

# New Executive Director and Board Member Orientation August 11, 2015 – Artesia, NM

NEW MEXICO MAINSTREET | A Program of the New Mexico Economic Development Departmen



# **The History of Main Street**

- Historically, Main street was the primary commercial hub in American communities (pre-WWII).
- Suburbanization and marketplace changes created a movement away from downtown commerce centers.
- Changes in local and federal policy affected how historic buildings were managed, maintained.
- MainStreet is a movement to preserve historical assets while rebuilding vital economies in downtown communities.



\*Source: National Main Street Center

# What Is Main Street?

"Real Places Doing Real Work to Revitalize Their Economies and Preserve Their Character."

## **Specifically, MainStreet is:**

- 1. A proven strategy for revitalization (Four Points Approach).
- 2. A powerful network of linked communities.
- 3. A national support program that leads the field.

Most importantly, Main Street is an asset-based economic development approach to restoring a thriving economy in New Mexico communities

\*National Main Street Center

# What Does It Meant to be a MainStreet Community?

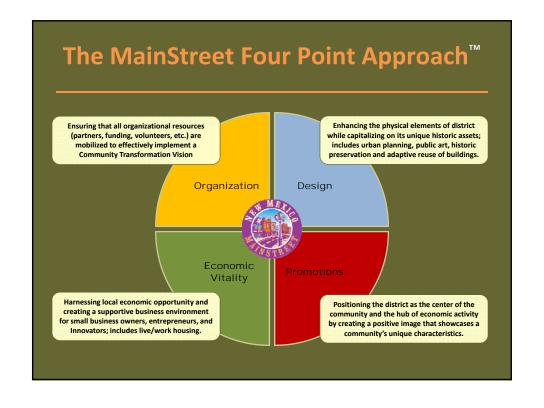
## Your community...

- 1. Has been officially designated by the state regional coordinating program.
- 2. Implements the Four Point
  Approach under the Eight Guiding
  Principles
- 3. Meets, or is striving to meet annual designation criteria



ob Hill MainStreet (Albuquerque)





# Benefits of MainStreet

- Businesses/Entrepreneurs Partnerships
  - Healthy Business Climate
  - Expanded Customer Base
  - Vibrant Commercial District
  - **Growth Opportunities**
- Property Owners
  - Stronger Property Values
  - Stable Rental Environment
  - Improved marketability
  - Increased Occupancy Rates

- - Leveraging of Scarce Resources
  - Strengthen Local Capacity
  - Stronger Networks for Economic Development

## Community

- Increased GRT, Stronger Tax Base
- Improved Quality of Life
- Restoration of Civic Gathering Places
- Access Federal Resources



# **Technical Assistance from NMMS**

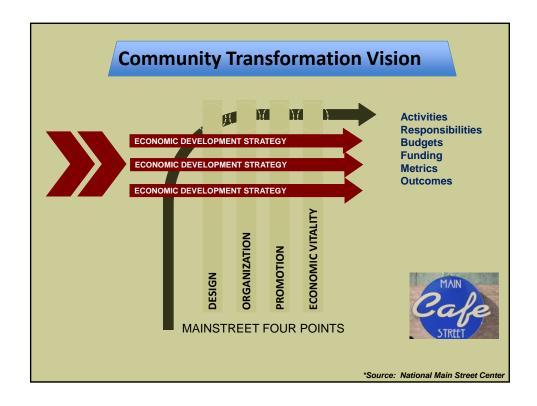
# **MainStreet Economic Impact – 28 NM Communities**

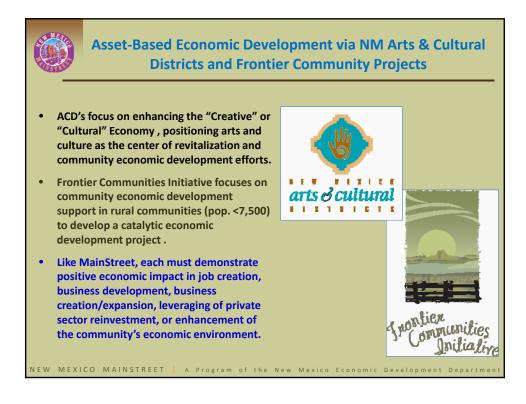


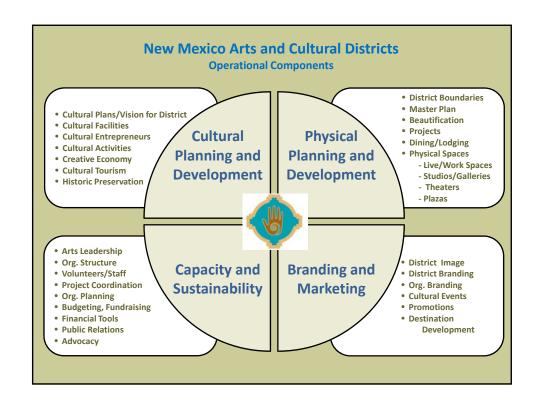
# 2013-2015 Performance (aggregate):

- 335 Net new businesses
- 449 Building rehabilitations
- \$127 Million New building construction
- \$40.5 Million Private sector economic reinvestment
- \$22.3 Million Public sector economic reinvestment
- 1,634 New jobs (net)
- 103,000 Volunteer hours (> \$2 million value\*)

\* Source: Independent Sector statistics











# **Economic Vitality**

## **Presented by**

Keith Kjelstrom

NMMS Economic Positioning Program Associate
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keithkjelstrom@gmail.com

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# What is Economic Vitality? Understand the market Know assets • Retain & Localism strengthen businesses Recruit new businesses & uses • Enhance operating practices Help find business & building estructurin: financing Facilitate quality development

# **Economic Vitality Roles**

- Economic analysts
- Strategic planners
- Performance monitors
- Business developers (coaches, incubators, recruiters)
- Enterprise facilitators
- Civic entrepreneurs



# **Business Development Toolbox**



- Strategic Planning and Information
- Education, Training
- Business Retention & Strengthening
- Entrepreneur Development
- Financing & Incentives
- Business Recruitment
- Marketing & Promotion
- Real Estate Development





# Sample Economic Development Strategy



Capture more local consumer dollars by helping existing businesses to better serve local residents.

# **Connecting Four Points Projects to Asset-Based Economic Development Strategies**

Strategy: Capture more local consumer dollars by helping existing businesses to better serve local residents.

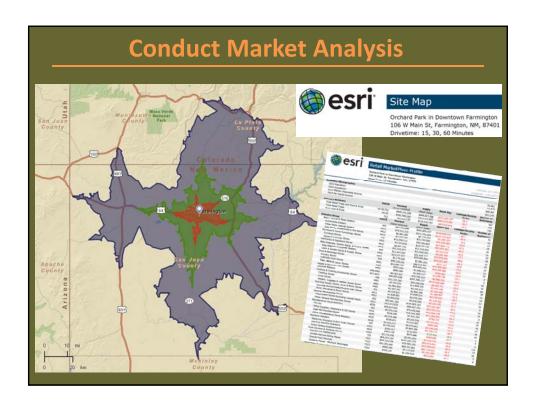
Outcomes: Increases measured for, a) sales in MainStreet district, b) gross receipts Taxes, c) car/pedestrian traffic, d) attendance at key events.

### **Sample Actions/Outputs:**

Economic Vitality	Organization	Design	Promotion
Distribute market profile sheets to 65 businesses	Conduct 40 business visitations to enroll businesses in the work of the MainStreet org.	Replace swings , benches and garbage receptacles at corner park; plant trees and/or install info kiosks	Produce an annual promotions and advertising package targeting residents
Produce business enhancement seminar on local customer targeting (reach 25 businesses)	Engage 65 business owners in MainStreet networking events; recruit 25 sponsors/partners	Create/install 12 new summer banners to use on light poles (with University Art/Design classes)	Update website business directory (list 65 businesses)
Provide in-store consulting to establish social media marketing program (5 priority businesses)	Implement Public Relations campaign highlighting MainStreet business development goals	Conduct a façade squad project at the Courtyard Café: paint walls, refresh planters, repair deck	Implement a retail event (sidewalk sale) with cooperative/shared advertising and coupons





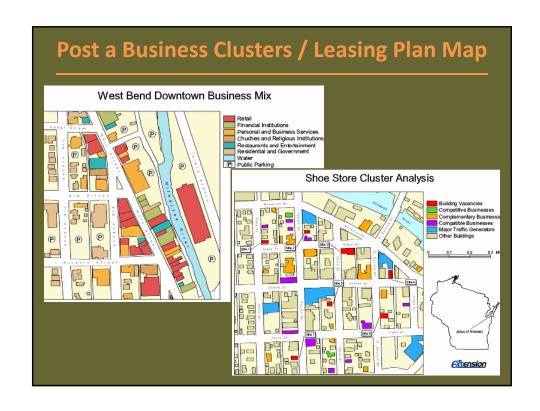




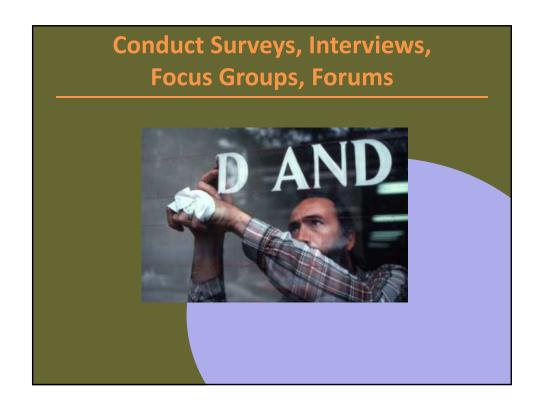


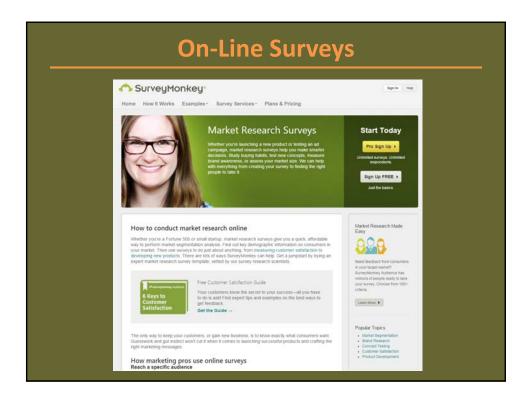
# | Downtown Real Estate Hot Sheet | Commercial Properties | Commercial Properti

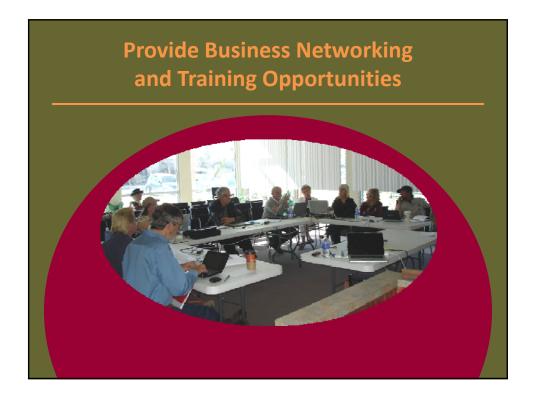








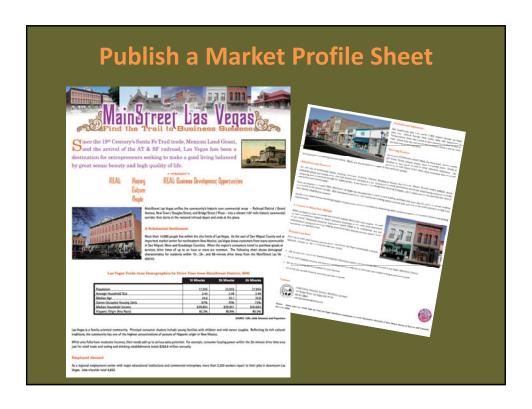




# Link Businesses to Financing and Incentives

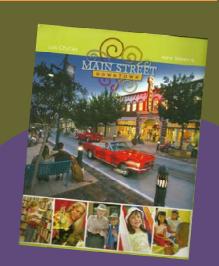


- Small Business Development Center (SBDC)
- Small Business Administration (SBA) Lenders
- Microlenders / Nontraditional Lenders – The Loan Fund, WESST, Acción
- USDA
- State and Federal Historic Preservation Tax Credits
- Façade Improvement Incentive Program
- Access to Capital Workshop AND Implementation Plan
- State LEDA and local LEDA



# Assemble a **Business Development Packet**

- Business enhancement
- Responsive business recruitment
- Pro-active business recruitment
- Pull together the information
- Website



# **Prepare a BD Rack Card**



Your business has a sunny future on MainStreet! Your business has a summy future on MainStruct We seek creative entrepresensurs who want too join our thriving business district.

150 [7] MainStruct with Side of the standard of public and private protessional offices, service establishments, real stores & erestaurants vehicle traffic care from the standard of the s

Sales analyses show promising market opportunities for additional businesses in clothing & accessories, eating & drinking places and specialty retail. (ESRI, 2011; UNM BBER, 2007)

Recruitment priorities for us include fun food ventures, apparel, specialty boutiques, and other businesses that will complement our evolving arts / entertainment / fine dining cluster.



- Recent Public Investment

  New benches, flower pots, bike racks, kiosk and trash cans (8000,000) and new street signs (8x)

  Major streetscape improvements on Canal Street (\$16 million?)

- (\$16 million?)
  Scent Private Investment
  The Trinity, Carlsbad's 1892 landmark building,
  exquisitely restored as an award-winning boutiq
  hotel with fine dirining
  YellowBrax Restaurant seafood, French cuisine,
  globally-inspired variety, wine and beer

- Services for Businesses

  Business location
  search assistance

  Market data & help
  with business plans
  & marketing
  strategies
- strategies
  Linkage to lenders
  and financing
  programs
  Facade
- Facade improvement grants
   Permit process assistance
   Doventown Fall Festival, Holiday Stroll, Electric Light Parade
   Business networking forums

# Business Development Partners Chamber of Commerce, www.carlabadcha Carlabad Department of Development, www.developcarlabad.org Small Business Development Center, www.ramabdc.org/carlabad

### Contact us!

Carlsbad MainStreet 124 N. Canyon, Carlsbad, NM 88221 carlsbadmainstreeb@gmail.com 575.628.3768













# Market Vacancies Through the Windows: Vacancy Treatment Standard (VTS)

• Establish written protocol for the treatment of vacancies

- Long-term occupancy is top priority
- Short-term leases
- Display of goods and services
- Pleasing graphics
- Window cleaning
- Demising walls (back treatments)
- Lighting
- Signage

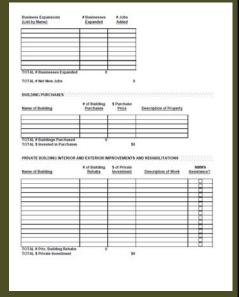


Diane Laird State Coordinator, Downtown Delaware Delaware Economic Development Office



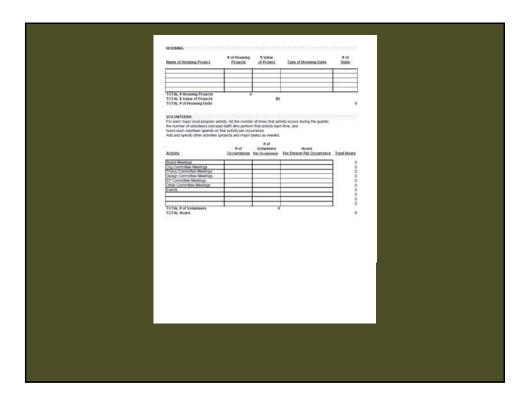


Date:	0. 2012)		
Community:		=	
	DENICE AND EVENNEY	avs.	
New Businesses (List by Name)	# Businesses Added	# Jobs Added	
: :			
TOTAL # Eusinesses Adde	d 0	_	
Business Closures (List by Name)	# Businesses Lost	# Jobs Lost	Reason for Closure
	-		
	-		
	-		



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OTAL # Events OTAL Profit \$		50	
romotions lame of Promotion	# of Promotions	Net Profit 5	Partners
OTAL # Promotions			
OTAL Profit \$		50	





# **NMMS EV Services**

- Committee orientation & training
- Business development team training
- Business visitation and coaching facilitation
- Market analysis and business development strategy formation
- Collaborative creation of business development marketing tools
- Project financial feasibility analysis
- Financing tools assistance



# For more information or questions...

Keith Kjelstrom
NMMS Economic Vitality Program Associate
505-454-1187
keithkjelstrom@gmail.com





# Design

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# **Design Point**

Design means getting Main Street into top physical shape. Capitalizing on its best assets — such as historic buildings and pedestrian-oriented streets — is just part of the story. An inviting atmosphere, created through attractive window displays, parking areas, building improvements, street furniture, signs, sidewalks, street lights, and landscaping, conveys a positive visual message about the commercial district and what it has to offer. - National Trust's National Main Street Center (19)



# **Design Education**





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# **Paint**

Paint is an amazingly magical substance for transformation. Expressing architectural character while also providing a barrier from the elements - paint can be one of the best tools in the revitalization toolbox. When painting a building try not to exceed a palette of three colors and trim typically will be the darkest of the colors.





# **Awnings**

The addition of awnings can be a simple way to add character to buildings with unremarkable facades and they also have utilitarian functions. Awnings can help to lower air conditioning costs, provide shelter to pedestrians and reduce merchandise from UV fading.







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# Signage

Business signage often is one design tool under utilized. A good sign is worth its weight in gold. Drawing potential customers in and enhancing the downtown - signs are often not given the proper attention they deserve. The most successful signs are compatible with the character of the building and the image of the business.







# **Window Displays**

Use windows to inject vitality. Visual displays not only sell the merchandise selected; they set the image of the business. Fresh, creative displays that target only a few ideas of items come to life with dynamic arrangements, selective color, and good lighting. - National









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# **Historic Preservation/Ethic**

Common projects for historic buildings within your downtowns involve returning them to their original beauty. Some of these projects might include uncovering transom windows, removing "slip covers" and stabilization of historic materials.



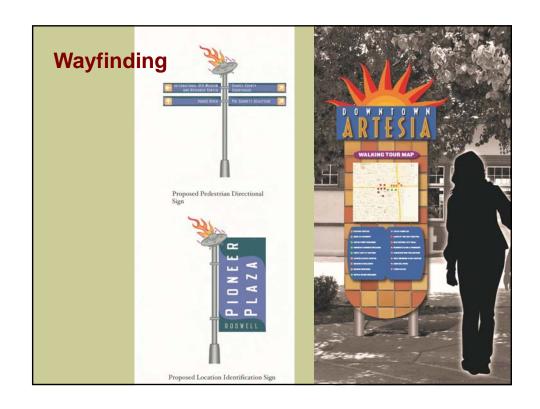


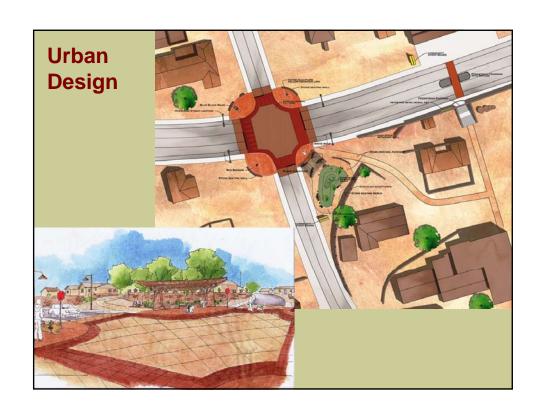
















# For more information or questions...

# **NMMS Design Program Associates**

Elmo Baca

505.577.2415

**Charlie Deans** 

505.471.4218

**William Powell** 

505.603.3747



# **411 FOR PROMOTIONS**



WHO
WHAT
WHY
WHERE
WHEN
HOW



## **SNAPSHOT: WHAT**

## What to promote...

- Unique Assets
  - Businesses
  - People
  - Buildings
  - Community Characteristics
- Historic/Cultural Assets
- Tourism Assets



Silver City, NM 2011 GAMSA Winner

# **SNAPSHOT: WHY**

Promotion activities & events promote MainStreet districts to:

Improve the image

Which...

Brings more customers

Which...

Brings higher profits to businesses

Which...

Brings more investment to businesses and properties

Which...

Improves the image

The results are cyclical!



- Image Development Activities
- Special Events
- Retail/Business Events
- Media Relationships







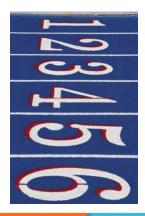
# THE BIG PICTURE: IMAGE DEVELOPMENT

Activities that market downtown assets



Focus is on perception

### THE BIG PICTURE: BRANDING 101



### Definitions:

Identity/Brand – essence or promise that a product, service, company or destination will deliver or be experienced by a consumer.

Slogan/Tagline – repeated phrase used in marketing.

Marketing – the plan and process for selling your brand.

Target Markets – the different types and groups of people that you want to market your brand to.

### THE BIG PICTURE: BRANDING 101

### **Know Thyself!**

a.k.a. The good, the bad and the ugly

Then determine what is feasible.

- What five things make our MainStreet unique?
- · What do people who visit here say about us?
- What promise can we keep to our MainStreet partners?
- · What promise can we keep to visitors and tourists?



Then look at what your brand (promise) means to different target markets...



And how you will reach them.

### THE BIG PICTURE: IMAGE DEVELOPMENT

- Logo
- Website
- Brochures
  - Walking Tour
  - Shopping Guide
- Wayfinding/Signage
- General Marketing of the MainStreet District





Old you innove that CBES others growth and help to protectle place forcesses? Welcome to Clovis MainsStreet!

We are deducated to the economic development and industric preservation of the development debted.

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### THE BIG PICTURE: SPECIAL EVENTS

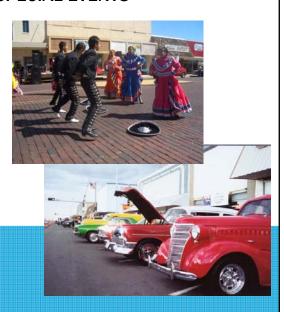
Traffic builders that bring people downtown



Focus is on the overall district

### THE BIG PICTURE: SPECIAL EVENTS

- Street Fair
- Festival
- Concert
- Cultural Event
- Parade
- Bike /Car Rally
- Gala
- Race/Run



## 

### THE BIG PICTURE: RETAIL/BUSINESS EVENTS

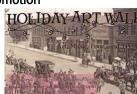
Events that ring cash registers



Focus is on businesses and sales

### THE BIG PICTURE: RETAIL/BUSINESS EVENTS

- Sidewalk Sale
- Art Walk
- Shopping Niche Promotion



- Co-op Advertising
- Business/Service Directory







Activities that build media partnerships

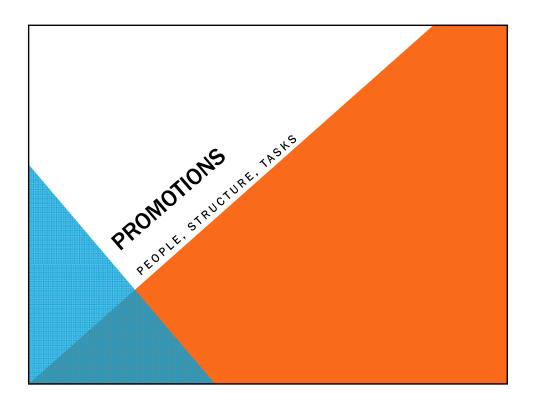


Focus is on relationships

### THE BIG PICTURE: MEDIA RELATIONSHIPS

- Local
  - Radio
  - Newspaper
  - Television
  - Internet
- Regional
- Social
  - Facebook

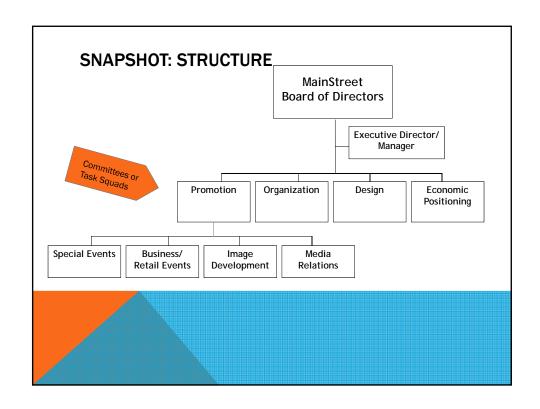




### **SNAPSHOT: PEOPLE**

- Merchants
- Business association members
- Civic groups
- Marketing/advertising professionals
- Marketing/advertising instructors
- Tourism groups/staff
- Media reporters & editors
- Graphic designers & artists
- Residents





### **SNAPSHOT: TASKS**

- Hold Regular Promotions Meetings
- Create Annual Work Plan
- Organize Events
- Implement Events
- Evaluate Events
- Interface and work with other MS points
- Interface with downtown business owners
- Interface with media organizations
- Coordinate w/other groups and organizations holding events in the district



### SNAPSHOT: WORK PLAN



### **Develop Annual Events Calendar**

- Special Events
- Retail/Business Promotions
- Image Development Activities

### Establish a Marketing Strategy for Events

- What to promote
- Who's the target audience

Plan, Implement, & Evaluate Events Support Other Downtown Events

### A FREE TIP

Key to success:

Use a PIP

Project Implementation Plan

### A "PIP" is:

- "To do" list for specific project
- Includes project tasks, responsibilities, deadlines, budget

### Why use it:

- Project management
- Volunteer management
- Budgeting
- Record-keeping
- Project "survivability"

### SAMPLE PROMOTION ACTIVITY IMPLEMENTATION PLAN

Project: Produce a business directory

Completion date: 7/15/2013

Chair: Amber

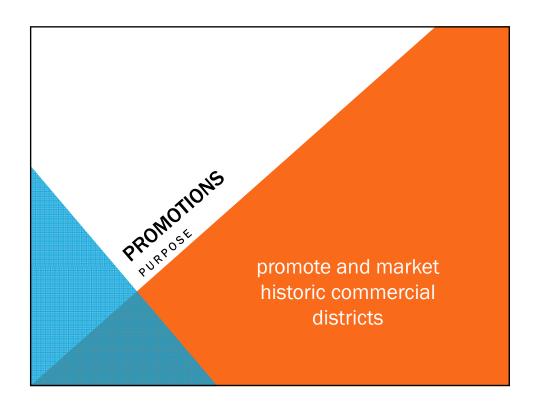
Phone: 555-5000 Email: AmberPromo@mainstreet.com

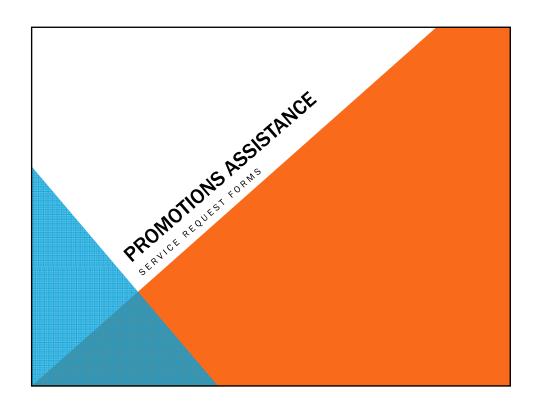
Committee Members: Sheila, Alex, Tina, David, Rahim, Arturo

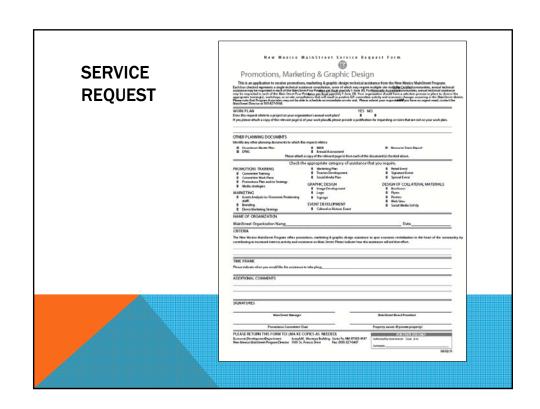
TOTAL:

Task	Responsibility	Timetable	Cost	Revenue	Progress	Comments
Gather, review sample directories	Committee	By 1/15				Request from DC MS, NMSC
Decide content, format, distribution	Committee	30-Jan				Discuss at meeting
Gather business names/contacts	Scott	30-Jan				
Decide how to fund	Committee	30-Jan		\$5,525*		*Revenue based on 85 biz @\$65 ea
Obtain volunteer graphic designer	Sheila	30-Jan	\$0*			*May need to pay designer
Draft biz info letter, sign up	Amber	6-Feb				Scott to print; committee to sign & mail
Hold meeting to discuss w/businesses	Tina, Arturo	3-Mar	\$45			
Meet w/design firm to discuss concept	Committee	15-Mar				Scott will coordinate
Preliminary concepts from designer	Design Firm	30-Mar				Sheila to coordinate
Draft, review & finalize copy	Sheila, Scott	15-Apr				
Provide copy, photos to designer	Scott	1-May				
Get printing bids	Rahim	30-Apr				
Provide final corrections to designer	Sheila	20-May				
Print directory	Rahim	6/15-6/20	\$7,500			
Inform board, committees	Amber, Sheila	By 7/15				Present inventory @ July board meeting
Write & distribute media release	Sheila, Scott	15-Jul				
Distribute copies to each business	Rahim, Tina	15-Jul				
Distribute remaining copies	Scott	15-Jul				
	iiiiiiiiiiiiiiiiiiiiiiiiiiiiiiiiiiiiii					

\$7,500 \$5,525







## WE CAN HELP WITH Promotions Training Committee Training Committee Work Plans Promotions Plan and/or Strategy Media Strategies Graphic Design Image Development Committee Work Plans Signage

## WE CAN HELP WITH Marketing Assets Analysis (w/ Economic Positioning staff) Branding Direct Marketing Strategy Marketing Plan Tourism Development Social Media Plan

# WE CAN HELP WITH Event Development Cultural or Historic Event Retail Event Signature Event Special Event

## WE CAN HELP WITH Design of Collateral Materials Brochures Flyers Posters Web Sites Social Media Set Up





## The Goal of Main Street's Organization Point:

To build and sustain a strong volunteer-driven MainStreet organization





### The Role of the Local MainStreet Affiliate

- 1. Serves as a centralized infrastructure with dedicated staff to lead the revitalization process.
- 2. Structures processes that lead to common economic development goals
- 3. Assumes responsibility for shared performance on economic development projects via the Four Points
- 4. Maintains continuous communication with stakeholders
- 5. Constantly support participants and activities to build incremental successes.
- 6. Implements economic development goals and strategies and monitors economic development outcomes.

### **Organization** – Two Key Components

### **Capacity**

### **Knowledge, Skills and Abilities to:**

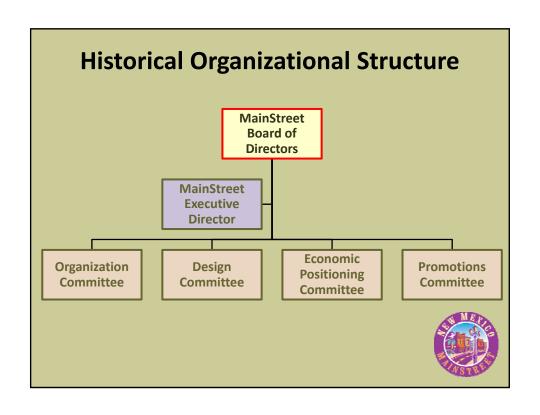
- Operate Revitalization Corp.
- Develop Economic Dev. Plans
- Engage Stakeholders
- Build Partnerships
- Establish Teams
- Generate Resources
- Manage Volunteers
- Coordinate Projects
- Evaluate Performance/Outcomes

### Resources

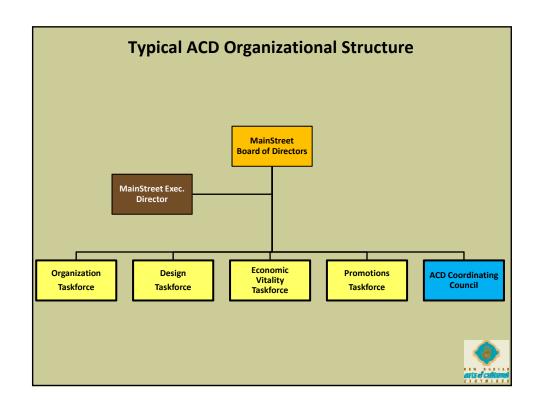
### **Generate and Utilize:**

- Plans/Strategies
- Partners/Teams
- \$\$/Funds/Other Resources
- Volunteers (incl. Boards)
- Staff
- Community Assets
- Communications and PR









### **MainStreet Committees/Taskforces**

### Roles

- Meet regularly
- Develop work plans
- Implement projects
- Report to the board
- Keep records of Committee work, and successes

### **Expectations of members:**

- Learn the MainStreet Approach
- Commit at least 1 year
- Work 3–5 hours per month
- Attend trainings
- Recruit/orient new members
- Take responsibility for projects
- Represent the org. positively to the public
- Supports activities of the organization

### **Board of Directors**

### Responsibilities:

- Funding
- Financial Management
- Advocacy
- Policy
- Planning/Evaluation
- Personnel/Committee Oversight

 Executive Committee (President, Vice-President, Secretary, Treasurer)

### **Structure**

- Broad-based
- Usually 9-13 members
- Individuals give 4-10 hrs./month





- Does not do the all the work of the committees or volunteers (serve as a resource to the board/committees). Helps teams complete the work.
- Provides a professional "nudge"
- Thinks strategically
- Volunteer mgmt, public relations, fundraising and grant writing, and project coordination
- Coordinate annual planning, reporting and assessment tasks
- Receives, and trains others

### **An Effective Executive Director**

### **Desired Characteristics:**

- Excellent people skills
- Organized
- Good communication skills
- Self-starter
- Computer skills
- Ability to delegate & multi-task
- Thick-skinned
- Happy and energetic



## Funding MainStreet: Sources & Team Roles



### Historical Income Formula

**30%** Public funding

**30%** Funding from business district

**30%** Community funding

10% Miscellaneous



### Sources of Funding

- Public sector support
- Private sector annual contributions
- Event/project sponsorships
- Promotional event income
- Product sales, other fund-raising events
- · Contracts, fees for services
- Taxes: assessments/TIF/lodgers' tax
- Project grants



## Board/Taskforce Fundraising & Financial Management Roles

### Ensuring the organization's funding:

- Developing an annual budget
- Plan resource development projects
- Making individual donation
- Raising sufficient funds annually
- Monitoring program finances
- Approving expenditures
- Authorizing an audit
- Developing a long-term funding strategy



### Exec. Director Role In Fundraising

- Support for fundraising
  - Serving as public relations ambassador
  - Making sure fundraising plan is implemented
  - Identifying potential donors
  - Assisting with donor development, fundraising materials
  - Tracking contributions and other record keeping
  - Grant writing
  - Assist with fundraising events



## Organization Committee Funding Responsibilities

- Preparing fundraising plans and materials
- Build funder relationships
- Coordinating annual contribution campaigns
- Oversee fundraising activities and events
- GENERATE FUNDS

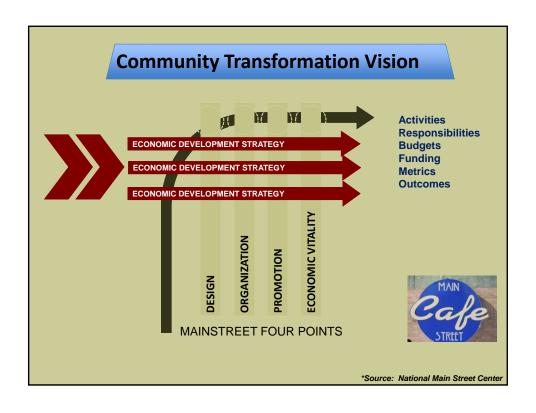


## Work Plans and Project Implementation Plans Looking Ahead



### The Annual Action Plan

- Organization's mission statement
- List of goals and objectives
- List of board and staff
- List of committee members
- Committees' list of annual projects
- Detailed project implementation plans for each committee
- Program budget (optional)
- Program partners/funders (optional)



### **Connecting Four Points Projects to Asset-Based Economic Development Strategies Strategy**: Capture more local consumer dollars by helping existing businesses to better serve local residents. Outcomes: Increases measured for, a) Sales in MainStreet district, b) Gross Receipts Taxes, c) car/pedestrian traffic, 4) attendance at key events. **Sample Actions/Outputs: Economic Vitality** Organization Design **Promotions** Distribute market profile Develop a local business Create a tactical urbanism Produce an annual sheets to 65 businesses asset map to guide the intervention project in an promotions and empty lot using a "lighter, advertising package task implementation. quicker, cheaper" seating, Build relationships with targeting residents city/county tax assessors shade and public art to compile Sales/GRT info. approach Conduct 40 business Create TIF district to Update website business Produce business establish sustainable funding visitations; engage owners directory (list 65 enhancement seminar on local customer targeting in "Shop Local" or source for street and public businesses) (reach 25 businesses) networking events; recruit area enhancements and 10 sponsors/partners improvements Establish a PR campaign Conduct a façade squad Implement a retail event Provide in-store consulting project at the Courtyard to establish social media highlighting your (sidewalk sale) with marketing program (5 MainStreet business Café: paint walls, refresh cooperative/shared priority businesses) development goals. planters, repair deck(s) advertising and coupons

### Your Main Street

### SAMPLE IMPLEMENTATION PLAN

ORGANIZATION COMMITTEE

Goal: To build and sustain a strong volunteer-driven commercial district revitalization organization

Objectives: 1. Attract and retain a variety of volunteers for the Main Street organization

- 2. Inform the community about the program and its projects
  3. Identify and develop sources of funds for Main Street's operation

Project: Main Street Youth Advisory Committee (to engage high school students in M.S. revitalization) Completion date: 5/1/2003

Chair: Jon Phone: 332-2291 Fax: 588-6050 E-mail: fearlessleader@hotmail.com
Committee Members: Inez, Kara, Bill, Melissa, Scott

Responsibility Timetable Cost Revenue Progress/Completion Comments Scott will maintain database

Site arrangements Bill 2/1
Agenda Jon, Scott 2/1
Food Bill 3/1
List of student media, channels Kara, Bill, Scott 3/31
Develop database of students/
interests Kara 3/31
Distribute student list to other

Scott to maintain

Distribute student list to other committees, district businesses Kara, Inez, Jon 4/1–4/30
Press release/photo Jon, Scott 4/1
Bi-monthly flyer, e-mailStudents, Jon Ongoing \$300 1 adv / issue Scott will assist

TOTAL: \$500 \$500

### The Ten Performance Standards

- Broad-based community support for the commercial district revitalization process (public and private sectors).
- Vision and mission statements relevant to community conditions 2. and to the local MainStreet program's organizational stage.
- 3. Updated, comprehensive MainStreet work plan.
- 4. Maintain a historic preservation ethic.
- 5. Active board / volunteers implementing the Four Points Approach.
- Adequate operating budget for the program. 6.
- Paid professional staff (Executive Director). 7.
- 8. Ongoing training for staff and volunteers.
- 9. Reports key statistics.
- 10. Maintains current membership with National Main Street Center.



### **Keys to Organizational Success**

- Constantly communicate
- Say what you'll do & do what you'll say
- Establish clear roles, responsibilities, and assignments
- Constantly recruit & thank volunteers
- Recruit for specific skills & affiliations
- Follow written project plans
- Evaluate & refresh
- Have fun with the work
- Ask for help!





### **For More Information**

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