinances
- Downtown Clean Up Day
- Public Improvements (flowers, benches)
- Identify/prioritize projects

Potential Members

- Architects
- Historical Society
- Real Estate agents/developers
- Interior designers
- City planners/code officers
- Downtown property owners
- Graphic designers
- Artists

Historic Preservation is NOT...

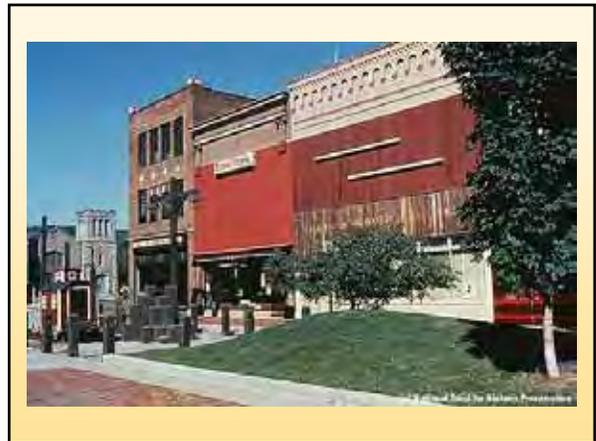
- Saving every building
- Anti-change
- New buildings dressed in "colonial" motifs
- Returning downtown to a particular style, theme or year

Design Examples



Eastport, 82 Water Street





Design Components

- Building facades
- Public spaces
- Trees & Flowers
- Public Art
- Window Displays
- Parking/Traffic Issues
- Signs, light posts, trash cans, benches
- Banners & Flags
- Ordinances

Design Examples



Bath



Norway



Gardiner



Rockland



Gardiner



Waterville



Gardiner



Design Examples



Waterville



Gardiner



Waterville



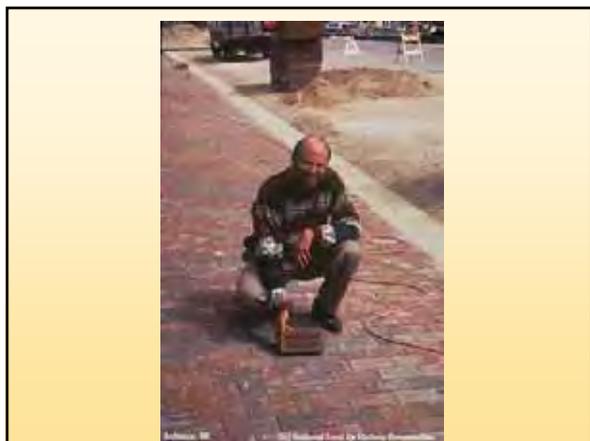
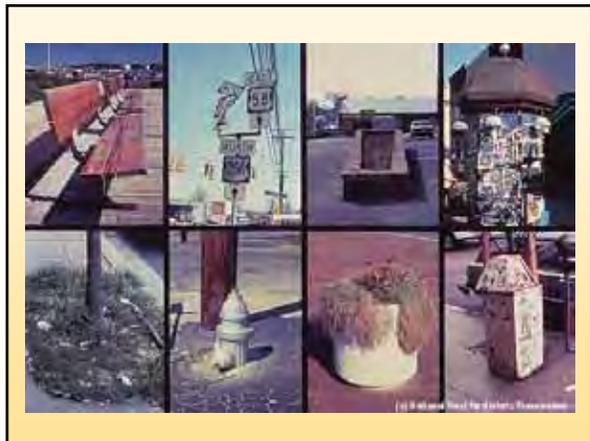
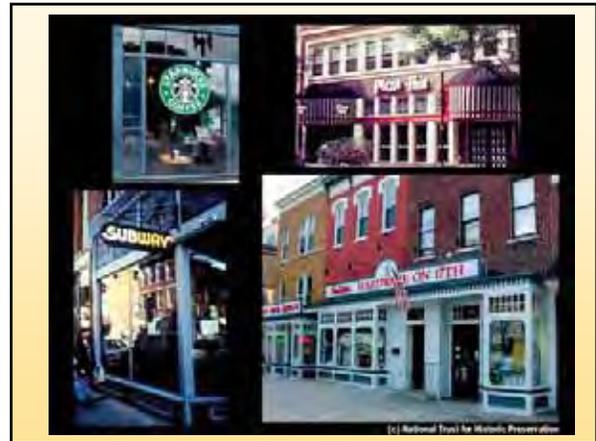
Tips...

- Keep projects simple at first
- Take before and after photos!
- Involve service clubs, students, other community groups
- Carrots vs. sticks!

Other Design Examples

- Design Guidelines
- Parking & Traffic
- Sidewalks
- Lighting
- Trash
- Snow removal
- Window Displays
- Historic preservation
- Design Education/Training
- Historic walking tours
- Public Art
- Green Spaces
- Sign Ordinances





Tools To Guide Design

Unifying Banners



Visual Merchandising



“Human beings, by changing the inner attitudes of their minds, can change the outer aspects of their lives.”

William James
*US Pragmatist,
philosopher and psychologist
(1842 - 1910)*

“Believe you can do it. You can.”

Roxanne Eflin and Linda Edgerton



We wish to thank our partners at the



Find us at www.mdf.org