



National Main Street Refresh

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History of Main Street



Founded in 1980 as a program of the National Trust for Historic Preservation, Main Street works to encourage downtown and community revitalization within the context of historic preservation. Main Street was a program of the Trust for 33 years before becoming a subsidiary of the Trust in July 2013 and moving it's HQ to Chicago.

Photo Credit: VEDP



Four Point Approach

- Four Points provide strong, framework
- Serve as excellent internal check-points to ensure holistic, comprehensive approach



Major Findings + Opportunities in the Four Point Analysis

- New landscape in community revitalization field – Main Street needs to be at the forefront of conversations about transportation, land-use, sustainability, housing, equity, and more.
- The Four Points are a solid framework, but should not be the primary focus of the work.
- National conversation around place, and demographic trends, i.e. “return to downtown,” working in Main Streets’ favor





Four-Point Review Major Findings

- The Four Points provide **solid framework**, excellent internal check-points to ensure holistic, comprehensive approach.
- **Challenge in building/maintaining programming balance** -too much attention to Promotions, too little/undefined attention to ER.
- Main Street Approach viewed as a tactic, **over-emphasizes process and organizational structure** – committees / silos
- **Need more rigorous outcome measurement** / Challenge in “packaging” and promoting value.
- Main Street organizations not viewed as serious economic development organizations. Need to **strengthen position**.



Key Opportunities

- New landscape in community revitalization field – **Main Street needs to be at the forefront of conversations** about transportation, land-use, sustainability, housing, equity, and more.
- National conversation around place, and demographic trends, i.e. “**return to downtown**,” working in Main Streets’ favor



Main Street Four-Point Approach®

- **Promotion** - marketing the district's unique characteristics and assets
- **Design** - getting the commercial district in top physical shape
- **Economic Restructuring – (now Economic Vitality)** diversifying the district's economic base
- **Organization** - getting the community working toward consensus



Main Street's Guiding Principles

No Longer Called the Eight Guiding Principles



- Comprehensive
- Incremental
- Community-driven
- Public-Private effort
- Builds on existing assets
- Quality
- Change
- Implementation-oriented

National Main Street Accreditation



- Broad-based public and private support
- Vision and mission statements
- Comprehensive work plan
- Historic preservation ethic
- Active board and committees (or Four Point work)
- Adequate operating budget
- Paid, professional program director (annual review)
- On-going training for staff & volunteers
- Reporting of key statistics
- Current member of National Main Street Network

Goals for New Brand

- Provides legal protection
- Increase awareness of Main Street
- Deliver consistent message, inspire confidence, and update look
- Create a 'brand promise' that National, Coordinators, and local programs deliver on: What does Main Street represent, why does it matter, and what difference does it make?



Position Statement

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



Demonstration Projects

- ✓ Milledgeville Main Street - Milledgeville, GA*
- ✓ Biloxi Main Street – Biloxi, MS*
- ✓ Lexington DDA – Lexington, KY
- ✓ Jefferson Chalmers, Inc - Detroit, MI
- ✓ Tacony CDC - Philadelphia, PA
- ✓ Little Haiti – Miami, FL
- ✓ City of Gary – Gary, IN
- ✓ Colorado – Lake City, Steamboat Springs and Brush*

*Existing Main Street Programs





Four Point Refresh

Key Integrated Components

- **Inputs:**
 - ✓ community vision – engagement
 - ✓ market understanding
- **Community Transformation Strategies:**
 - ✓ implemented through the Four-Point Framework
- **Outputs:**
 - ✓ qualitative and quantitative outcomes to measure impact

Community Visioning

- Community-driven process that brings stakeholders from all sectors together, inviting them to be proactive participants in the revitalization process.
- Provides a foundation for outlining the community's own identity, expectations, and ideals while confirming real and perceived perceptions, needs and opportunities.





Key Benefits of Refreshed Approach

- Puts **focus on economic impact**, creating potential for more significant change on Main Street.
- Stresses **broad community engagement** to secure support for Main Street's vision and make sure transformation reflects diverse perspectives.
- Encourages focus on **tangible outcomes** that help communicate impact (more to come on this from the Center).
- Offers **greater organizational flexibility**, allowing Main Streets to choose how to organize themselves based on local needs.



Implement and Measure

•To succeed, Main Streets must show visible results that can only come from completing projects – both shorter and longer-term activities that add up to meaningful change.



•Main Streets must be able to demonstrate wise use of resources, which translates to real change on the ground: new jobs added to a Main Street, new businesses open, buildings redeveloped, and numerous other metrics of success.

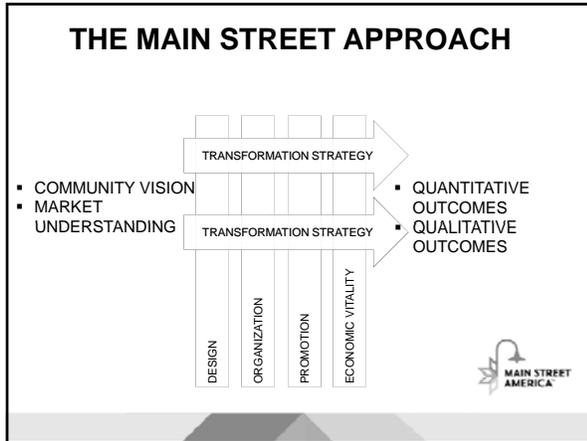


What are Transformation Strategies?

Transformation Strategies:

- guide the direction of the revitalization initiative
- bring about substantive transformation
- reflective of community vision
- based on an understanding of the district's economic performance and opportunities
- implemented through all Four Points
- measurable
- re-evaluated every 2-5 years





Selecting Transformation Strategies

The process of selecting and using Transformation Strategies consists of three steps:

1. Inputs:
 - a. Community vision: What do people want?
 - b. Market research: What can the market support?
2. Implementation: Putting the Transformation Strategies to work
3. Outputs:
 - a. Quantitative outcomes
 - b. Qualitative outcomes

THE MAIN STREET APPROACH: A focus on strategy

There are two types of Transformation Strategies

- Catalyst Strategies
 - Help organizations without recent (or with limited) market information *get started*
 - Build on the presence of a customer group (i.e.: workers), OR
 - Build on the presence of a concentration of a type of product, service, or business (i.e.: arts district)
- Customized Strategies
 - Based on more substantive market information
 - Can help an organization tackle more complex or challenging transformations

“Catalyst” Strategies

- Ready to use
- Can apply to different kinds of places
- Refine over time
- A place to *start*

- *Customer-based* and *product-based* strategies



Customer-Based Strategies

- Downtown workers and/or residents
- College students
- Tourists
- Military installations
- Family-friendly, family-serving
- Millennials
- Elderly



Product-Based Strategies

- | | |
|---------------------------|------------------|
| • Arts | • Apparel |
| • Entertainment/nightlife | • Agriculture |
| • Furniture/furnishings | • Education |
| • Professional services | • Green products |
| • Health + wellness | • Convenience |
| • Sports + recreation | • Manufacturing |
| • Ethnic specialties | • Food |



Examples of Customized Strategy

- Haitian Arts, Entertainment and Culinary District
- Start-up/Entrepreneurship Hub
- Highlighting legacy of a famous person or company – eg Michael Jackson in Gary, IN; John Deere in Moline, IL



Catalyst Strategy: DOWNTOWN WORKERS + RESIDENTS



Focuses on developing a cluster of retail and service-sector businesses that fulfill day-to-day needs of nearby workers and residents – the things people tend to buy close to home or work.

Who are the customers?

- People who work in the district
- People who live in or near the district



What are the benefits?

- A “full-service neighborhood” or “downtown”
- Workers and residents can buy day-to-day needs close to where they work or live
- Minimizes parking demands – since they are already here



What are the trade-offs?

- Competitive sector
- Not differentiated
- Small trade area



Some special considerations

- Most workers visit these businesses from 9-5
- Most residents visit these businesses in the evening and weekends
- Promotional events might need to be scheduled at lunchtime and around 5pm in order to meet workers’ needs – but at different times for residents
- Workers generally need faster service than residents

Potential products/services

Auto repair	Hardware
Banks and credit unions	Laundromats
Barbers and hair salons	Office supplies stores
Bars	Pharmacies
Convenience store	Phone stores
Daycare	Pizza
Dollar stores	Printing and shipping
Dry cleaners	Sit-down restaurants
Fast food and "fast casual"	Supermarket/grocery store
Gas stations	Tailors
Hair care	Take-out restaurants

Which strategies are a good fit?

Harder	Starting a new market	↔	Builds on existing cluster	Easier
	Small potential market	↔	Large potential market	
	Many competitors	↔	Few competitors	
	Needs new buildings or infrastructure	↔	Uses existing buildings or infrastructure	

A Vision is a Cohesive Set of Aspirational Goals

- A vision without a strategy is just a daydream.
A plan without a strategy is just an activity list.



Revitalization and sustainability success stories usually feature:

- A shared *vision* of the desired future;
- A *strategy* to achieve that vision; and
- An *understanding* of relevant trends, and how similar places achieved similar goals.

Storm Cunningham, Publisher, *Revitalization News*



Vision Statement

Where You're Going...

- Preferred future of the district
- Vision Statements should be based on **community consensus!**
- Consensus, developed by a broad cross-section of the community
- Inspiring!
- Comprehensive
- Uses, significant improvements based on market opportunities
- Specific, sensory language
- Reality check for annual activities
- Many ideas generated for projects over many years



Back to the Community Vision

•Community-driven process that brings stakeholders from all sectors together, inviting them to be proactive participants in the revitalization process.

•Provides a foundation for outlining the community's own identity, expectations, and ideals while confirming real and perceived perceptions, needs and opportunities.

Example:

•Community decides it wants to become regional arts and culture hub.



Community Transformation Strategies

• A short-term strategy could be to develop a public mural program, engaging local students as artists.

• A longer-term strategy could be to develop form-based planning codes to promote housing for arts and culture workers – providing for live/work space without requiring special permits.

• Work on these strategies would align with the four points.



ORGANIZATION

Main Street programs helps communities build broad-based support for their commercial district. Main Street brings the community together to reach consensus, lead revitalization, develop partnerships and assemble resources.



PROMOTION

Main Street Programs provide communities with the tools to bring people back to the community center by positioning the downtown as a center of activity, marketing the district's unique characteristics, and fostering its positive image.



DESIGN



Main Street programs provide communities with tools they need to improve the appearance of the commercial district, while preserving its character.

ECONOMIC VITALITY

Main Street programs help communities reposition their district's economy through market-driven business retention & development strategies.



You are doing important work in creating and maintaining vibrancy in your communities!

Each Group Will be Assigned a Transformation Strategy

Types of Customers

1. Downtown Workers and Residents
2. College Students and Faculty
3. Elder-Friendly, Aging in Place
4. Family-friendly, family serving
5. Tourists
6. Military Installation

Types of Products and Services

1. Ethnic Specialties
2. Health and Wellness
3. Home Furnishings
4. Environmental Friendly
5. Food
6. Entertainment and nightlife



Second Exercise – homework assignment

- Use the second worksheet
- Choose a transformation strategy for your community
- Identify all the projects underway that fit with your strategy
- Brainstorm ways to improve other projects to better fit your transformation strategy

Some demographic characteristics

- Population size
- Population trends
- Number of households
- Household trends (e.g., smaller or larger)
- Median HH income and benchmarks
- Median age and benchmarks
- Median age trends
- Households with children at home
- Homeownership rates
- Educational attainment
- Race and ethnicity and trends
- Psychographic segmentation (“Community Tapestry”)

Downtown business characteristics

- Business inventory
- Number of businesses
- Business clusters
 - Retail (by category)
 - Restaurant
 - Lodging
 - Professional
 - Manufacturing
- Number of downtown workers

Sales void analysis

- Total buying power
- Total sales capture
- Buying power by retail category
- Sales capture by retail category
- Sales leakage by retail category
- Major competitors

Applying the Concepts of the Refresh

- Set aside time at your next board meeting to talk about the Main Street Refresh and transformation strategies.
- Review your Vision Statement and if needed conduct a visioning session. Focus this on market opportunities for downtown. You may need to update your market data.
- Identify your transformation strategies (using what was learned at the visioning session and based on market opportunities).
- Bring your board and committees together to discuss project development
- Committees develop work plans and propose budgets. Use the vision and transformation strategies to select projects. Set SMART (Specific, Measurable, Achievable, Realistic and Time-related) goals
- Board approves work plans and budgets (with any stipulations needed based on reach fundraising goals).
- Measure your Outcomes.



Q & A

MAIN STREET
Now

A CONFERENCE OF THE
NATIONAL MAIN STREET CENTER

MILWAUKEE, WI // MAY 23-25, 2016

<http://www.preservationnation.org/msconference>



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