

Building Your Capacity to Revitalize Downtown

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How Important is Downtown?

- **A destination attraction for the community.**
- **Growth area for small businesses.**
- **Multiple use area (parks, cultural, services etc.).**
- **Is a quality indicator for the community.**
- **Defines the community.**
- **Improves the local economy.**

Communities without revitalization initiatives

- **Sprawl Increases**
- **Out-shopping increases**
- **Job creation slows**
- **Community re-investment suffers**
- **Crime rates rise**
- **Higher demand for social programs**
- **Charitable giving drops**
- **Property values decrease**
- **Innovation lags behind competitor communities**
- **Selections decrease as independent businesses search for other destination havens**

In the 1970's

- **Small businesses were facing changes in the retail industry**
- **Significant losses of historic assets**
- **Communities sought help to stop the tearing down of historic districts**
- **The National Trust for Historic Preservation participated in solution pilot program seeking solutions for volunteer driven management programs**

The National Trust for Historic Preservation Creates Pilot Program In 1979

- **Three cities chosen for research and development of a program for saving downtown districts.**
- **Three year pilot is successful and adopted by the National Trust**
- **A separate arm of the National Trust is formed**

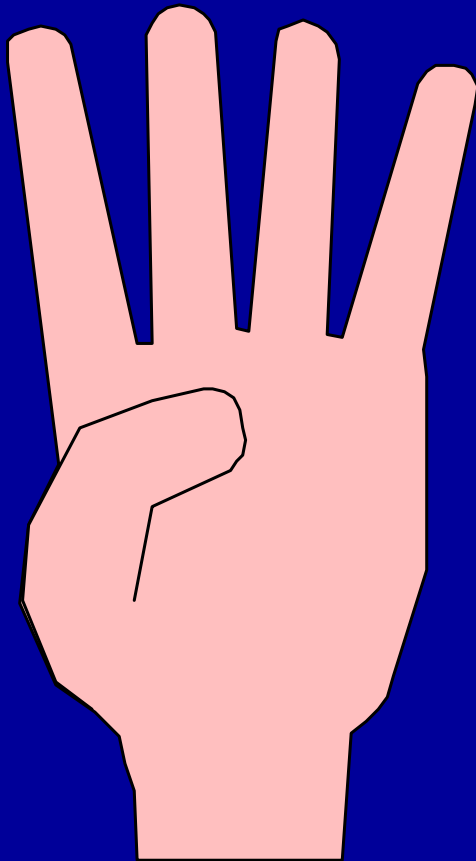
**The National Main Street Center
is Born 1981!**

Downtown Must Add Value

Your program must design and implement projects that enhance the civic, social, physical and economic qualities of downtown if it is to be competitive and survive.

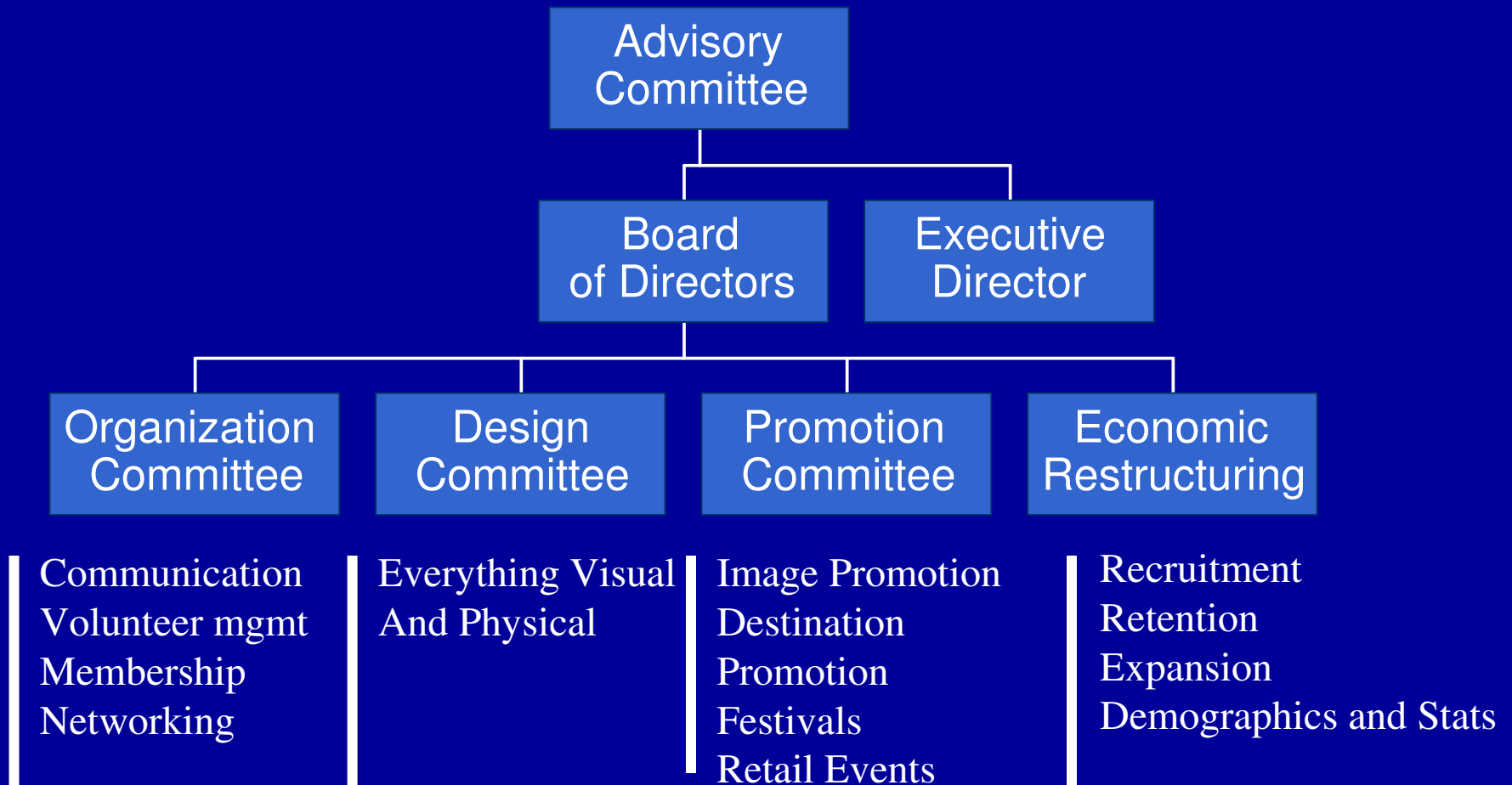
**What is the *Main Street*
Management Approach?**

The Four Point Approach.



- **Organization.**
- **Design.**
- **Promotion.**
- **Economic Restructuring.**

What Does the Organization Look Like?



Organization Committee

Civic Value

- **Communication.**
- **Cultivate the public / private partnership.**
- **Maintain organizational networks.**
- **Secure stable funding bases.**
- **Retain and recruit volunteers.**
- **Involve the business community.**

Design Committee

Image Value

- **Preserve promote and enhance special and or historic districts.**
- **Ease of use of the community.**
- **Integration of special programs such as facade improvement programs.**
- **Improve the visual quality of the area and the businesses.**
- **Long range planning.**

Promotion Committee

Social Value

- **Promotion of the image.**
- **Promotion as a destination.**
- **Promotions to boost commerce.**
- **Advertising and marketing plans.**
- **Promotion of special features (art walks, historic walking tours etc.).**

Economic Restructuring Committee

Economic Value

- **Training to help businesses stay strong.**
- **Assistance to businesses wanting to expand.**
- **Determine what businesses are needed in the downtown.**
- **Develop recruitment strategies.**

Eight Principles.

- **Comprehensive approach.**
- **Relies on quality.**
- **Public / Private partnership for long term survival.**
- **Involves changing attitudes.**
- **Focus on existing assets.**
- **Self help program.**
- **Incremental in nature.**
- **Implementation oriented.**

Steps to Success

- **Leadership**
- **Mission**
- **Know what you have**
- **Vision**
- **SWOT**
- **Goals**
- **Projects**
- **Partnerships**
- **Implementation**

Good Leadership

- **Board Responsibilities**
 - **Governance**
 - **Advocacy**
 - **Funding**
- **Advisory Boards**
 - **Legitimacy**
 - **Wisdom**
 - **Access**
 - **Standing in the community**

Steps to Success

- **Leadership**
 - **Board members**
 - **Time**
 - **Commitment**
 - **Passion**
 - **Knowledge**
 - **Access**

Steps to Success

- **Leadership**
 - **Committee members**
 - **Time**
 - **Commitment**
 - **Passion**
 - **Willingness to learn**
 - **Team player**

Steps to Success

- **Mission - EXERCISE**
 - Who are you?
 - How are you organized?
 - What is your purpose?
 - How will you accomplish your purpose?

Steps to Success

- **Your Project Area-EXERCISE**
 - Describe the present state of the area.
 - What would you most like to preserve about your project area?
 - What would you most like to change about your project area?

Steps to Success

- **Vision - EXERCISE**
 - Describe in detail the **FUTURE STATE** of your project area. Be specific about the physical, social, and economic elements of the project area.
 - Describe in detail the **FUTURE STATE** of the organization responsible for the management of the project area. Be specific about community buy-in, funding, management etc.

Steps to Success

- **SWOT- EXERCISE.** Read the vision statement that you have completed and think about your project area today verses the future state described in your vision. Answer these questions for the project area and your organization;
 - What strengths exist that will help you achieve your vision?
 - What opportunities exist?
 - What are the looming threats?
 - Where are the weaknesses?

Steps to Success

GOALS

Strategic Goals

A major directive describing one of the fundamental changes your organization plans to bring about.

Ideally, each goal should be market-focused meaning that:

1. It is based on a fundamental understanding of the district's best economic opportunities and,
2. It reflects the community's vision for the commercial district's future.

When a Goal is not Strategic:

A program might have a goal of reducing crime, but, unless the program wants to reduce crime for an explicit, stated reason, it is not a STRATEGIC goal.

EXERCISE

Identify two strategic goals for your project area and write them down.

Projects:

Categories of activities that need to occur in order to fulfill a strategic goal. Specific tasks need to be identified to accomplish these activities.

EXERCISE

Identify projects that will help accomplish your goals.

Prioritizing Strategic Goals and Projects. EXERCISE

Rate each goal or project on a scale of 1-5 based on the following criteria:

- 1. Can it be completed in 1, 3 or 5 years?**
- 2. How much will it cost and can the money be raised?**
- 3. Do you have sufficient volunteers or partners to succeed?**
- 4. Does the political will exist in the community at large to accomplish the project?**

Steps to Success

The Work-plan

1. The backbone of any project driven organization
2. Must be completed for each identified project
3. Will expand the base of the organization

Why a Work-plan?

- **Motivates the volunteers.**
- **Provides benchmarks for success.**
- **Attracts donations for specific projects.**
- **Improves success rate of projects.**
- **Reduces confusion and conflict.**
- **Provides the framework to facilitate the work of volunteers.**
- **Provides accountability.**
- **Becomes the official record of the program's activities.**

Managing the Work-plan

- **Work-plans must include:**
 - All tasks needed to complete the project.
 - Timelines.
 - Who is responsible for completing each task in the work-plan.
 - Budget
 - Sources of income or donations.

Managing the Work-plan

- **Board determines the goals and objectives that support the program's vision and mission.**
- **Board and committees brainstorm activities.**
- **Committees develop and finalize work-plan sheets.**
- **Organization committee or office collects, collates and produces a draft work-plan for board discussion and approval.**

Managing the Work-plan

- **Board ratifies work-plans or sends back to committee for further work and review.**
- **Once approved, committees are empowered to do their work without seeking additional permission from the board.**
- **Board should review each committee's work-plan progress quarterly at board meetings specifically set for that purpose.**

Vision



Strengths

Weaknesses

Opportunities

Threats

Goals



Projects are identified for each of the four committees based on the goals.



Organization

Promotion

Design

Economic Restructuring

Implementation



Steps to Success

- **Work-plans**

GROUP EXERCISE

Funding Your Program

- **Special Service / Improvement Districts**
- **Memberships**
- **Sponsorships**
- **Public contributions**
- **Grants**
- **Fees for services**
- **Contract management**
- **Special events**
- **Civic partners**
- **In-kind contributions**

Funding Your Program

- **Special Service / Improvement Districts**
 - **Requires a vote or ratification**
 - **Can be used to fund the operations of a program**
 - **Must be used for specific stated purposes and benefit those that are paying the assessments**
 - **Most successful when administered by seasoned organization**

Funding Your Program

- **Memberships**
 - **Formal memberships**
 - **Non-formal memberships**
 - **Levels of membership**
 - **Creative benefits**
 - **Broadens the base**

Funding Your Program

- **Sponsorships**
 - **Work-plans attract sponsorships**
 - **Frequency of impressions**
 - **Funding for specific projects**
 - **Limited operating dollars**
 - **Timing**

Funding Your Program

- **Public contributions**
 - Accounting
 - Accountable
 - Work-plan driven
- **Grants**
 - Grant search services
 - Know the panel or representative
 - Application process
 - Project and work-plan specific

Funding Your Program

- **Fees for services**
 - Requires specific skills-inventory yours
 - Inventory fees members are paying
 - Loan packaging, credit cards, bulk buying, etc.
- **Contract management**
 - Most often with city or government agencies
 - Security, parking, sanitation etc
- **Special events**
- **Civic partners**
- **In-kind contributions**

Know Your Partners

What is Public?

- **City**
- **County**
- **Federal**
- **State**
- **501(c)1 public nonprofit.**

What is Private?

- **Organizations**
- **Individuals**
- **Businesses**
- **Corporations**
- **Associations**
- **Nonprofit organizations**

The Separation of Public and Private.

Public Strengths

- **Organization**
- **Money**
- **Power**
- **Legitimacy**
- **Knowledge**
- **People**

Private Strengths

- **People**
- **Money**
- **Power**
- **Legitimacy**
- **Knowledge**
- **Independent can move quickly**

Private Weaknesses

- **Organization**
- **Apathy**
- **Independent**
- **Lack of money**
- **Knowledge**

Public Weaknesses

- **Knowledge**
- **Not flexible - too rigid**
- **Public domain**
- **Politics change; management changes**
- **Slow to implement**

Why Partner?

- **Pass legislation**
- **Planning**
- **Project implementation**
- **Bigger bang for the buck**
- **Attract other outside partners**
- **Add legitimacy to a project or organization**
- **Spreads risk, burden and success**
- **Too big for either partner on their own.**

Why Downtowns Partner

- **Volunteers**
- **Implement elements of projects**
- **Implement projects**
- **Fund-raising**
- **Legitimacy**
- **Jump starts the process**

Partnerships are Created When.....

- Visions are clear**
- Goals expressed**
- Projects identified**
- Work-plans completed**

**Then partners are identified to complete
all or parts of the work-plan**

How to Maintain the Partnership

- **MOU's and other agreements.**
- **Everybody on the same page**
- **Communication**
- **Recognition**
- **Reinforcement**

Good Graces

- **Support their causes or projects**
- **Invite to meetings and socials**
- **Recognize at meetings**
- **Public thank-you**
- **General ego building for your partner**

Partnerships Now and in the Future

- **Results**
- **Demanding**
- **Professional**
- **Greater vision**
- **More tolerance for risk**
- **Drop you like a hot potato**

Clear And Present Danger

- **Budget short falls**
- **Other non profits are affected as well.**
- **Everyone for themselves.**
- **Threat of unsettled conditions.**
- **Projects related to downtown put on hold.**

We Must Make Our Case

- **Better education.**
- **Better communication.**
- **Blow our horn!**
- **Document, Document, Document**

Not All Projects Are The Same

- **Full-time paid staff**
- **Part-time paid staff**
- **No paid staff all volunteers**
- **Several civic organizations working together**

Resources

- **Connecticut Main Street Center**
- **Downtown Resource Center**
- **SHPO**
- **NMSC**
- **Nolo Press**
- **NPS**
- **NTHP**
- **APA**
- **AIA**