

**Resource Team Report
for
Middletown, Connecticut
September 22-25, 1997**

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Acknowledgments

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Additional thanks go to all the volunteers for their participation in the tours and interviews with the resource team: representatives from the MSM board of directors, City of Middletown public officials and staff, the Chamber of Commerce, Wesleyan University, health organizations, and the many downtown professionals and property owners. Concern for their community and optimism about MSM's efforts was evident in everyone's actions.

On a personal note, we would like to thank the president of Wesleyan University for opening his home and hosting such a wonderful reception.

How to Use this Report

The resource team carefully constructs a set of recommendations based on the opportunities that exist in downtown and the community's capacity to respond to those opportunities. However, all recommendations are delivered with the understanding that Middletown's Main Street program belongs to the community and should be driven by local volunteers. We encourage Main Street Middletown's board and committees to carefully review the report and decide upon which recommendations it will act upon and in what time frame. While the team has identified what it deems are priorities (as identified in each section of the report), ultimately each committee must develop a work plan based on what the committee believes is important and can realistically accomplish.

We suggest that the resource team report be distributed, at a minimum, to each Main Street Middletown board member and staff, city representatives, and to each partner organization of Main Street Middletown. Each committee should receive a copy of his or her section. Additionally, we encourage MSM to distribute the report to other interviewees as deemed appropriate. We recommend that each board member read and comment on the report and use it as a guide for the program in the short and long term. Each committee should review its section, discuss the recommendations, and examine their work plans based upon the report, adding to them as appropriate. Staff should fully review the document and use it as a means of guiding committee action and checking program progress.

Finally, it is important to note that Main Street assistance does not stop with this report. We strongly encourage the board, committee members, and staff to contact either the Connecticut Main Street Center (CMSC) or the National Main Street Center if you have any questions about the contents of this report, ways to implement particular recommendations, or any other questions.

Introduction

This report was prepared by the National Trust for Historic Preservation's National Main Street Center (NMSC), in Washington, D.C., with the cooperation of the Connecticut Main Street Center's professional staff. It summarizes the observations and recommendations of the resource team members outlined below:

Rhonda Curtis is the assistant state coordinator for the Connecticut Main Street Center. She is a former historic preservation consultant and college professor.

Heidi Dietterich is a program associate with the National Main Street Center. She served as a program manager in Salisbury, North Carolina, where over \$42 million of reinvestment occurred within the work of the local Main Street program.

Robert Gibbs is the principal of Gibbs Planning Group, and is a noted specialist in retail development and urban development projects.

Janice Wilson Stridick is the president and creative director of Wilson Creative Design. She served as a board president and was the founder of the Merchantville Main Street (N.J.) program.

Jeff Squires is a city planner and current deputy secretary of the Vermont Agency of Transportation.

Charlie Wilson has substantial experience in retail-related urban development and is a consultant with Gibbs Planning Group.

The observations and recommendations contained in this report are based upon meetings and interviews with a large, varied cross section of individuals; tours of the community; an extensive on-site evaluation of downtown; and examination of the background materials available before the visit.

The resource team was structured specifically for Middletown to address the critical issues identified by local and state professionals. Team members were assembled to provide expert advice on how the local and Main Street program can best accomplish its downtown revitalization goals and objectives within a comprehensive, preservation-based framework.

It is the team's hope that Main Street Middletown will take to heart the recommendations made within this report. Success is up to the community, and the direction the program takes is a choice only the board of directors can make.

The Main Street Approach and the Eight Principles

The National Main Street Center® is a program of the National Trust for Historic Preservation. Created by a Congressional Charter in 1949, the National Trust is a leading advocate of historic preservation in the United States. The preservation movement involves more than saving historic buildings. Economic growth, urban revitalization and the creation of new jobs are all issues the National Trust addresses through the rehabilitation of historic structures.

Established by the National Trust in 1980, the National Main Street Center (NMSC) has worked in 43 states and Puerto Rico. Through these efforts 143,000 net new jobs have been created, \$7.04 billion has been reinvested in Main Street commercial districts, 39,700 new businesses have been created, 37,130 buildings have been rehabilitated, and 1280 communities have built strong organizations to revitalize their commercial districts. The NMSC also sponsors the National Main Street Network™, a professional membership program for organizations interested in commercial revitalization. It produces publications, newsletters, and special reports on revitalization and preservation issues and serves as a clearinghouse for information on community redevelopment issues. The NMSC accomplishes its mission through the Main Street four-point approach™.

The Four Point Approach

Design takes advantage of the visual opportunities inherent in Middletown's downtown by directing attention to all of its physical elements: public and private buildings, storefronts, signs, public spaces, landscaping, merchandising, displays, and promotional materials. Its aim is to stress the importance of design quality in all of these areas, to educate people about design quality, and to expedite improvements downtown.

Promotion takes many forms, but the aim is to create a positive image of Middletown in order to rekindle community pride downtown. Promotion seeks to improve retail sales events and festivals and to create a positive public image of the downtown in order to attract investors, developers, and new businesses.

Economic Restructuring strengthens downtown Middletown's existing economic assets while diversifying its economic base. This is accomplished by retaining and expanding existing businesses to provide a balanced commercial mix, by converting unused or underutilized space into productive property, and by sharpening the competitiveness and merchandising skills of downtown business people.

Organization establishes consensus and cooperation by building partnerships among the various groups that have a stake in downtown Middletown. This will allow the Main Street revitalization program to provide effective, ongoing management and advocacy of downtown. Diverse groups from the public and private sectors (city and county governments, local bankers, merchants, the chamber of commerce, property owners, community leaders, and others) must work together to create and maintain a successful program.

The Eight Principles of Main Street

While the Main Street approach provides the format for successful revitalization, implementation of the four-point approach is based on eight principles that pertain to all areas of the revitalization effort:

Comprehensive. Downtown revitalization is a complex process and cannot be accomplished through a single project. For successful long-term revitalization, a comprehensive approach must be used.

Incremental. Small projects and simple activities lead to a more sophisticated understanding of the revitalization process and help to develop skills so that more complex problems can be addressed and more ambitious projects undertaken.

Self-Help. Local leaders must have the desire and the will to make the project successful. The NMSC and the CMSC provide program direction, ideas and training; but continued and long-term success depends upon the involvement and commitment of the community.

Public/Private Partnership. Both the public and private sectors have a vital interest in the economic health and physical viability of downtown. Each sector has a role to play, and each must understand the other's strengths and limitations so that an effective partnership can be forged.

Identifying and Capitalizing on Existing Assets. Business districts must capitalize on the assets that make them unique. Every district has unique qualities — like distinctive buildings and human scale that give people a sense of belonging. These local assets must serve as the foundation for all aspects of the revitalization program.

Quality. Quality must be emphasized in every aspect of the revitalization program. This applies equally to each element of the program, from storefront design to promotional campaigns to educational programs.

Change. Changes in attitude and practice are necessary to improve current economic conditions. Public support for change will build as the program grows.

Implementation-Oriented. Activity creates confidence in the program and ever greater levels of participation. Frequent, visible changes are a reminder that the revitalization effort is under way. Small projects at the beginning of the program pave the way for larger activities as the revitalization effort matures.

Organization

Resource teams are a tool for a Main Street community's growth and evolution. The term "resource team" is indicative of the potential the recommendations which follow can be for a new downtown revitalization effort. Keeping this in mind, the team's visit to Middletown, Connecticut, was a brief, yet, intense visit. Team members, visiting the community without hidden or personal agendas, can provide objectivity to the volunteers and staff for their use in reaching the downtown organization's potential.

Observations:

Middletown has a devoted community. It contains a variety of racial and socioeconomic backgrounds. The community expressed their obvious desire to work together to enhance the assets that exist in the central business district.

The Middletown, Connecticut, region is ahead of the game when it comes to education, income, and quality of life. The demographics of the region are outstanding and can be used to create a positive image to enhance recruitment of people to the area, thereby creating a demand for more retail.

Main Street Middletown seems to want to focus primarily on retail recruitment. This is a common pitfall of new Main Street communities; however, the team observed many areas that need immediate attention if the downtown program is to be successful with business recruitment. Again, small projects addressing design (safety, cleanliness, appearance) and promotion (image development, events, community involvement) will enhance the image of downtown, which is needed immediately.

The resources Main Street Middletown has at its disposal are its volunteers, the City, and the donations of large corporations. MSM needs to focus on selling itself to these entities and continue working toward its mission and work plans so they can sell themselves. Losing sight of goals and work plans will create confusion, apathy, and a lack of commitment in terms of time and money for your downtown program.

MSM has an untainted image as a new organization to Middletown. Partisan politics, unfortunately, have a large role within the area. Keep politics away from Main Street Middletown. Downtown is for everyone — not just democrats, not just republicans. MSM is there to revitalize the central business district, not play politics or favorites with the elected officials.

The community has a wealth of talent in artisans, the University, professionals, social services, gifted businesspeople, and committed citizens. Continue to educate these players and bring them to the table without hidden agendas. These people want to work toward mutual goals, and their concerted solutions and ideas will be better than those developed by a few individuals who are only interested in filling vacancies. Image is everything.

Communication at the committee level is essential. Input is needed from all areas of the community. Be sure to be inclusive in your approach to downtown's work.

Committees of the board must be communicative at the board level. Be sure they are making reports at monthly board meetings so the board can act as an ambassador in all aspects of the program's work. Communicate internally on a regular basis.

Communicate with the many organizations in the community. Be inclusive, act as the area's clearinghouse for ideas regarding downtown's success. Communicate externally the successes and goals for the program on a regular basis to churches, schools, social agencies, unions, legislature, funders, downtowners, and neighborhoods.

Ignore nay-sayers, which offer only "been there, done that" attitudes. Leave those people behind. Concentrate on your plans and work to accomplish your goals. Gradually, your successes will bring their thinking around.

Be frank with board and committee volunteers who have image problems with Middletown. In our interviews, a few people were very vocal that they did not encourage their own children to live in Middletown. If board and committee volunteers don't believe in Middletown, they will not convince anyone else to believe either. Your board and committee members must be your best advocates. If they are not acting in this role and are back-biting, ask them to leave the table.

Recommendations

Recommendation #1: *The board needs to remain focused on all four areas of the Main Street Approach.* Again, there seems to be a strong drive for business recruitment only. In fact, the organization committee's work has been set aside to assist another committee's work. A new Main Street program needs its organization committee to build a strong organizational structure to encourage program growth. Focusing on work plans, educating constituents, the community, addressing goals, staff direction, and educating the board and committees is time consuming and should not take a back seat. All four areas of Main Street must be strong in order for the program to continue establishing partnerships. Inclusion, not exclusion and negativity, is the key

to success, and the organization's work must remain focussed so that the entire community understands its mission and desires.

Recommendation #2: The each of the four committees must focus on their own work plan.

What was observed was a lackadaisical approach to the work plans as set forth by the board and committees, and a lack of understanding and/or desire to work toward the successful achievement of objectives. The focus remains on retail recruitment, and volunteers question "what's in it for me?" This question must be addressed with a broad-stroke vision for downtown. Be sure all committee members are aware of the work plans, and the reasons to work toward them. If modifications are needed, take the requests to the board and change the work plans.

Recommendation #3: A lack of patience regarding the process of revitalization was observed, and is common in a new Main Street program. Downtown did not decline over night; consider the past 20 years of development around Middletown. Who focussed on downtown? Remembering that revitalization is a long-term, comprehensive, step-by-step approach will help volunteers reach goals set annually. Every success will make the community and volunteers more excited and committed through to the end. The Main Street Approach is not an overnight, "we recruited a Talbots so we're done," approach to revitalization.

Recommendation #4: Educate board and committee volunteers about the process of Main Street. Main Street can galvanize the process of downtown interest and investment, but it takes a long-term commitment. Recruiting businesses, as well as the entire community's understanding that downtown is important to Middletown's image, success, and pride, is essential.

Recommendation #5: Establish a speakers bureau. Encourage a variety of community members to become well versed in Main Street Middletown's work. The bureau can effectively spread the mission and work of the organization, thus enhancing interest, funding, and volunteerism.

Recommendation #6: Develop a positive-image campaign and be ambassadors for Middletown. No negative comments; no negative press releases! Work with the community, downtowners, media, and volunteers to encourage a mission-driven thought process: "what's best for downtown Middletown, is best for the community." Celebrate and publicize every positive accomplishment, therefore, negating the poor image of downtown in the process.

Recommendation #7: Main Street Middletown needs to focus immediately on small, but effective projects. These projects must be successful for the organization to begin establishing credibility in the eyes of downtown merchants, property owners, and the community. Projects quickly completed are usually within the promotion and design committees' work plans.

Recommendation #8: Beware of burnout. There is a decidedly aggressive board and staff person in place, and there is a lot of energy and momentum. Do not get into the mind set that you have to fix everything as soon as possible. Give yourselves a break, use your work plans to prioritize tasks. Delegate work and help the executive director prioritize goals. Burnout will occur quickly, and the first sign is that of frustrated committee members. We did hear a high level of frustration from the design committee and confusion from the organization committee. This frustration can filter down to the community, project volunteers, the board, and, finally, the staff.

Recommendation #9: Be inclusive of all in the community. The very clear message, sent to the resource team through the anonymous note taped to the conduit outside of the church, was the first clue. Let people know it is safe for them to offer ideas, input, and complaints about downtown. Encourage and solicit ideas from the community.

Recommendation #10: Be realistic with the goals you set. Always ask, "Is this project within our control?" If you go for the "big boy" retailers right away, expect to be disappointed when they visit a property that is not in good condition, and they sense the perceived fear of Middletown's central business district. Again, work on design and promotion, then businesses will begin to show interest.

Recommendation #11: Consider relationships between major players in Middletown and MSM. Utilize your players to MSM's best advantage:

- City Government: Partisan politics need to be left behind and made clear in discussions with elected officials. Educate newly elected officials about the goals of Main Street, the benefits of the program, and the importance of downtown in the community.
- Downtown merchants/property owners: Let them know of the immediate goals set forth by the board and committees. Ask for their input and feedback on the work being done. Invite them to participate.
- Chamber of Commerce: The generosity of the Chamber toward the organization is great. Main Street Middletown's location, however, is not visible. Again, determine if a better location exists downtown as funds become available for rent, equipment, and supplies. Also, educate the chamber and its members about the role that MSM plays in the community.
- Media: Overkill with information. Let the media know what's happening and what's planned. Make all information positive about MSM and downtown; absolutely everything.

- County and State Government: Make them aware of the role MSM is working toward fulfilling, let them know how important downtowns are in the area and the State. Encourage their input and involvement, again being non-partisan. Grudges held by governments are short lived when a project is successful — so, be successful.

Recommendation #12: The structure of the board of directors is good and there is excellent representation. Learn from them. Make clear the decisions that need action and input. If a decision cannot be reached, table it and gather more information. Eagerness and interest are terrific assets. Use these talented people and communicate.

Recommendation #13: Future planning needs to be addressed by the board. Work plans have been laid out, but not communicated well to the committees. Consider a larger gathering to let the four committees and the board learn about the reasons for certain items on a committee's agenda. Be clear, make sure everyone understands Main Street methodology, and focus on the topic at hand to make everyone's work easier.

Recommendation #14: Funding structures need to be developed. The generous corporations who gave money to the program need to be informed of MSM's successes. A tax district put into place in the next two years will also enhance downtown and the organization's budget. Using these monies for organizational work will enable more and effective projects. Keeping tax monies only for infrastructure, e.g., sidewalks, will limit your growth as an organization. Again, let property owners know of the work planned to encourage them to support such a tax.

Recommendation #15: Develop your leadership. The board has many talented individuals. Enhance their ability to lead by giving them power within their committees to work. If a committee does not feel comfortable with a work-plan item, put it on the board's agenda to decide on the appropriateness of the project. Enable their success.

Recommendation #16: Give tasks and credit to all volunteers at every level. Volunteer spirit will spiral downward if volunteers are not given tasks or credit for their work. Applaud them and their efforts through recognition at annual meetings, newsletters, news releases, etc. Enable them to complete goals. Watch out for burnout and be honest about the amount of work expected of them. Be clear when recruiting volunteers as to the role(s) they need to play and the amount of time needed from them. Establish an orientation process for committee and board volunteers, educating them to the work of MSM and the specific tasks required of them.

Recommendation #17: Willingness of the organization to change with the times is essential. Change is the reason you are in place. Main Street program's *manage* change. Be sure volunteers are aware of this; be sure staff is aware of this. A program cannot continue with a mindset of "what it used to be like, and how bad it is now." Educate the community and stay

focussed on your goals, examine them annually and change or modify them as changes occur downtown.

Recommendation #18: Public image is an immediate concern. Middletown is looking for a savior of sorts, and Main Street Middletown is fulfilling the role to a certain extent. Let Middletown be what it is — a regional center, aggressive and willing to help others. Don't be paralyzed by the opportunities before you. Reach for opportunities, partner with social service organizations, schools, the University, the library, the City, and the community. Be mission driven, and encourage everyone to do one thing each day that will better downtown.

Recommendation #19: Remember that downtown is the front door to Middletown. A “big fix” will not carry the entire community to greatness. Small successes over time that lead to bigger projects and accomplishments will make Middletown great, and change the attitudes of area residents. Be patient; it takes time to educate people and complete projects. Many people need to be brought to the table so consensus can be reached and goals accomplished. This is a grassroots effort; let the long-term process flow and leave the negatives behind.

Design

Transportation is an concern for people interested in the future of Middletown's Main Street and central business district. This concern extends to issues of regional transportation access, traffic into and around downtown, and pedestrian safety within downtown.

During the resource team visit to Middletown, the resource team drove and walked the downtown area and its environs. They examined local and regional transportation plans and interviewed a number of individuals concerned about transportation, including local merchants and property owners, the mayor and members of city council, the director of the City's public works department, the city planner, and a key legislator with a seat on the State's legislative committee on transportation. This interaction provided an introduction to transportation matters in Middletown, and formed the basis for the observations that follow.

Observations

Regional Transportation Access

As its name implies, Middletown is situated in a very central and favorable location along the Connecticut River, between the City of Hartford and Long Island Sound. Middletown was established because of the depth and configuration of the Connecticut River, providing an attractive harbor, that became one of the preeminent colonial ports. Waterborne commerce was eventually replaced with rails and highways. As a result, Middletown is now served by a system of state and national highways and by a freight rail line. A public transit provider, Middletown Area Transportation (MAT), provides scheduled bus service with connections to intercity and interstate transit. River traffic is now limited to pleasure craft and tour boats, with moorings found across the river from Middletown, in Portland, Connecticut.

Route 66, a state highway, connects Middletown to Portland, Connecticut, via the Arrigoni Bridge, a historic truss span that is one of the most prominent and significant landmarks in the area. Route 66 provides an east-west connection, and runs directly through the central business district, following Washington Street into downtown from the west, where it turns up Main Street. It runs north to the Spring Street-Hartford Avenue-Bridge Street intersection and the Arrigoni Bridge.

US Route 9 provides the primary north-south access to Middletown's central business district, linking Interstate 91 to the north with Interstate 95 in the south. Route 9 runs parallel to Main Street and creates a physical barrier between downtown and the Connecticut River. The Hartford Avenue and Washington Street exits off of Route 9 are at grade, and present

the only traffic signals to travelers “between the Canadian border and Long Island Sound,” according to one local merchant.

The highway and rail facilities afford excellent regional access to the Middletown Central Business District. They potentially offer greater access, especially if passenger rail enjoys a rebirth in Connecticut. However, the state and national highways present many management challenges to Middletown as it strives to improve and enhance downtown. The State of Connecticut has jurisdiction over these roads and the Arrigoni Bridge. It is imperative that Middletown create a clear vision for downtown’s future, and then work closely with the State to achieve the vision.

Traffic in and around downtown has an impact on the quality, character, safety, and commercial viability of Main Street. Motorists get to and from downtown through a system of local and state roads. Some of these are side streets or neighborhood streets that intersect with Main Street. Others are arterial roads carrying regional traffic, some destined for downtown, some merely passing by (Route 9), or through (Route 66). The destination traffic needs clear directional signs and convenient access to stores, offices, or residences within downtown. Pass-through regional traffic mostly wants to avoid delays.

A few key traffic issues were raised during the resource team visit. The traffic signals on Route 9 are thought by some to provide easy access to downtown. However, a second traffic concern — routing for downtown-bound traffic — might be improved in a comprehensive way. This could involve changes to Route 9 interchanges, including elimination of the traffic lights.

Through traffic on Route 66 is a major traffic issue. Its path along Washington Street and then north on Main Street produces high-volume traffic at the intersection of the two roads, and at the Spring Street-Hartford Avenue-Bridge Street intersection. It also yields significantly higher traffic on Main Street north of Washington than on Main Street south of Washington. As through-traffic volume grows, there may be calls for improvements to Washington Street and North Main Street. In this context, the term “improvements” usually means wider roads to accommodate more cars, rather than businesses, pedestrians, or aesthetics. Such an outcome may be inconsistent with the City’s vision for downtown.

The City has had a plan for a ring road around downtown. This plan was partially implemented with the construction of DeKoven Drive and its connections, providing an eastern loop or bypass of Main Street. Under the plan, the western loop would be achieved by widening Pearl and Spring Streets and renaming them as Route 66. It would be difficult to finish the plan in today’s policy and regulatory environment, and the plan no longer seems an option.

Parking in downtown Middletown seems more than adequate. Although better management of parking spaces should improve use. Strategic parking improvements may be beneficial for

retaining and recruiting businesses in the downtown. Congestion in and around downtown is limited to peak periods, and in comparisons to most urban areas, it is minimal.

Pedestrian Safety

Successful downtowns are pedestrian friendly. In such places, people feel safe walking. When crossing the street or walking on the sidewalk, they do not feel threatened by traffic. A pedestrian-friendly downtown provides a continuous streetscape that people can easily traverse. Earlier studies of Middletown's Main Street, notably the recent Mullen study, provide a good description of downtown's mix of uses and composition of the street front.

Concern over walk-cycle times for crosswalks was raised in a number of our interviews. Many people felt that the walk time was inadequate, especially at the Washington Street intersections with Pearl, High and Broad Streets. A signal project planned in 1998 on Main Street will not address these Washington Street intersections, but will change the pedestrian treatment at most other downtown intersections. The project will increase crosswalk time from 21 to 28 seconds. But, it will also change the method of pedestrian crossing from an all-vehicles-stopped method to a concurrent crossing method. Right turn on red will be eliminated. Left turning traffic will be expected to yield to pedestrians. At mid-block, all traffic will be stopped to enable pedestrian crossing.

Main Street's extraordinary width presents a challenge for pedestrians to make the crossing in time. In the past, suggestions to place pedestrian islands in the middle of Main Street, or a median along its length, were resisted because they would interfere with the City's snow storage and removal system.

Pedestrian access between downtown and the Connecticut River is an issue of interest. The City owns waterfront property and maintains park facilities there. Pedestrian access is now by a tunnel under Route 9. The tunnel's condition has been commented upon in previous studies. The resource team observed that entrance and egress from the tunnel to DeKoven Drive requires pedestrians to cross the high-speed road. This should be corrected.

The most often heard pedestrian safety issue was the perceived number of "threatening" people on Main Street. Threatening people were identified as patients from the state hospital, customers from the soup kitchen, and clients of the social service agencies located in Middletown. While most people interviewed referred to this as a perception problem, a few said emphatically that incidents have occurred to qualify the perception. Discussions with the police chief, social service providers, and community officials made clear that the actual rate of incidents is modest and on the decline, and perhaps community policing and rapid response procedures are working to drive the downward trend.

Observations

The City should favor the use of signs, signals, pavement markers, and other non-disruptive means to improve traffic circulation. Road building and expansion is costly, time consuming, and destructive in a historic setting like downtown Middletown.

The City *must* develop a strong partnership with the Connecticut Department of Transportation in the decision-making process for Routes 9, 66, and the Arrigoni Bridge. Future highway projects must be consistent with the City's vision and carefully balanced with the City's plans to strengthen the downtown. Specifically, the City must engage the State in a dialogue about the future of the highway system. What is the State contemplating for the Arrigoni Bridge? Does it wish to rehabilitate, expand, or replace the bridge? The future of Route 9 and its exits to downtown should be discussed regarding directional signs, gateways, and downtown circulation. Route 66 is a state highway, but it is also Main Street and Washington Street — the backbone of the downtown. This fact should form the basis for discussion with the state DOT about its approach to managing Route 66.

The City and State are unalterably linked in this shared responsibility. The future of downtown will be measured, in part, by the ability of the City and State to produce mutually beneficial outcomes. Under current federal transportation policies, the needs of through-traffic must be balanced with the character, resources, and objectives of downtown and the community.

The 1998 signalization project is a State/City project using federal funds. Based on the resource team's limited perspective the project should benefit downtown. However, the community should use the winter months to become more familiar with the project, particularly the nature of its pedestrian-crossing systems and the look and character of the replacement directional signs and support posts. The conflict between pedestrians and turning vehicles is a concern.

The City should explore a number of other measures to enhance "pedestrian friendliness." The width of Main Street should be reduced. This is particularly true south of Washington Street, where traffic counts are significantly lower and access from the rear of buildings is available for most businesses. The City should examine whether four lanes of traffic are truly needed on Main Street south of Washington Street. The City should *not* eliminate any on-street parking. Pedestrian islands, bulb-outs, or a full median should be considered, with landscape and streetscape treatments. This will require a new approach to snow removal.

The tunnel access to and from DeKoven Drive should be corrected to enhance pedestrian safety. Community policing should continue and be strengthened, as should the innovative efforts to respond promptly to problems.

The City needs to match its near-term actions with a long-term strategy. This starts by imagining the future and considering what opportunities it might bring. In the area of transportation, societal's demands for mobility will require contributions from all of the modes: cars, buses, trains, planes, and ships. This is good for Middletown. The City is well served now by roads and highways, but it is unlikely that road capacity will increase substantially in the future. As capacity gets tighter, people will seek other options. MAT will see its ridership increase. The presence of a rail line adjacent to downtown is particularly exciting.

The City can help guide these events. The City is a member (in fact, the largest member) of a regional transportation group, the Mid-State Metropolitan Planning Organization (MPO). Under federal transportation law, MPOs must approve all major transportation spending within their geographic area. This provides an extraordinary opportunity to direct millions of dollars in public investment, and to influence the nature, schedule, and ultimate fate of projects to revive passenger rail or improve the Arrigoni Bridge, Route 9, or Route 66. The City's legislative delegation is well positioned to pursue the City's transportation interests, with seats on key committees.

The City Planning Commission regrets downtown's physical separation from the Connecticut River. The measures required to correct the situation are substantial and costly. Fixing the situation is not impossible, and should be considered a long-term goal. By remaining an active partner with the state DOT, and by taking advantage of opportunities in the MPO and the legislature, Middletown may ultimately achieve their goal of reconnecting to the river.

Historic Preservation

William Holly Whyte, a leading sociologist and city analyst who has spent years studying design and social interaction in downtown, argues that the health of a center is represented in its pedestrian activity and its role as an unconditional meeting place. He maintains that "the best way to handle the problem of public safety is to make a place attractive to everyone."

In the past, downtown Middletown was a place where people would lengthen their stays because they didn't want to leave. Within the last 10 to 15 years, when Middletown residents spoke of their downtown it was about the family spending an evening shopping and socializing on Main Street, the department stores at Christmas time, sidewalk sales, going to the movies, or simply people watching. A tremendous sense of place existed here. It was a place that was lively and vibrant — where you felt at home. As author, Tony Hiss, so eloquently described downtowns, "It's the simultaneous perception that allows any of us a direct sense of continuing membership in our communities, and our regions, and the fellowship of all living creatures." Middletown proudly prolonged this healthy environment, defying the consequences of the automobile and a shopping revolution longer than most communities in the United States.

Indeed, downtown Middletown performed masterfully until two, almost simultaneous, ill-fated events occurred: the slaying of Jessica Short during a sidewalk sale in 1989 and the collapse of the real estate market in the Northeast.

Combined with a deep sense of remorse and sorrow, there has been another movement afoot that denies downtown Middletown as the center. It is an unspoken message that may be read subliminally through the peeling paint, unkept sidewalks, broken windows, offensive signs, damaged planter barrels, vacant storefronts, abandoned second floors, and demolished historic buildings at the corner of important intersections. This message numbs the citizenry; it perpetuates apathy and indifference in the community. Middletown now portrays itself to outside investors or visitors as a town under siege.

The cycle of socioeconomic downturn that has occurred in Middletown over the last 15 years is not unusual. The National Main Street Center, a 17 year-old program, has found that the key to injecting new life into neglected commercial districts is a strong, functional organization dedicated to long-term economic restructuring that uses historic preservation.

With the mix of goods and services, there is, and should be, a sense of public ownership of those buildings by the residents. As Charleston, South Carolina, Mayor Joe Riley says, "The central business district is the quintessence of its public realm; it's the most democratic element of the city; it belongs to everyone." But as downtown Middletown's economy declined in the late 1980s and 1990s, vacancies increased. Then, without the revenue to support building maintenance and improvements, properties deteriorated with their values. When building maintenance is deferred (peeling paint, tattered awnings, broken sidewalks), it sends a message that the community has little regard for downtown.

Despite strong demographics, high median income, and solid proforma analysis, regional and national developers rarely invest in downtowns unless there is a strong sense of local pride reflected in the appearance of the central business district. Middletown must send a message to outside developers that both the private and public sectors believe downtown is a good, long-term investment. As Donovan D. Rypkema, a national real estate consultant, explains in *The Economics of Historic Preservation: A Community Leaders Guild*, "The value of a particular parcel is to a large extent, determined by the buildings, public improvements, and activities around it." In the nearly 1300 communities across the country that have participated in the Main Street program, there was over \$7 billion dollars invested in 37,100 building rehabilitations and other physical improvement projects that gave the immediate benefit of creating a net of 39,700 new businesses and 143,000 new jobs.

Many towns take a more imprudent approach. Unfortunately, these towns attempt to revitalize their center through a disjointed effort of short-term, singular projects. Most often, towns are reacting to circumstances rather than actively moving one step at a time toward a

holistic vision. Their approach tends to be ego-driven, either due to the dynamics of the current political partisanship or individual personalities promoting their own agenda. The project-driven approach addresses just one portion of a larger concern often resulting in unattractive, expensive capital/public improvements. However, the long-term commitment of a Main Street organization is not ego-driven, either elected or administrative, but is committee driven through a concerted effort. Successful towns of all sizes have learned that defining their image using their unique historic features reinstates the pride and purpose necessary to begin planning the economic future of the community.

Thus, the role of the design committee, as part of the Main Street Middletown board of directors, is pivotal. Its responsibilities are to:

- Develop a clearinghouse for all of downtown Middletown's physical attributes and become the most comprehensive and non-adversarial source for all design-related issues.
- Promote quality design practices to city officials, building owners, financial institutions, architects, the media, and the public.
- Develop work plans that will improve the overall physical appearance and image of Main Street.
- Organize work-plan projects to develop local design guidelines, financial incentives, and protective ordinances.
- Administer the design review process, which will guarantee that financial incentives are used for quality design changes.

Recommendations

Recommendation #1: Take full advantage of the historic streetscape and commercial buildings on Main Street. Middletown's strongest assets are its buildings and streetscape. It is fortunate to have so much of its historic downtown preserved, with buildings spanning from the late eighteenth century to the mid-twentieth century. The mix of styles has created a unique New England downtown with distinctive vernacular, period buildings. Those styles include:

- Federal
- Greek Revival
- Italianate
- High Victorian Gothic
- Richardsonian Romanesque
- Beaux-Arts
- Second Renaissance Revival
- Neo-Classical Revival
- Georgian Revival
- Art Deco

Recommendation #2: Statistics overwhelmingly support the direct connection between good design and safe public areas. “Good places are largely self-policing,” observed William Holly Whyte. “The biggest single obstacle to the provision of better spaces is the undesirables problem. They are themselves not too much of a problem. It is the actions taken to combat them that is the problem. Out of an almost obsessive fear of their presence, civic leaders worry that if a place is made attractive to people it will be attractive to undesirable people. So it is made defensive.”

Recommendation #3: Successful downtown revitalization occurs when rehabilitation and streetscape design are completed with high standards. In Charleston, South Carolina, for example, Mayor Joe Riley has been working since 1975 to give the central business district back to its citizens. “Appreciation for beauty knows no economic boundaries. Poor people need beauty just as much as rich people do,” he said. Mayor Riley underscored that Charleston is not a museum, but a changing, dynamic city with opportunities and challenges. “But quality investment in cities always makes money.”

Recommendation #4: Consider developing a preservation ordinance. Charleston was the first city in the country to enact a preservation ordinance. Some critiques of this policy argued that restrictions would make it too difficult for developers to rehabilitate/restore/renovate properties, therefore, slowing economic development. While Riley recognized that it’s not always easy, he also knows that quality developers understand that their investment is protected because they know that their neighbors will be required to invest in design excellence as well. Even after the massive destruction of Hurricane Hugo in 1989, Mayor Riley committed public dollars to keep damaged historic buildings, even marginally vernacular ones, because it’s historic character that is the basis of community pride and the catalyst for economic success. As a remarkable example, Charleston has enjoyed one of the nation’s strongest tourism economies for more than ten years.

Recommendation #5: Reference the National Main Street Center’s recent publication, Main Street Success Stories. While no two communities are alike about how they approach downtown revitalization, the most valuable, practical, and applicable information can be extracted from Main Street peers. In fact, learning from the mishaps and victories of similar cities is the best recommendation we can offer each member of the design committee.

Recommendation #6: Develop ties with successful communities. Main Street Watsonville’s (Ca.) revitalization approach was based on partnerships and understanding the market. In five short years, this town of 32,000 has seen over \$11 million in reinvestment, and they reduced their vacancy rate from 30 percent to 10 percent. To launch the program, Main Street Watsonville sponsored a design planning process.

The overwhelming success of Holland, Michigan was recognized this year through the Great American Main Street Awards™. With a population of 30,000, their approach was based on encouraging residential downtown development and instituting a comprehensive design incentive program. Today their storefront vacancy rate is 0 percent, with over \$100 million in reinvestment downtown.

Recommendation #7: Hold a meeting to review the responsibilities outlined above for the design committee, and revisit the viability of existing work plans. The meeting should focus on the work plan. Specifically, review how critical base information, like building surveys and property ownership, is being gathered, or the promotion of quality design practices is being implemented. The committee expressed deep frustration due to work overload and burn-out. There is an enormous amount of work being done by the committee, but they feel that it's unappreciated or ignored. For example, the planter barrels on Main Street were designed and planted through the sole efforts of the committee working with Wesleyan students. But most of the business owners neglected to care for the annuals once planted, causing some of the plants to die.

Recommendation #8: Committee members should recognize that not all of the stakeholders on Main Street have bought into the Main Street program yet. Because the organization is in its infancy and without a track-record, recognition of the organization's benefits takes time, as does building the credibility of the organization. Until then, concentrate on doable work-plan projects that you can control the outcome, or concentrate on projects the committee has made a long-term commitment to, like the facade improvement program.

Recommendation #9: Develop a comprehensive resource library for all of Middletown's physical attributes. Complete a physical inventory of the Main Street district. Gather all available historic and historio-graphical information on each of the properties to aid in rehabilitation projects. Compile and become knowledgeable in all sources of financial assistance available to property owners who may be looking to rehabilitate a property or expand. Become the most comprehensive source for all property design-related issues.

Recommendation #10: Promote quality design practices to elected officials, city administrators, building owners, financial institutions, architects, the media, and the public. This is the most important role for the design committee, but perhaps the most difficult on-going responsibility. Often, boards and design committees can be viewed as confrontational and adversarial because design issues are equivocal and ambiguous. Due to this, design committees must have a full understanding of design excellence, but allow for flexibility and practicality in all matters associated with design. This responsibility is not only a vital educational tool, but also a promotional linchpin for Main Street Middletown. The design committee must be prepared to present a credible and unified front.

Recommendation #11: Conduct training sessions. Invite professionals from the Connecticut Historical Commission, the Connecticut Trust for Historic Preservation, and the Connecticut Main Street Center to conduct these design training sessions for various audiences. Develop program partnerships with the Middlesex Historical Society and the Historic Preservation Organization to leverage new sources of information.

Recommendation #12: Maintain, but refine, existing work plans. The existing design committee work plan is focused on three important objectives: 1.) Public improvements and public amenities; 2.) vacant window displays; and 3.) the facade program. Each action plan falls directly under the committee's responsibility of developing work plans, which will improve the overall physical appearance of Main Street. All are large, time-intensive, long-term projects.

Out of the three objectives identified by the board and committee, the facade program is the project that the committee has the most opportunity to control the outcome in a positive way, since the funding has been already obtained. Once you have the program guidelines in place, it will be the responsibility of the committee to oversee the promotion of the program and review of applications.

Adjust the other two objectives in the work plan to a more realistic level, whether it be through modifying the size or the scope of the objectives. Create new work plans for smaller projects that would improve the physical appearance of Main Street. For example, the clean-sweep project planned as an October event will have a dramatic effect on the streetscape. Even though its results are short-lived, it sets a precedence, and it makes a significant statement to city officials. Or, redefine the scope of the planter-barrel project. Planting and caring properly for a block or two would make a more positive visual impact on the whole street. Then celebrate each success, regardless of how small!

Recommendation #13: Organize work-plan projects to develop local design guidelines, additional financial incentives, and protective ordinances. The first step is the creation of a National Register District. Middletown already has five National Register Districts on or adjacent to Main Street. The establishment of a National Register district is an effective first step for two important reasons: it begins the process to form a local historic district ordinance, review board/commission, and a set of local guidelines for quality design standards; and it permits the use of historic rehabilitation tax credits, which can greatly increase the return for investors.

Recommendation #14: Middletown should be commended for taking an extremely positive step toward establishing guidelines for overseeing quality design standards. An advisory board, known as the Design Review and Preservation Board, has been established under ordinance of the City of Middletown. It is responsible for reviewing all demolition requests for the Economic Development Committee and exterior rehabilitation (including signs) and new construction in business zones; and advising the Planning and Zoning Commission and the

Redevelopment Agency regarding appropriateness. While the board will advise on appropriateness only when requested, it has been mandated under the ordinance to create design guidelines. This is a strategic opportunity.

Recommendation #15: Consider establishing design guidelines. The design committee will have a much easier task in assisting the Design Review and Preservation Board in establishing design guidelines for quality standards since the perception of the board is non-adversarial. Having seen, time and time again, communities that are polarized over design issues, we can only emphasize that Middletown is well positioned to execute a design review process that can improve the quality of physical changes and protect the value of downtown investment.

Design review ordinances and guidelines are not immediate revitalization tools. Developing these tools is a public process where timing is critical. The most important factor in successfully establishing design review is the *process and quality of the community input*. As Janice Preliasco, AIA, of the California Main Street Program, argues, “[design review] needs to be based on a consensus definition of what is special about a downtown; what qualities people would like to keep and so reinforce. Those most affected by guidelines, the property owners and tenants, must feel they have a voice in the process and can, therefore, control it. Otherwise, guidelines will be seen as being imposed from the outside and they will fail.”

Recommendation #16: Learn and utilize the Certified Local Government program (CLG). This is a state program that provides incentives for establishing a local design-review process. Operating in each state, the Connecticut CLG program is administered by the Connecticut Historical Commission. CLG’s are eligible to apply for specially earmarked grants. At least ten percent of the annual Historic Preservation Fund grant, made to a State under the National Historic Preservation Act, must be distributed among CLG’s. Additional benefits include technical assistance and training from the Connecticut Historical Commission and national historic preservation assistance network.

The Middletown Municipal Development Department has initiated a dialogue to begin the process of becoming a CLG program. They also have a proposal on how to develop the program with Middletown’s existing planning ordinances, which the current mayoral administration has seen. We suggest reviewing this proposal and working with the Municipal Development Department and Planning Department before drafting a work plan.

Recommendation #17: Develop streetscape and sidewalk-amenity guidelines. Building owners, shopkeepers, and other Main Street businesses are all stakeholders in the appearance of downtown. But the private sector cannot take complete responsibility for the cleanliness of the sidewalks; upkeep of benches, trash receptacles, and planters; or overall beautification projects. Ultimately, the City of Middletown must provide the continuity for exactly how clean and attractive the street and sidewalks look. It is, however, Main Street’s responsibility to establish a

positive atmosphere so that an open dialogue can begin in order to find creative solutions for the care and improvement of Main Street's most public area.

Promotion

Observations

Middletown is rich in natural, historical, and cultural attractions. It is a livable community with a growing population and a higher than average per capita income coupled with lower than average property taxes.

Main Street Middletown has an extraordinarily strong coalition of power players on its board and committees. It could use greater representation from social services, students, and the arts.

Middletown lacks regional way-finding presence for the traveler. Given Middletown's size, it is confusing and hidden from the major arteries that pass through and by it (Routes 9, 66 and 91).

The board and committees appear to be intimidated by the presence of Connecticut Valley Hospital. This institution (a universally agreed bad neighbor) and the community seem to lump all the other social services in the same negative category. This precludes coming up with creative solutions to the perceived image problem of Middletown as a dumping ground.

Middletown lacks an overriding sense of self and, therefore, does not project a strong image.

Main Street Middletown's role and mission are not clear. The program seems to be taking its place in a long line of incomplete attempts to solve downtown's problems.

Turn the variety of constituencies into advocates for MSM. The University, health care and social service agencies, merchants, professionals, arts, churches, and civic groups can be turned into a major asset if the program is able to tie their efforts together while allowing for expression and creativity.

There are many opportunities here. It is important that the group focus on a few things they really believe in, and then do them very well. Volunteers have to have fun. This report includes a number of suggestions with some priority; however, each one of them depends upon people doing what they really like to do. There is no magic bullet, but if people are making a difference and having fun, you will be able to shift the negative image of Middletown to a very positive one in a short time. The negative image is simply a fabrication that resulted from some unfortunate circumstances, but it is being perpetuated by locals, as well as the press.

Recommendations

Name Recognition/Positive Linkage/National Image Potential:

Recommendation #1: Main Street Middletown should feature its link to the National Main Street Center of the National Trust for Historic Preservation. This is *not* "Main Street USA," as pointed out in the presentation on September 25, 1997. Even the promotion committee work plan to create a booth for the September 6 event made this mistake. History buffs, preservationists, educated travelers, and heritage tourists recognize the National Main Street Center's seal of approval.

Recommendation #2: Promote Middletown as the proud home of Wesleyan University! Main Street Middletown must work to bridge the gap between downtown merchants, local residents, and college students. Their involvement in downtown events, such as the "Taste of Middletown" promotion during orientation week, is a great opportunity for the town and the college.

Recommendation #3: Let the world know that Middletown hosts major events like the Regatta and the American Legion playoffs. Although Main Street Middletown is not a lead sponsor of these events, the organization must make every effort to ensure that visitors see downtown at its best. Merchant promotions must be planned in advance, guides to services and special offers should be easy to understand and readily available at hotels, visitor centers, and throughout downtown. Also, any wider-area publicity generated by Main Street Middletown should mention these events to raise awareness of Middletown.

Recommendation #4: Use the City's web page to reach cybertravelers. This is a great way to get Main Street Middletown's message out to students, younger professionals, techies, the homebound, and others on the net. Also, you have the opportunity to give more in-depth information about the organization's mission, accomplishments, volunteer opportunities, and upcoming events. See if Wesleyan University will give Main Street Middletown some play on their home page!

Regional Image Potential

Recommendation #5: Formulate and follow a public-relations plan. This plan should include outreach to local residents, consistent updates to the press, and a policy for board and staff to follow when they are interviewed by the press. A public-relations plan should revolve around the mission of the organization and must spring from a shared sense of purpose and identity. The process of preparing the plan may require working with the board to develop the necessary focus.

Recommendation #6: Use special events to bring people downtown. Create one or two unique image events, linked with retail promotions, that play up the special qualities of Middletown. See examples in the Appendix

Recommendation #7: Identifiers should be posted consistently from Highway 84 and 91, and especially from the visitors center. This may require some legwork with the DOT, but it is worth the effort. Middletown's population indicates that it should be more frequently noted on highway signs in the surrounding area. But, for a traveler without a map, it is easier to find the Marriott than Middletown.

Recommendation #8: Celebrate Middletown's classic, eclectic downtown. Food, fun, and variety are key words to develop into promotions for downtown.

Recommendation #9: You have a magnificent resource in the bridge! Celebrate it, light it, use its image in your promotional materials.

Recommendation #10: Put Main Street Middletown on Main Street. A storefront office with signs and displays is a must for the program. Although it was very generous of the Chamber to provide the office as a startup, the program must be more visible and accessible to merchants and community members. The Main Street office should be used as a resource center, humming with activity.

Recommendation #11: Develop a logo for Middletown, use a palette of colors, and find a few great stories about the unique qualities that make Middletown a very special place. Although this may seem insignificant, it will greatly assist efforts to shift the general view of Middletown to a more positive perception.

Recommendation #12: Develop one or two signature events focused on downtown/mission. The baking contest is a good idea; perhaps it could be expanded to include some historic or cultural link to the City's past and become a spring festival, with involvement from other groups. Use seasonal tie-ins as much as possible, i.e., a birthday cake contest for an annual town birthday; a pumpkin pie baking contest for October; a strawberry pie-baking contest for early summer; or an apple pie-baking contest for the Fourth of July. It is best to create an event that can grow and improve every year, and has broad appeal and recognition. Artistic, literary, and musical talents have all been ascribed to Middletown's residents. It seems you could develop a signature event based on, or at least including, the participation of local artists, authors and/or musicians.

Recommendation #13: Show appreciation for diverse cultures. Use ethnic food, arts, and social services for promotional events, awards, and publicity.

Recommendation #14: Showcase the history and architecture of downtown Middletown.

Create markers or plaques with old photos and stories to interpret the downtown, and/or develop a self-guided walking tour guide for visitors. This project could be done in partnership with the historical society and the design committee.

Recommendation #15: The downtown newsletter is good, but talking up downtown is better!

Never underestimate the power of word of mouth. The perceived bad image comes from people's remarks, even those on the board and the committees, complaining about vagrants, bad press, and shabby buildings. A good image will have to be nurtured through positive talk, as well as lively events and well-written articles.

Recommendation #16: Include supplements in the newsletter about simple tips on how merchants can participate in events. A one-page bulleted list of ways merchants can tie in to a promotion, distributed a few weeks before an event, can work wonders.

Recommendation #17: Reach out to residents and make sure they know they're invited. There are 42,000 people who call Middletown home. You have an excellent source of volunteers, shoppers, and participants. However, they will not show up unless they are asked repeatedly, and in creative ways.

Recommendation #18: Create a quarterly update/calendar to be distributed with the City's newsletter or another appropriate mailing. Mailing the promotional piece alone is preferable, if possible, so that people won't miss it. Avoid mailing it with a negative piece of mail like the tax or sewer bill.

Recommendation #19: Banners, signs, flyers, and the newsletter should always feature the mission and logo. Advertising is confusing when sponsors' names are printed on the city banners; more attention is needed on Middletown.

Recommendation #20: Distribute decals and/or plaques ("I support MSM") in participating stores. This will help develop awareness of Main Street Middletown and encourage shoppers to patronize participating merchants.

Recommendation #21: Publicity and cooperative ads go hand in hand. The local press is much more likely to cover your events if the local merchants pitch in and buy a collective ad.

Recommendation #22: Coordinate your calendars. Work with the City, Chamber of Commerce, and other organizations to plan downtown events and share the costs.

Recommendation #23: Involve the kids! Parents always follow their children's work. Some examples of children-friendly events include poetry and banner contests, clean-up days, arts fairs, and safe-Halloween events. Middletown's arts community (Oddfellows and Kidcity) are excellent potential partners for this.

Elements of Image

Color: Middletown is not a bland town. It is cosmopolitan, eclectic, smart, caring, hard working, full of history, graced by a beautiful historic bridge and a lovely waterfront, with a legacy of activism traced by the underground railroad and Wesleyan University. It is a town full of kids, families, active young adults, and old-timers who grew up there, made their living and raised their children, and plan to stay until their time comes. This is classic small town, and it can be considered cliquish or complex. Image development is about making the transformation clear. Change the town slogan from "Middletown: Connecticut's Dumping Ground" to "Middletown: Connecticut's Caring Community." Change the spin from "cliquish" to "eclectic" and "diverse." Bridge the gap between classes, town and gown, and races by focusing on a mission that includes and welcomes all of these wonderful elements.

Stories: In the short time that the resource team was in Middletown, we heard a variety of amusing and amazing stories in addition to the bad Connecticut Valley Hospital and bad soup-kitchen stories. These positive and interesting stories are fodder for great publicity and a unique image! They revolved around the underground railroad; a worm that could not survive in the Connecticut River at Middletown Port, thus making it the busiest port in the region; and a Middletown native who won an Oscar for writing the song " Zippity Do-Dah!" Given that the resource team was in town for 72 hours, it seems likely that a booklet of Middletown curiosities could be put together by some enterprising locals and create a conversation piece.

Economic Restructuring

Observations

Middletown's present Main Street is vibrant and active in comparison with many similar sized communities throughout the northeast. It potentially can benefit greatly from the aggressive pursuit of the Main Street program. The City possesses a younger than average population that is upwardly mobile, with steadily rising incomes. This population is interested in an active lifestyle that offers entertainment and dining opportunities. Similarly, the population is likely to support well-merchandised stores that provide value and excellent selection. Presently, much of the buying of these items is done in other locations. The City also has a number of small service-oriented businesses (groceries, etc.) that provide unique character to the Main Street.

Major efforts to coordinate existing landlords, lenders, and tenants are necessary to encourage existing businesses to remodel and promote their product lines to the customer of the 1990s. In addition, Main Street should be promoted and leased like developers market malls. The extensive cultural life of the City and University should be promoted on the street. Likewise, the hours of downtown businesses need to be extended to accommodate two-income families and the active lifestyles of the residents.

Tenant recruitment for downtown requires a concerted effort by all parties, but should be led by an individual or individuals whose primary responsibility is to attract desirable tenants to the street and encourage existing stores, restaurants, and business to merchandise better. Middletown possesses a unique opportunity to increase its market share of shopping, dining, and entertainment. The City should consider orchestrating a re-grand opening of Main Street after completion of some of the recommendations and the opening of the theaters and other proposed businesses.

- Many of the present storefronts are dated and in need of maintenance and updating.
- The City's streetscape and sidewalks appear tired, in need of cleaning, and require more efficient and frequent overall maintenance.
- The economic momentum of the City's commercial areas appears to be moving toward the south end of Main Street.
- The City has a wide variety of commercial entities that presently occupy the leased premises of Main Street.
- Retail and service establishments range from second-hand stores and fast-food restaurants to national, name-brand apparel and Rolex watches.
- Downtown has excellent visibility from Route 9 and benefits from two traffic signals at the interchanges into the City.
- Middletown's school system is perceived as excellent by many of the City's residents.

- Several groups indicated that they felt there was somewhat of a division between the City's blue-collar labor force and the professional/university population.
- There is little evidence (signs) of the presence of Wesleyan University along Main Street in the stores and restaurants.
- Reportedly, there are in excess of 100 working artists in and around Middletown, yet there is little evidence of their presence in galleries or stores.
- Several groups reported that there is the perception of lack of safety on Main Street, particularly toward the north.
- Police reported that security in the City is good despite the negative perception from some of the residents, students, and faculty. The police department employs approximately 100 individuals with at least 6 officers on duty at all times (3 beat officers, 2 patrol cars, and bicycle patrol).

Traffic and Pedestrian Circulation

- The town has wide streets that offer the motorist an advantage, at the expense of the pedestrian.
- The present pedestrian crossings offer little time for crossing, especially at the Washington Street intersection.
- There are several mid-block pedestrian-controlled signals that offer an important opportunity for pedestrians to cross-shop across Main Street. It is reported that these pedestrian controls can be removed to allow for more efficient flow of automobiles.

Tenant Mix

- The area with the strongest number of tenants is to the south of Washington Street.
- There are several areas in Middletown where the bank buildings or other structures break up the continuity of the stores and restaurants along Main Street.
- There are, reportedly, 40 eating establishments in Middletown's central business district.
- Middletown has a large number of small neighborhood service businesses, such as food markets, that offer an exceptional level of variety and service.
- Middletown has a significant amount of general merchandise, including jewelry, furniture, apparel, books, and toys.

Property Ownership

- It has been reported that the commercial real estate in Middletown is owned by many individuals and corporations who have owned their real estate for a considerable length of time.

- Many of the City's property owners have reportedly not been leasing or selling their property in a reasonable manner and have discouraged tenant investment in those properties.
- Many property owners have failed to invest significant amounts of money in storefronts and tenant improvements.

University

- Wesleyan University is located to the west of Middletown's Main Street by three to four long blocks, or a 10 to 15 minute walk.
- The college campus is located on a hill that may limit student and faculty visits to Main Street.
- The University reports that they are considering a master plan to construct a new student center in the middle of the campus (in place of an existing historic building), thus making the campus more inwardly oriented.
- Wesleyan's student recruitment and retention could benefit from a healthy and diverse downtown shopping district.
- The University's bookstore is located along the campus's east edge, approximately one block off of Main Street.

Streetscape and Landscape

- Overall, the City's streetscape is positive with wide sidewalks and little street furniture.
- The streetscape could benefit from additional flowers, tree maintenance, sidewalk maintenance, and landscaping.
- It is reported that both tenants and landlords often fail to water flowers or clean and shovel sidewalks. The City does not provide this service.

Proposed Developments

- Relocate the Police Station into the former Sears with new retail space on the first level.
- Renovate and re-lease the Clock Tower retail and restaurant areas.
- Propose renovation of the Armory into a restaurant, banquet, and meeting facility.
- Propose Kidcity Children's Museum on Washington Street.

Recommendations

Tenant Mix

- The inventory of all leasable space (occupied and vacant), with appropriate data concerning each space, should be completed at once.
- An aggressive program of business recruitment to attract strategic retailers and restaurants should be developed.
- Work with existing business owners and landlords to encourage and demonstrate creative leasing and property-sales strategies focused on realistic, long-term goals and investment returns.
- Meet with existing business owners to determine important physical planning and management issues that can be implemented to improve sales.
- Encourage existing retailers and restaurants to focus on their visual merchandising techniques, to improve and update their merchandise mix and presentation of goods and services to the customer base.
- Promote a merchants association to encourage consistency in store hours, sidewalk cleaning, frequent window-display changes, professional signs and merchandising, snow removal, cross shopping, cross advertising, special-events coordination, enforcing and supporting city policies, etc.
- Existing stores and restaurants should be evaluated for their space and frontage requirements, and encouraged to expand and remodel.
- Bob's Department Store should consider moving their extensive footwear department to a street-level location. The adjacent space to the south would provide significant exposure to the street.

ADS



University

- Open and promote a student and faculty art and literature store/coffee shop to promote the works of students and faculty on Main Street.
- Encourage stores and business to promote the University and welcome students.
- A professionally-designed sign system, recognizing Wesleyan and directing visitors to the college, should be implemented.
- Investigate the possibility of moving the Attacus bookstore to an appropriate Main Street location.
- Position the proposed, new student center to the east side of campus to help open the University to the City.
- The University should heavily promote athletic and cultural events on campus to the residents of, and visitors to, Middletown.
- The University should take advantage of performing venues downtown (churches, schools, etc.) to bring the arts downtown.

- The University should take the lead in attracting a hotel or inn downtown for campus visitors.

Streetscape

Although these recommendations are a part of the Design section of this report. It cannot be stressed enough that the appearance of downtown reflects the community's pride.

- Add flowers and landscaping with appropriate maintenance, provided by the City or private sector.
- Many trees need trimming or replacing.
- Construct a children's play area in a prime Main Street location to encourage families to spend time downtown.
- Remove graffiti and keep all sidewalks power washed and clean, provided by the City or private sector.
- Add a way-finding sign system to direct visitors to the shopping district and the University from Route 9.
- Locate shopping directories on two or three places along Main Street that identify the location of stores, restaurants, and services.
- Select a City of Middletown color.
- Immediately refurbish the streetscape to provide a visible demonstration of the downtown revitalization effort. Paint light poles, install new trash cans and benches etc.
- Increase street-light levels with metal halide light sources.
- Add a "Welcome to Middletown: Home of Wesleyan University, founded in 1831" sign.
- Date historic buildings and houses with placards.

Business Recruitment

- Prepare a solid and detailed demographic-void analysis, reporting supportable retail categories in Middletown.
- Based upon the above market research, identify a realistic business-mix plan, illustrating ideal locations for new tenants by recommended categories. Identify properties that can be assembled to attract larger tenants, and develop a boiler plate request for proposal to solicit investors and developers for those properties.
- Encourage banks and financial institutions to provide loan incentives for landlords and tenants so they can make capital improvements to their properties.
- A consistent program of community events, sponsored by the various existing businesses of Middletown and the University (10K runs, bicycle races, art fairs, sidewalk sales, annual festivals, i.e., "Spirit of Middletown"), aids in attracting new businesses.
- Consistent and positive news bulletins must be "fed" to the various news publications of the area.

- An effort to encourage local artists to open galleries and shops should be pursued.
- The addition of a large movie complex in downtown presents a perfect opportunity to extend the shopping day of residents and provides an excellent anchor to lease nearby space. It is essential that the theater fronts Main Street with parking behind to produce pedestrian traffic along the street.
- The conversion of the Armory into a restaurant/pub with banquet facilities should be supported by the City and done in conjunction with existing businesses (bagel shop, drug store, other restaurants) will provide an opportunity for other stores and restaurants to extend their hours.

For purposes of illustration only, this report has segmented the changes for economic restructuring into implementation periods of seven hours, seven days, seven weeks, seven months, and seven years.

Seven Hours

- Encourage efforts of existing downtown retailers and restaurants to improve visual merchandising of their product lines, promote cross shopping among businesses, and update their merchandise.
- Encourage efficient efforts by businesses and the City of Middletown to assure a clean and attractive streetscape, pedestrian areas, parking areas, and storefronts.
- Develop effective coordination among retailers and restaurants to promote common and expanded hours of operation, as well as marketing and advertising efforts.

Seven Days

- Encourage efforts by the City and merchants to acknowledge University students and faculty and to welcome them to their stores.
- Encourage efforts by students, faculty, and administration to support area retailers, restaurants, and entertainment venues.
- Choose a City color and schedule painting of street lamps, new trash containers, benches, etc.
- Power wash all sidewalks and remove all graffiti and determine whether the public or private sector will be responsible to maintain.
- Establish an enforcement system to ensure that such responsibilities are taken care of in a timely fashion.

Seven Weeks

- Open and promote a student and faculty art and literature store/coffee shop to promote the works of students and faculty on Main Street.

- Create a professionally-designed sign system recognizing Wesleyan and directing visitors to the University.
- Re-stripe both on-street and off-street parking to create additional parking spaces and facilitate use of poorly marked spaces.
- Review existing signs directing vehicles to off-street parking.
- Begin an aggressive tenant recruitment program to attract targeted retailers and restaurants to the study area.
- Plan and implement several permanent directories to be located along Main Street identifying the locations of the various Middletown businesses.

Seven Months

- Study of the recently proposed changes to the traffic- signal systems along Main Street to ascertain its affects on the pedestrian circulation and cross shopping among stores.
- Create of an ongoing inventory of all leasable commercial space (occupied, vacant, and planned) in the study area with appropriate data, including square footage, lease rates, lease terminations, footprints, etc.
- Continue and expand Main Street and Middletown's promotional activities, i.e., balloon festivals, 10K runs, art shows, festival of lights, and sidewalk sales, to provide additional incentives for shoppers to come to Middletown's shopping, dining, and entertainment enterprises.
- Construct a children's play area on Main Street to promote families visiting.

Seven Years

- Consider construction of several parking decks with retail or residential liner buildings to expand parking capacity and add needed commercial and residential space to the study area.
- Aggressively market Middletown to residents, students, faculty, and visitors as an attractive, exciting, and authentic Main Street to shop, dine, and be entertained.

Appendix

Organization

VIROQUA REVITALIZATION ASSOCIATION

* *
2nd Annual

Volunteer Appreciation Party & Members Bash

JUNE 17, 1991

6:00 p.m. Cocktails
7:00 p.m. Dinner
8:00 p.m. Presentations

EAGLES CLUB

Tickets

\$10

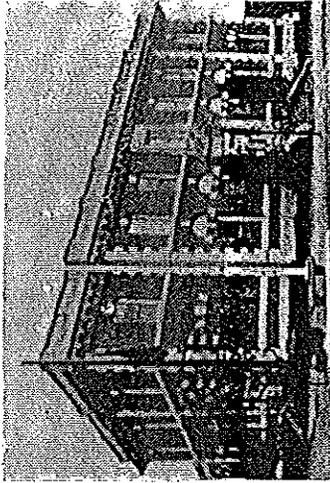
Advance per person

\$12

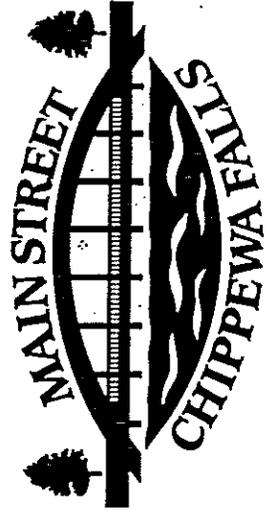
at the door

Door prizes & raffle

Volunteers for Main Street



- *ORGANIZATION*
- *DESIGN*
- *PROMOTION*
- *ECONOMIC
RESTRUCTURING*



SLIDE SHOWS

Excellent slide shows, designed by the National Main Street Center are available for volunteer enrichment as well as enjoyment.

BENEFITS

Volunteers to the Main Street program receive many special benefits.

1. An opportunity to meet and work with many different people from the community.
2. Opportunities to be an active part in bringing about changes in our downtown.
3. An opportunity to learn more about the architectural history of our city's heritage.
4. Seminars and workshops are ongoing and available for volunteer attendance.
5. Volunteers who work 2-8 hours per month are eligible for discounts on all Main Street merchandise.

**DOWNTOWN CHIPPEWA FALLS
WELCOMES YOU**



**CHIPPEWA FALLS
MAIN STREET**

315 North Bridge Street
P.O. Box 554
Chippewa Falls, WI 54729
(715) 723-6661



Area of Interest:

- Newsletter
- Special Events
- Office Help
- Design Area
- Promotion Area
- Organization Area
- Economic Restructuring
- Downtown Clean Up Day
- Pure Water Days
- Christmas Parade
- Other _____

CHIPPEWA FALLS MAIN STREET

Volunteer Interest Form

Name _____

Address _____

Phone: Home _____ Work _____

Best Time to contact you _____

Chippewa Falls Main Street
315 North Bridge Street
P.O. Box 554
Chippewa Falls, WI 54729
(715) 723-6661

Please return to:

The Chippewa Falls Main Street Program

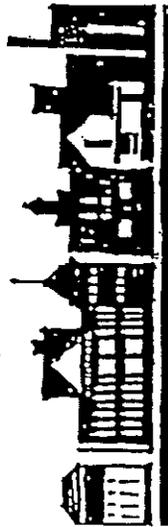
In 1977, the National Trust for Historic Preservation launched a new program to combat deterioration in downtowns across America. This comprehensive organization is called the National Main Street Program and through its "Four Point" approach addresses the threats to traditional commercial architecture, the decline of downtown economies and the changes in downtown shopping patterns.

In 1988 Wisconsin embraced the program and each year will be choosing area cities to participate in the Wisconsin Main Street program for a three year period.

On August 31, 1989 Chippewa Falls was officially designated as a Main Street City for 1989-1992.

Chippewa Falls Main Street Mission Statement

The purpose of the Chippewa Falls Main Street program is to improve the community's quality of life by strengthening the downtown as the center of the community through concentrated efforts in organization, design, promotion and economic restructuring.



Volunteer Opportunities and Training

Your involvement in projects in each of the four areas of Organization, Design, Economic Restructuring and promotion, are limited only by enthusiasm, interests and available time. Recognizing the uniqueness of each volunteer, we have various opportunities where a volunteer's talents can be utilized.

NEWSLETTER - Contribute articles or artwork for the newsletter or Main Street brochures, or help on the layout or mailing of the newsletter.

SPECIAL EVENTS - Help plan and assist in projects like Downtown Clean Up Day, Pure Water Days, the Christmas Parade, etc.

OFFICE HELP - Help office staff with mailings, deliveries to businesses, typing or assist in organizing groups.

DESIGN AREA - Assist in projects such as parking studies, encouraging historic building improvements, sponsoring visual merchandising workshops, planning for downtown Christmas decorations, improving vacant lots and alleys, and more.

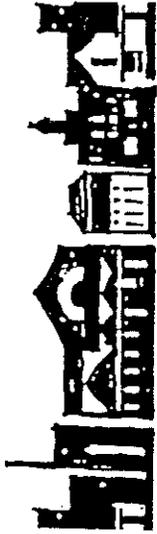
PROMOTION AREA - Help improve the image of downtown through activities such as planning special retail sales events, a yearly progress report on Main Street, update the "Downtown Shopping and Entertainment Guide," expand the gift certificate program and develop an appropriate highway signage program.



ORGANIZATION AREA - Help with the speakers bureau and promotion of Main Street, assist in developing fund raising methods, and expand our volunteer recruitment program.

ECONOMIC RESTRUCTURING - Assist in developing a building and business inventory, develop a business retention and recruitment plan, follow Hwy. 29 developments and other transportation issues and sponsor education programs on current market analysis.

YOU TELL US - Do you have a special talent or idea you feel will help our Main Street? Let us know and we'll help you get the job done.



Commitment

What we require of you is an honest commitment. Tackling a large program like Main Street can be overwhelming. Following a popular rhyme - "How do you eat an elephant? .. one bite at a time ..." we have developed an elephant oath.

I promise:

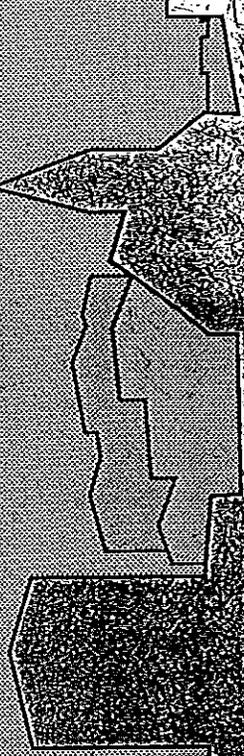
Not to bite off more than I can chew... and... To finish all that I bite off.

If a Main Street Volunteer makes an honest time commitment and follows the elephant oath, we will be able to accomplish the tasks needed to make the Chippewa Falls Main Street Program a success.



Main Street Fairbanks

In Appreciation



Organization

Promotion

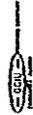
Design

Economic Restructuring

In recognition of your service
for the betterment of our community

Main Street Fairbanks Date

Rediscover DOWNTOWN FAIRBANKS



The Fund-Raising Campaign

Rojean Evans

Direct solicitation campaigns come in three packages: the pledge drive, the membership drive and the direct solicitation campaign. Each has a little different nuance, but basically, the solicitation techniques are the same. We'll talk about those nuances later, but first let's talk about technique.

Creating a Campaign That Works

When I speak of a "campaign," I literally mean treating the activity as though you were conducting a political campaign. It should be well planned, targeted and intense, with elements of dynamic excitement that command media attention. And, it should be as much fun as possible. Fund-raising *FUN*? Is she crazy? . . . I can hear you snickering.

Let's talk about how we make it fun and rewarding. Too often fund-raising campaigns start out with twisting somebody's arm to go ask someone else for money. Visions of standing with your hat in your hand, begging for a hand-out come racing to the forefront. But suppose we make it a game instead? Suppose we make it competitive? Suppose we are in a race to see who brings in the most money? The adrenaline begins to pump, doesn't it?

Here's the idea. Start with a kick-off rally for the fund-raising contest. It can be a big breakfast, held at the high school, served by costumed members of the rally squad and ball teams, with the pep band playing. Ask a quick-talking, exciting radio disc jockey to be the MC. Make sure the newspaper is there with a photographer. Provide the media with a press packet, including a press release.

When volunteers arrive, they sign in as teams of two. (Explain in the invitation that volunteers will be divided into teams, so each can recruit a friend to serve as teammate.) Distribute paddles or big cars with numbers on them to each team.

While people are arriving and eating buffet style, show slides of the changes the Main Street program has made in your community. Get an inspirational speaker to talk about the difference Main Street has made—or will make, if you are just starting your program. Explain how the contest works, announce the prizes, and hand out campaign buttons and solicitation materials. Take 10 minutes to explain how to use the materials and offer suggestions on ways to ask for money.

Then comes the real fun. On the overhead screen, list all the potential contacts. The auctioneer calls out the first name and the teams bid for the chance to call on one of their cronies. Auction off the names of the potential donors in a spirited, jovial fashion. Bidding can start at a dollar per name. The bids collected serve as a starter boost to the campaign goal! Keep it fast moving. Aim for the auction to last only 30 minutes. Then, send the teams on their way with a marching band salute.

Ask the volunteers to return in a week for a countdown breakfast at which each team will announce how much it has collected so far. The amount will be posted next to the names of each team on the scoreboard, and mid-campaign prizes will be awarded. These prizes can be bottles of vitamins, coupons for gasoline, horseshoes for luck, flashlights to search for donors or a broom for a clean sweep. The point is to have a good time. I guarantee that these teams will "bond" for life, making it easier to conduct future fund drives because these competitors will not want to be left at the starting gate.

At the end of week two, hold

a big celebration breakfast. Bring back the band. Post the numbers to a cheering crowd. Announce the names of the winners! Announce the total amount pledged! And award prizes in different categories, such as:

- Most dollars pledged by one individual or one company
- Most new donors (members) subscribed
- Most new businesses subscribed
- Most individual names subscribed
- Most innovative approach to a donor
- First team to finish collecting
- Best story told
- Most dollars collected

Prizes can range from a side of beef, a haircut or a balloon bouquet to a last will and testament provided by an attorney or a serenade by the junior high school glee club. Prizes should come from businesses and organizations all over town, and they should *not* just be merchandise off of someone's shelf. For example, one prize could require the mayor to sweep the walk in front of a downtown store. If properly thought out, the prizes can serve as hilarious incentives for contestants, which means that they should be announced at the kick-off.

Be sure that the prizes are redeemed locally. In one town, the winners were sent on a shopping spree at a major mall outside of town. That sure didn't win any friends among the merchants on Main Street!

Sometimes, a theme adds an element of fun. If your town has a railroad in its history, the campaign theme could be "All Aboard." Volunteers could wear engineers' caps instead of buttons. A mock-up of a train could be built for the courthouse lawn and ceremonially move farther along the track each day when the new figures are posted on the engine. The dollar goal can be posted at the "station" at the end of the track. After the campaign,

a celebration party could be held on the Amtrak train, if it stops in town, or on a dinner train, if you have one.

A horse race theme can be fun, too. Borrow the idea of a carnival game's giant scoreboard with "horses" that move across the grid until the winner crosses the finish line. If your town has a daily newspaper, this theme could be communicated graphically for all to enjoy. Each horse represents a team and should be given a colorful or meaningful name. How about "Mosey No More?" Or "Hoofs A Lot?" Or "Fancy Finisher?"

To keep the fund-raising campaign fresh, choose a different theme each year. Instead of horses, the next year's theme could be boats or agricultural crops (the "Cornpones?") or musical groups (the "Grateful Dead?").

When the campaign is over, send thank-you letters to both the volunteers and the contributors. Print all their names in your newsletter or in an ad in the local newspaper. Acknowledge everyone at your annual meeting and in your annual report.

Be sure the city council knows the names of the volunteers and contributors as well as the total amount pledged or collected.

Now that we have some ideas about ways to make a campaign successful *and* fun, let's look at three types of fund-raising campaigns. Take two months to plan a campaign, conduct it in two to three weeks. Time pressure is important to impel people to act — and prevent the effort from dragging on.

The Pledge Drive

In the pledge drive, monies are promised over a period of time, usually quarterly but sometimes monthly or annually. Special cards are designed for contributors to use when making their pledges to the organization.

The pledge card should have a place for the date and the contributor's name, address and

Campaign Checklist

Use the following checklist to help you organize your fund-raising campaign.

- Establish fund-raising campaign — 5-7 people.
 - Decide on the type of campaign, set goal, time, theme, prospects and potential campaign participants.
- Prepare advance media information — program manager.
 - Press materials for rally and prizes
- Invite the volunteers to the Kick-Off Rally — committee.
- Organize Kick-Off Rally (and final celebration) — 3 people.
 - Site, date, time
 - Food, price
 - Entertainment
 - MC, auctioneer, inspirational speaker
 - Audio-visual equipment
- Prepare and/or gather rally materials — 1 person.
 - Badges, buttons, hats?
 - Auction paddles or cards
 - Volunteer packets
 - pledge cards
 - instruction sheets
 - answers for volunteers
 - newsletters/annual reports
 - Registration system
 - Numbers and names to match the auction paddles
- Make the scoreboard — 1 person.
- Organize the auction — 3 people.
 - Identify names for bidding.
 - Print on transparencies for overhead projector.
 - Record the bidding as it takes place.
 - Help the auctioneer.
 - Collect the money from the auction.
- Choose prizes — 2 people.
 - Decide on categories and publicize in press release and at rally.
 - Collect prizes.
 - Distribute prizes at celebration.

phone number. There should be a line where the contributor can fill in the amount pledged or a box with a predetermined amount that the donor can check. There should also be a box the contributor can check for the preferred method of billing: i.e., quarterly, monthly, bi-monthly, etc. Most important is a line for the donor's signature. The card might be designed to resemble a banker's promissory note as a not too subtle way of reminding the contributor that Main Street expects payment as promised.

Pledge drives require staff time for reminder notices, collection

and postage and printing resources. If your program has limited staff capabilities, you may want to conduct the simpler direct solicitation campaign.

The Direct Solicitation Campaign

This is the most efficient of fund drives. Just send all the volunteers (maybe using the auction send-off described earlier) out at once, collect the checks and return with the money. If the donor knows you are coming (this requires good press coverage and introductions in advance), knows

the amount requested and can write a check on site, without going through the bookkeeping or home office, you'll be lucky. Usually, the volunteer will need to return to pick up the donation a few days later. Before the volunteer leaves the donor's office, he or she should set a time and day to return for the check.

In its zeal to get fund-raising over with, an organization may endorse efficiency and neglect personal service. There are advantages to going back and taking time with contributors. You may get a new volunteer for a special project, important political or moral support for a major issue facing the program or more money next year because they feel they have been "taken care of."

Encourage volunteers to chat with potential donors about downtown and to listen to their concerns and interests. Make a note of these concerns on the back of the registration card included in the fund-raising packet and turn it in to the program manager. You may find a new board member in the course of this effort. You will certainly win more support for your endeavors.

The Membership Drive

Using the membership drive technique implies that donor-members get to vote on the organization's activities and that they will receive privileges denied to non-members. These privileges might include discounts on products or seminars or receipt of the newsletter. However, use of the word "members" can sound exclusionary to non-members. It might be more diplomatic to conduct a "Friends of Main Street" drive. Everyone is a "friend," whether they have a business downtown or not, whether they give money or not.

There is also the question of membership categories and how the fee for each should be established. Some towns have used square footage as a guide, others

have used type of business. There just doesn't seem to be a totally fair way to make this work.

I think the best solution is for the Main Street program to invite everyone to join, not just businesses, but also schools, churches, clubs, retirees, neighborhoods, professionals, hospitals and individuals. Anyway, to qualify for or retain 501 (c)(3) status, your organization must be recognized as a charitable, educational preservation organization rather than a business-only group.

If you decide to set up a membership organization, let people choose the category and the amount they want to give. Categories might be named for precious metals. Suggested amounts could be: Platinum, \$5,000, Gold, \$3,000, Silver, \$1,500, and so on. Or if you choose a railroad theme for the campaign, the categories might be: Engineers, \$5,000; Conductors, \$3,000; Switchmen, \$1,500. *Remember, these are suggested amounts, not mandates. The amounts for your campaign should be set by the fund-raising committee after it decides how much money the organization needs to raise.*

Setting the Campaign Goal

Setting goals for individual contributors can be tricky. The best way is to determine the total amount of money you want to raise from the campaign — not your total budget because you need income from other sources. Funds from the city or county, grants, product sales or special event fees should make up the balance of your budget. I recommend that you raise about a third of your budget through a fund-raising campaign. If your annual budget is \$60,000, then the campaign goals should be \$20,000.

Make a list of potential contributors — the stakeholders in downtown. (See "Fund-Raising: How to Begin," January 1993, No. 85, for a list of stakeholders.)

Divide the \$20,000 by the number of stakeholders. A town of 6,000 people will probably have at least 160 potential donors. If you collected \$125 from each of them, you'd have your \$20,000. In reality, you'll probably ask financial institutions, utilities, local industries and corporations for \$3,000 to \$5,000 each and divide the balance among smaller businesses and individuals. Knoxville, Iowa, decided that \$10 a month from small business owners and downtown property owners was fair. If an individual owned both the property and the business, the fee was doubled to total \$240 a year. Individuals, such as retirees, pay \$2 a month, or \$24 a year. Remember, when setting these categories, make Main Street available to everyone.

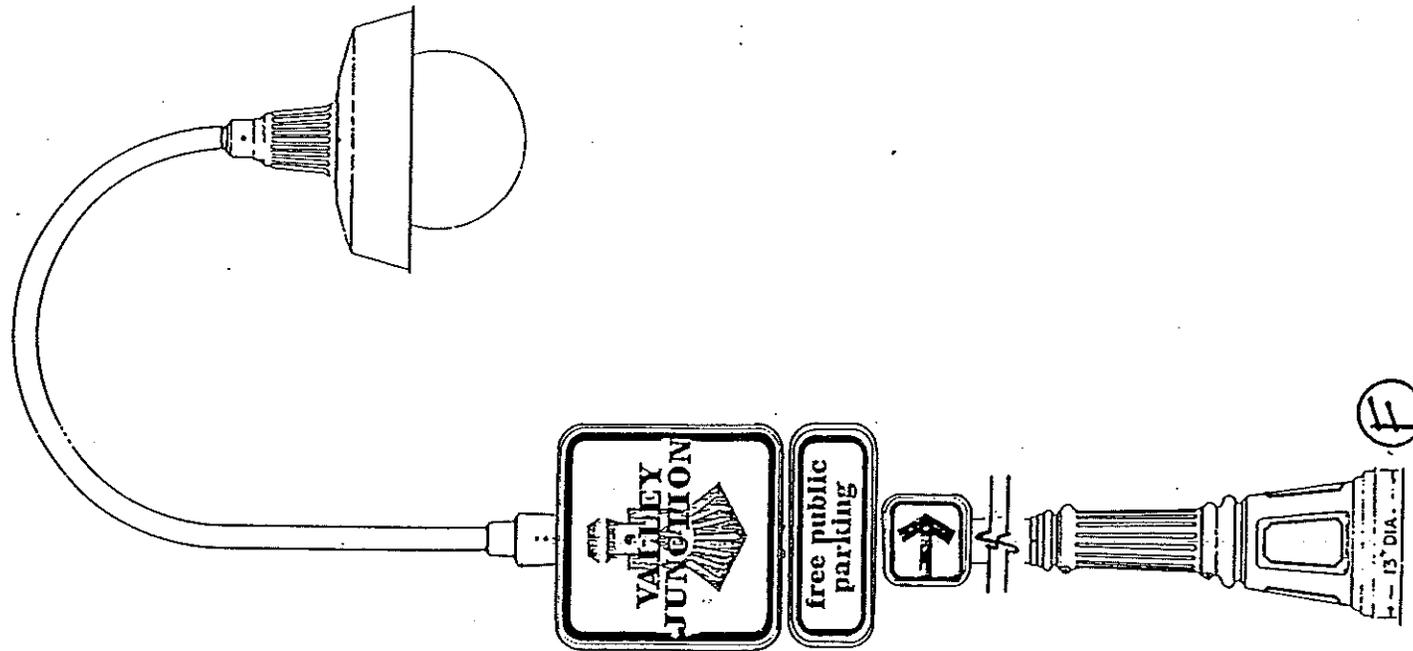
The fund-raising campaign is a great public relations tool. You can crow about all the great things you've done. You can talk about the new projects the program wants to tackle. You can help people feel good about their previous contributions and their future ones. And you can bring new folks into the fold; you might even ask them to help with the campaign.

Remember, if you plan your campaign carefully, make it a team effort and keep the goals realistic, fund-raising *can* be fun. Rojean Evans, a senior program associate with the National Main Street Center, currently works with programs in Iowa and New Mexico. Before joining the Center, she was the statewide coordinator for the Hawai'i Main Street Program. Ms. Evans formerly lived in Oregon where she was a county United Way Campaign chair. She was also a marketing director for Portland area shopping centers, a promotional consultant for independent retailers and a member of the board of directors for the Oregon Downtown Development Association. Ms. Evans has a B.A. in Humanities and Communications Management.

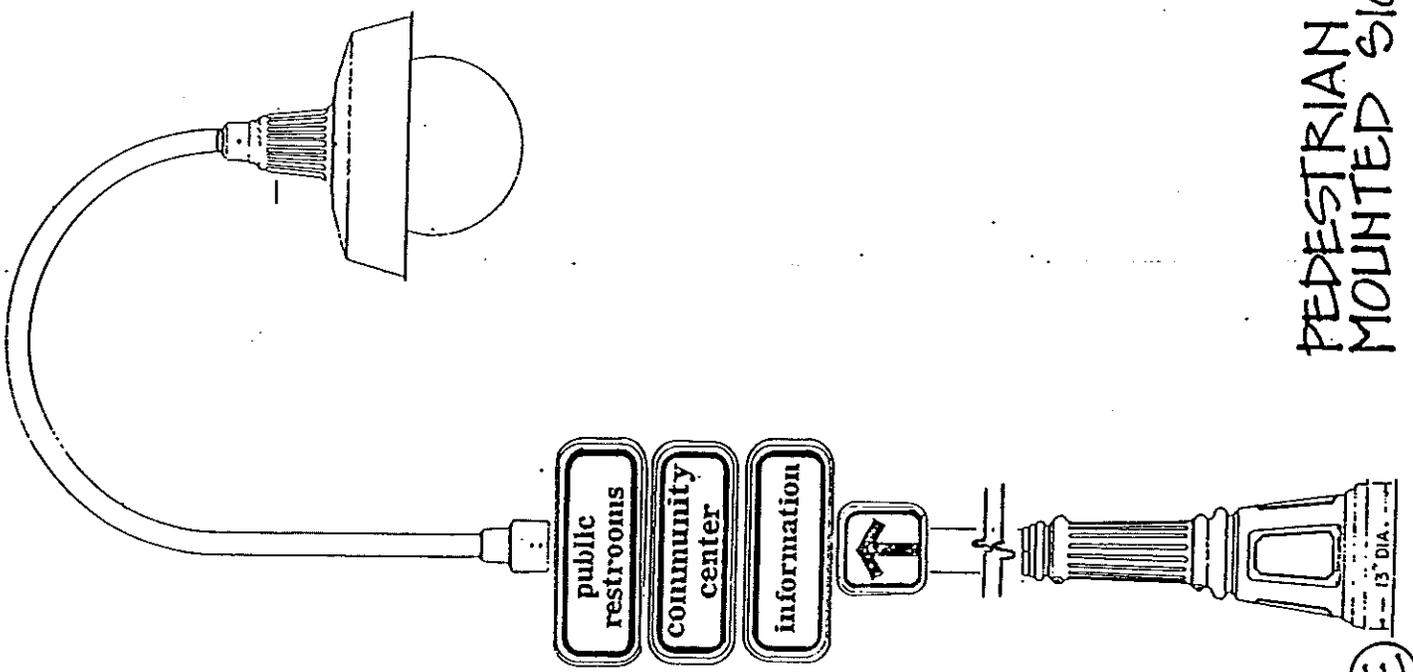
Design

PEDESTRIAN LIGHT MOUNTED SIGNS

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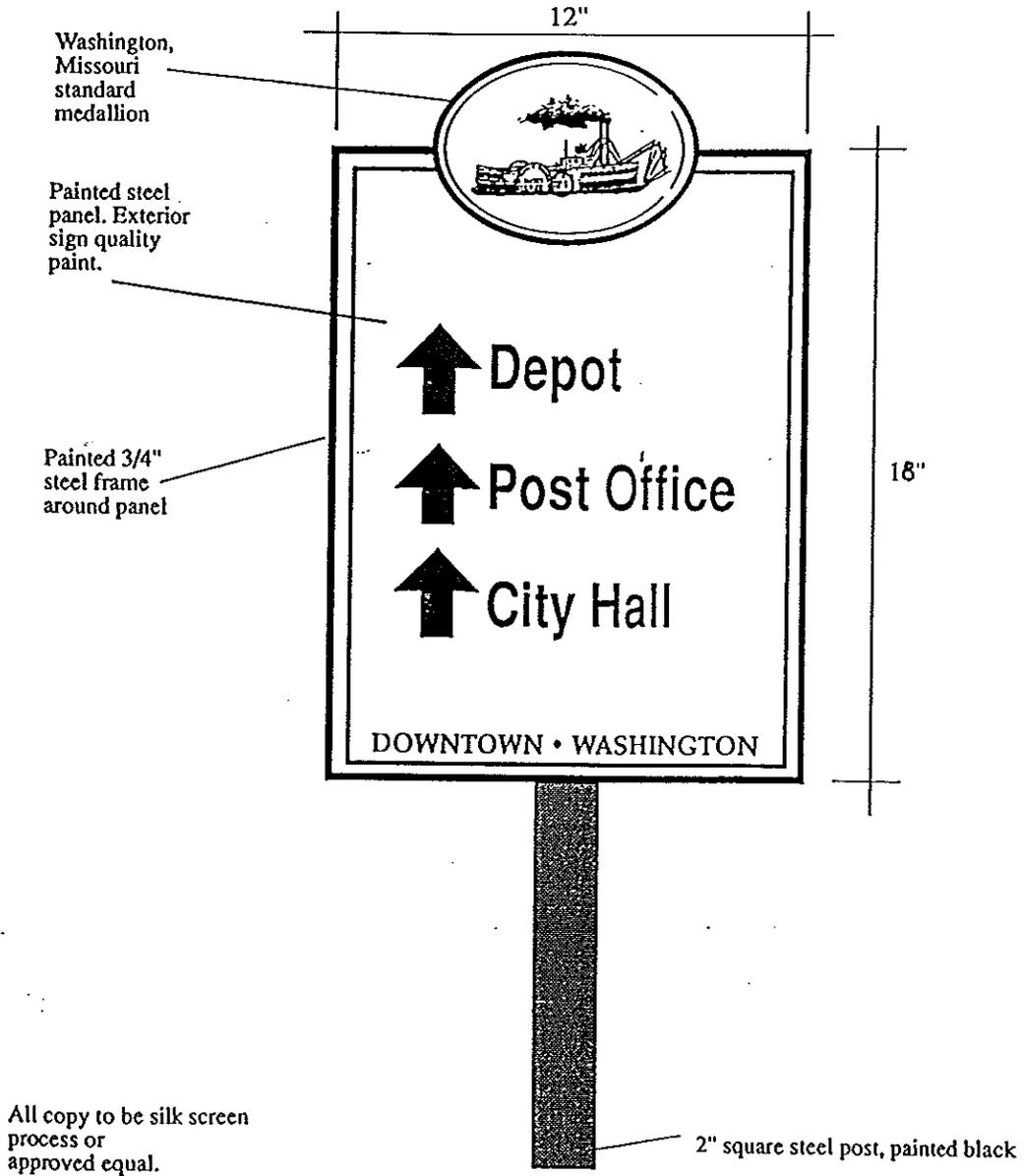


E



AUTO DIRECTORY: TYPICAL

Winter & Company • Urban Designers
475 Poplar Avenue • Boulder, Colorado
80304 303-442-5822



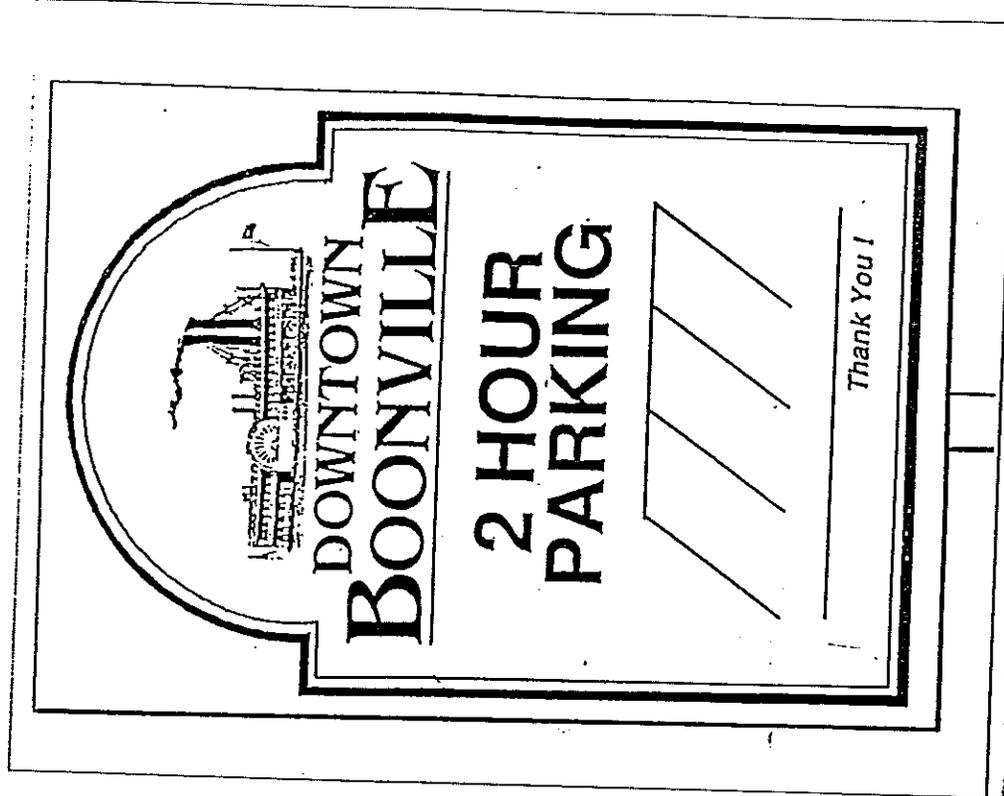
All public signs downtown would have a uniform frame and logo. The color scheme would be standardized throughout the downtown area and mounting height and sign standards would conform to the Manual on Uniform Traffic Control devices.

In some key areas, signs are completely lacking or are poorly placed such that visitors have difficulty locating basic resources that downtown offers. For example, after exiting the Interstate, there are no signs that indicate to the visitor which way to turn to reach downtown, and there is no indication how long the drive will be.

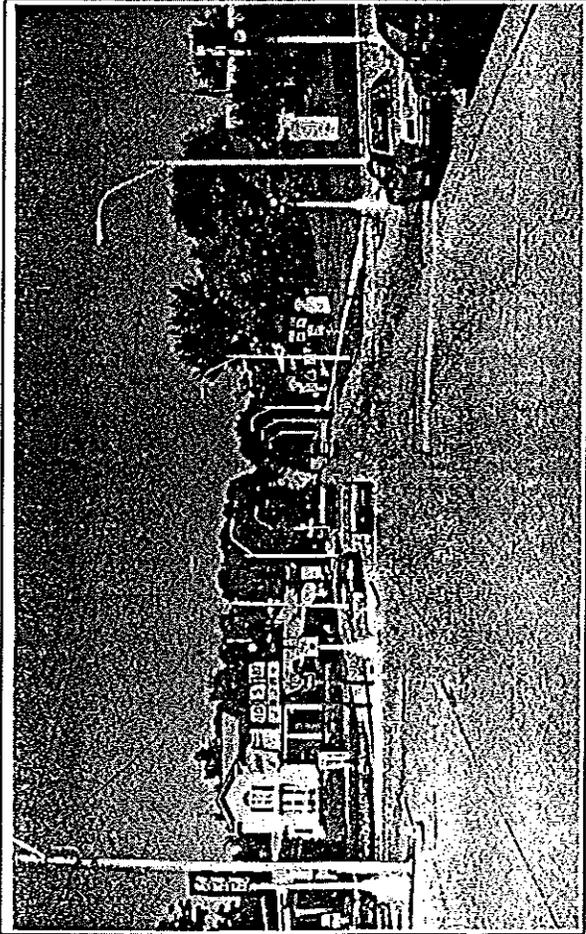
In the downtown itself, there are few signs that indicate the location of city-owned parking lots; signs are also inadequate that identify historical museums, the Court House, City Hall or the Kemper Military School. In some cases, even frequent users of downtown are unaware of some of these resources.

8.2 Policies:

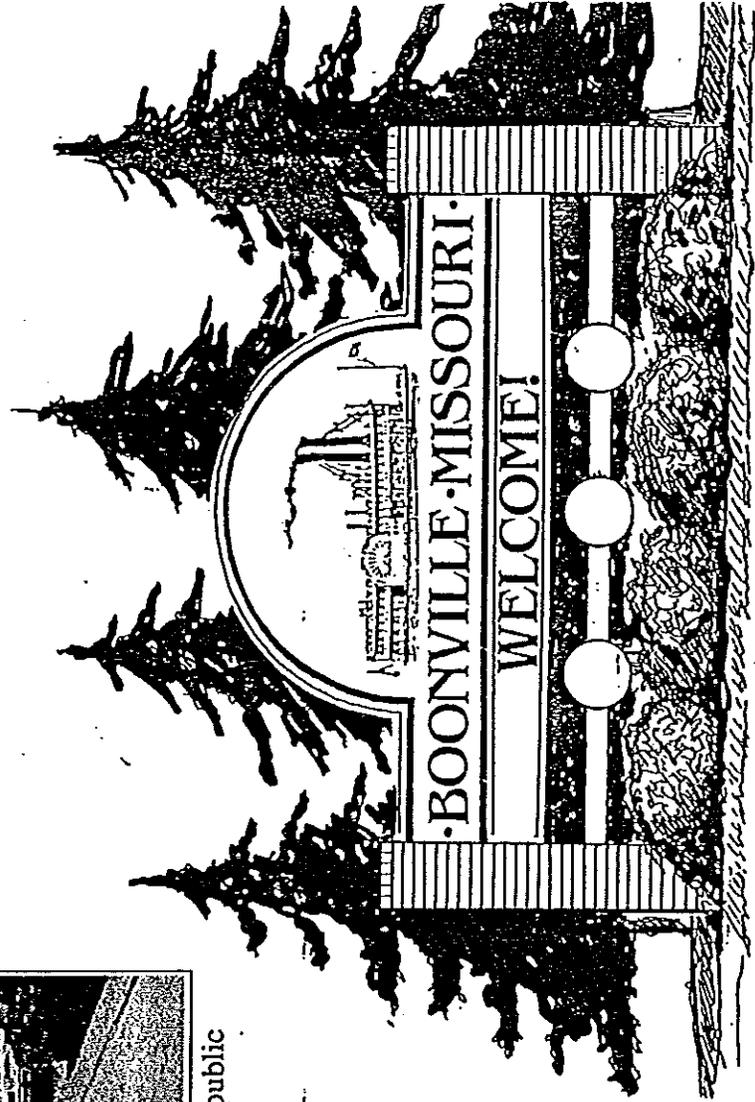
- a. Public information signs should have a standard design to make it easier for motorists and pedestrians to locate this information along the street.
 - b. Public signs should be designed to help promote downtown as well as provide basic information.
3. Attractions and amenities downtown should be identified clearly by signs to heighten public awareness of downtown's interesting features.



Illus. #50: The proposed public signs would use a standard logo for downtown to assist motorists in locating them.



Main Street at Ashely Road is a gateway to downtown where public directories are needed.



Prototypical gateway sign

Promotion

THE MAIN STREET APPROACH TO DOWNTOWN PROMOTIONS

ISN'T PROMOTION RATHER FLUFFY?

The downtown's image is arguably the most important factor in its revitalization. When downtown's image declines, consumer confidence declines, sales slacken, sales tax revenue falls, businesses close, property values sink and downtown deteriorates.

Promotion strengthens the downtown's image and marketability in several ways:

- ❑ Promotion changes community attitudes by showing real progress and highlighting downtown's assets.
- ❑ Promotion creates and supports a unified image, telling people why they should want to support the district.
- ❑ Promotion creates activity that helps re-establish downtown as the center of community activity.
- ❑ Promotion communicates the positive changes brought about by the revitalization process.

DEFINING THE IMAGE

Defining the downtown's image cannot be done by a few people based upon their own opinions or taste. The commercial district's image must be crafted, based upon the assets of the district, its market potential and the values of the community. What exactly are the raw materials of image?

- ❑ The downtown's physical attributes and the setting in which downtown is located.
- ❑ The attitudes of Main Street business people and employees.
- ❑ The variety, quality and value of the goods and services provided downtown.

- ❑ The quality and creativity of promotional activities.
- ❑ The uses of buildings downtown.

THE SIX STEPS FOR CREATING AN IMAGE FOR DOWNTOWN

Creating an image is not an academic exercise. The statement of the image for downtown must be *detailed, specific, imaginative, and compelling*. If it doesn't capture the public's imagination, if it can't be delivered when someone visits the district or if it does not reflect the true quality of the place, then it cannot be sustained.

Creating an image has six simple steps:

1. Identify downtown's assets: physical, economic, social, human.
2. Compile information about the marketplace. Don't forget, this market information is already being collected and analyzed by the economic restructuring committee!
3. Analyze this data with image, marketing and promotion in mind.
4. Identify the ways that each major market "niche" perceives the downtown's assets.
5. Develop a position statement. A position statement describes in very brief terms where the downtown should position itself in the market place. This statement must be based on sound market information, community values and preferences, and *realism*.
6. Design a logo that reflects this position statement.

THREE TYPES OF PROMOTIONAL ACTIVITY

Promotional activity has three distinct, but interrelated categories: retail promotion, special events and image-building activity.

Retail Promotion

Retail promotion focuses on the variety of goods and services offered in the downtown and promotes the area as a unified business district. In general, there are two types of retail promotion:

- ❑ **Sales Events:** These promotions are typically discount oriented, offering merchandise at a reduced price. Don't load the promotional calendar with too many sales events for two reasons: first, it is unwise to communicate an image of "bargain basement" or "leftovers" to the consumer public; and second, there are larger retail competitors in the market much more skilled and successful at deep discounting than the small, independent merchant can ever hope to be.
- ❑ **Retail Events:** Unlike sales events, retail events do not involve price markdowns or discounts. Instead, they promote aspects of retailing other than price reduction, such as convenience, service, variety, uniqueness or exclusiveness.

Retail promotion can take several other forms, including:

- **Cooperative Promotion:** This form of retail promotion focuses on the comparative aspects of retailing in the downtown. Successful cooperative promotion requires several stores within the same category such as antiques, or restaurants, which can be promoted together.
- **Cross-retail Promotion:** The basis of cross-retail promotion is to group businesses with goods in one complimentary retail events. For example, grouping a ladies clothing store with a jeweler, a hairdresser, a shoe store owner and a book store to develop a "Too Busy to Shop" promotion for working women.
- **Niche Promotion:** This category focuses attention on the consumer group targeted, not on the product mix. These events are

often organized as "Appreciation Days" for senior citizens, for high school seniors, for downtown employees, for recreationists -- the list is limited only by the strength of these niches in your market!

A retail promotion should produce immediate sales for the participating downtown businesses. But to make it successful for both the merchant and the downtown as a whole, the event must be designed with input from the chamber's retail committee, the downtown merchants' association and any other groups active in downtown promotion. These groups should get together to decide:

- ❑ Which group will be responsible for which types of promotional activity?
- ❑ How will revenue for the activity be generated?
- ❑ How will resources be shared?
- ❑ What are the market and/or economic objectives for each of the planned retail activities?
- ❑ How will the groups' events be planned, implemented and coordinated with each other?

Retail promotion should be spread throughout the year. *But every downtown business does not need to be involved in every promotion;* a well-rounded promotional calendar will give every business the opportunity to participate in one or more events based upon the nature of their business, the potential strength of their market, and the number of other businesses in the district that can be "clustered" together to form an interesting and attractive event.

Special Events

Special events are very familiar to all of us; they are sometimes called "traffic-building events" because they generate future sales for downtown businesses by attracting consumers to festive, non-commercial activities. Special events can be designed to appeal to specific consumer groups or staged as celebrations involving everyone in the community.

Special events are a strategic element to downtown revitalization, because:

- ❑ They improve downtown's special market penetration. Special events targeted to specific

groups of consumers can help bring existing customers downtown more often and introduce new consumers to the district's goods and services.

- ❑ They help rebuild community interest in the downtown. Many special events focus on local heritage, talent, natural beauty or other special feature of the community. Downtown reflects the unique features of the community; by hosting special events, downtown is re-established as the center of community activity and pride.

In general, successful special events have five primary characteristics:

1. Music is an integral feature of the event.
2. If the event is meant to keep people in the downtown area for more than an hour, it must include food, beverages, and public restrooms!
3. Successful special events offer overlapping activities, so that families and individuals can enjoy themselves independently or together, providing nonstop activity.
4. Virtually every special event is going to attract families with children. Make sure the event has activities for children, particularly ones that produce something that the child can take home.
5. Make sure to provide some sort of giveaway or free gift as a memento of the day.

Special events are meant to reflect the community's uniqueness. Typically, they fall into three broad categories:

- ❑ **Community Heritage.** Many communities acknowledge the arts, local history and local industry through special events. For example, a downtown strawberry festival recognizes the economic importance of agriculture through food, music, crafts and overall fun. Downtown walking tours celebrate the history and architecture of the community. And quirky examples? How about the Garlic Festival in Gilroy, California, or the Livermush Expo in Shelby, North Carolina.
- ❑ **Traditional, and not so traditional, Holidays.** Downtowns have always been the classic

venue for special events at Christmas, Thanksgiving, Easter and Independence Day, and during the change of season. However, downtown is now playing host to "new" traditions, including Kwaanza, the African-American holiday celebration.

- ❑ **Social Events.** Special events also provide reasons to bring people together for unusual or occasional activities. Auto shows, lunchtime concert series, health fairs, street dances and many more are produced in downtowns around the nation. These events are most successful when they are designed to attract special groups in the community.

Image Building Promotion

Image building promotion means changing the way the public perceives the commercial district. It requires an ongoing campaign to:

- ❑ Combat negative feelings about the downtown, both the real and the perceived problems that keep people from patronizing the district.
- ❑ Promote the positive, unique features of the district, the features that give downtown and the community its personality.

A successful image building campaign should support the downtown marketing strategy by communicating a message that will be attractive to the public. It must be based on a solid assessment of the district's strengths and weaknesses. From that assessment, the visual images can be created, the verbal messages crafted and the projects and activities designed to reflect the message. An image campaign must:

- ❑ Be based on a strong understanding of the district's assets, its customers and its marketing direction.
- ❑ Reflect the focus of the revitalization organization, and must evolve with the organization as it meets objectives and identifies new challenges.
- ❑ Include a means of monitoring the economic, social and physical changes and improvements occurring in the downtown, in order to communicate the ever-improving image of the district.

- ❑ Be reviewed and adjusted annually when the organization's workplan is evaluated and adjusted for the new year. This review and adjustment must include all interest groups involved in the revitalization process, so that their perspectives on the progress are accurately reflected in the updated image campaign.

In very general terms, image building campaigns include the following:

- ❑ **Image Advertising:** Not focused strictly on retailing or business, these ad series reflect the overall quality and distinctive characteristics of the district as a whole.
- ❑ **Media Relations:** Local and regional media are critical in communicating change in the downtown. While they cannot be expected to serve as the public relations vehicle for the organization, when supplied with accurate, detailed and interesting information, the media can help further the image campaign's goals.
- ❑ **Collateral Materials:** Repetition is an important element of an image campaign. Seeing the graphic message and reading the slogan or phrases used to promote the image are very important to a campaign's success. Posters for store windows, buttons handed out at promotional events, slogan appearing in individual business advertisements and literally thousands of other items help to cement the desired image of the district in the minds of the community's citizens.
- ❑ **Image Building Events:** These events allow the community to celebrate *progress*. Ribbon-cuttings for store openings and award ceremonies honoring revitalization achievements are two examples.

MEDIA RELATIONS

Successful revitalization is enhanced by good media relations. Following are some helpful tips for establishing an effective relationship with your local media.

- ❑ **Develop a thorough media list.** Include local newspaper, radio, television and cable contacts. Get names, including the publisher,

editor, department editors (government, editorial page, home section, etc.). List deadlines, phone and fax numbers, preferred press release formats and notes about each reporter's style.

- ❑ **Meet with everyone on the media list.** The board chairperson and the program manager should pay a call on all of the potential media contacts as a means of introducing the media to the revitalization program. Be prepared to explain the mission of the organization, its structure and program of work, early successes and ongoing challenges. The more you are prepared to answer tough questions, the more media respect you will gain.
- ❑ **Stay in touch.** The occasional news release is not enough. Take the time to educate your media contacts about the complexities of downtown revitalization. Let them know the progress of your efforts, pass along results from market analyses that point to business opportunities for downtown and offer reactions to local government decisions. And just check in once in a while; you'd be surprised how quickly you can become a valued resource to your local media.
- ❑ **Provide story ideas.** This is particularly important to receive good feature story coverage. Items from your work plan are good for a start.
- ❑ **Don't be a pest.** The media does not owe the organization or the effort "good press." Whining about negative coverage is never very productive; providing correct and thorough information can improve press coverage.

SPECIAL EVENT IDEAS

Baseball Card Show and Sale

On a summer day in a downtown park setting the growing fascination with collecting baseball cards is combined with picnics, live music and, of course, baseball games. Stories that reminisce about great major league games or local heroes of the game round out the event. Civic clubs or downtown restaurants can set up food booths around the baseball card displays. Novelty food such as hot dogs, peanuts and popcorn can help create the sense of attending a game at a stadium.

Celebrity Softball Game

Friendly competition between figures from the local news or city government is a sure way to gather a crowd downtown. Much of the publicity can come through stories in the local media, such as "mayor's office staff battles the city council on the playing field instead of council chambers." Depending on the popularity of the players, or the conflicts between them, tickets could be sold, and this event could be a fund-raiser.

Feature a Product or Service of One Business to Help Celebrate a Major Event

For example, break away from the same old, tired Valentine's Day promotions by prominently featuring demonstrations about candy making in a downtown cooking store (or, if possible, some location with greater visibility). While the candy making theme conveys the notion of Valentine's Day, the event also raises the downtown's involvement to a new level and establishes the district as an environment where unique, time honored goods and services are still available.

Free Pumpkins

Pumpkins are an inexpensive, visual and nostalgic element that can help celebrate what is often thought to be downtown's quintessential season: fall. Flyers, word-of-mouth advertising, public service announcements and some paid advertising should bring hundreds of children and parents downtown.

Light Up Downtown with Jack-O-Lanterns

Invite schoolchildren, families and others to bring carved pumpkins to the downtown to be judged for prizes. Line the sidewalks, park or other suitable/visible location with lighted Jack-O-Lanterns on a late shopping night before or on Halloween. As people come downtown to see the mass of Jack-O-Lanterns, merchants distribute candy or small snacks to children. This could be combined with traditional trick-or-treating or a costume contest. The festive appearance and nostalgia building opportunities are great for a downtown.

A New Twist on the Brown Bag Concert in the Park Concept

Merchants take turns sponsoring bags printed with a special offer from their store (i.e., buy one, get one free, special sale after the concert, etc.). The bags, imprinted with the downtown logo and concert series information, are inserted in the local newspapers a few days before the free concert.

Outdoor Movies

Despite the wide availability of movies on cable television, video cassette and from satellite dishes, many enjoy watching films on a large screen with a group of people. Showing movies outdoors on the side of a downtown building under the stars of a summer evening creates an unforgettable experience. Clever, well-lit window displays will catch the attention of hundreds of potential customers as they return to their cars. Be sure, however, to uphold copyright restrictions for video: obtain permission or pay use fee when you acquire the movie for presentation. Generally, charging an entry fee (however small) constitutes a theater presentation. Unauthorized presentations are against copyright law.

Laser Shows in Vacant Buildings

In a large vacant building with open space, such as a department store, organize a laser show set to music to celebrate a certain theme or event. Short shows, lasting about twenty minutes, will entice people to come down-

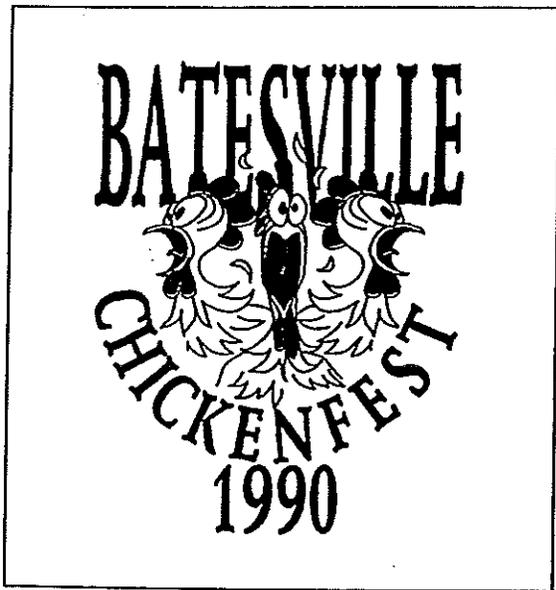
town, but will also allow enough time for other activities such as shopping. The shows could be repeated hourly throughout the day and run for several days or weeks. Some laser shows have been developed around local history, Christmas or Top 40s music.

Lawn Chair Nights

A weekly summer evening event on the day that merchants stay open late might feature live entertainment in a downtown park or on the court house lawn. Local talent is booked to entertain hometown folks who bring their own chairs or blankets and pass around a hat to pay the performers. A volunteer from the Main Street program acts as master of ceremonies and promotes the downtown program's progress. Sponsors could be secured to help underwrite more expensive acts.

Adult Easter Egg Hunt

Local religious or arts groups could supply decorated eggs to display in store windows (and interiors). Contestants must go to each store and count eggs on display. The contestant that come closest to identifying the correct number of eggs on display in the downtown wins a prize.



Batesville, Arkansas Chickenfest logo.

Downtown Wine Tasting

The opening event of this evening activity is held in one of downtown's many elegant and underused spaces. Downtown businesses host a different wine and provide free hors d'oeuvres. A written program provides information about the wines and the location of each participating business.

Upstairs Downtown Walking Tour

This great preservation week event draws attention to the qualities of downtown buildings, especially the upper story spaces which are often underused and not fully appreciated. In many towns the spaces have not been seen by the general public for quite some time. Many have their own histories, large windows creating bright spaces, and unique features (such as sky lights, original paneling and shelving that has often been lost on the ground floor). Upper floor spaces also offer better views of architectural details of surrounding buildings unless the facade has been covered, in which case tour members become stronger advocates for removing the covers and preserving the original building. The spaces become more familiar to potential investors and tenants. Publicity for this event would include no cost vehicles such as press releases and inclusion in preservation week activity guides.

Downtown Floral Festival

Invite local garden clubs to hold a flower show in the downtown with arrangements displayed in store windows. Main Street program volunteers can help gather historical information about each building where arrangements are displayed to be included in a printed program. As a variation, the show could be setup in a park or on lawns around city or county buildings, or on a vacant lot, temporarily transforming the downtown into a more attractive environment. Out of town guests participating in the garden club activities, seminars, etc., will have spare time to shop as they view the arrangements in the downtown. Merchants can participate by placing arrangements and attractive welcome signs in their windows and by giving away packs of seeds with purchases.

An Inside Promotion to Boost Sales

The downtown program provides forms and instructions for tracking the hourly sales performance of sales associates. The downtown

program will award a simple star-shaped pin or other item to identify employees registering the highest dollar volume or the most transactions per hour during the measurement period (each month) as downtown's star producers. Consistent high producers are awarded downtown gift certificates (cost is shared by the merchants and the downtown program) and have their picture in the organization's newsletter. Increased employee enthusiasm can be generated by special incentives provided by individual businesses and open to all downtown retail or service employees, such as dinner for two at an elegant downtown restaurant.

An Inside Promotion to Help Develop Window Shopping in the Downtown

A monthly or special event window decorating contest with a \$50 or \$100 prize will encourage creativity. Awarding a pair of movie tickets to each store that participates will prompt continuously changing windows that will foster a steady flow of windowshoppers.

Different Elements from History

Local historic events, discovered by researching the history of an area, can be honored and celebrated with different promotions. One town discovered three distinct elements from their heritage that could be celebrated. To keep an annual heritage festival fresh and enticing, the town rotates these elements each year. This cycle allows more time to develop creative ways of commemorating the event and maintains the public's interest in the annual festival.

Bridge Dance

A bridge dance is similar to a street dance, but in a more dynamic location. If there is a bridge in the downtown hold the dance there, with music coming from boats or barges floating below. Boaters could be invited to moor in the area to enjoy the music and add to the liveliness of the event.

Carp Rodeo

The contest is based on this unwanted, unappreciated fish. The good natured event includes prizes for the biggest, smallest, ugliest, etc., carp caught during the event.

Equality Sale

This sale is designed to attract women customers to businesses where men dominate the customer base, such as auto parts stores. Based on nationally recognized statistics that women earn, on average, only 59 cents for every dollar that men earn, prices during this sale compensate for this differential on purchases made by women.

Full-Figured Fashions

Offer make-up, fashion and modeling seminars for full-figured women. This event is an opportunity to show a particular market segment that many downtown merchants have the time and talent to provide this caring service which may not be available from a chain store with young, part-time sales help. After the seminar, invite attendees to participate in a fashion show that includes all of the fashions available downtown.

Father and Son Look-Alike Contest

Help promote the sense of friendliness and familiarity once taken for granted in most downtowns by involving local residents in a parent/child (or other) look-alike contest. Combine a pageant where contestants are judged on physical appearance by a diverse panel of local celebrities with profiles about the contestants' personalities published in local newspapers.

Mom as Art

School students are encouraged to create an artistic impression of their mothers in any graphic style they choose. The students are provided with large sheets of paper that have a preprinted downtown logo and border surrounding the art space. The name of a downtown business is printed on the back of each sheet of paper, and the art work is displayed in the window of that business. A panel of judges awards prizes in the form of gift certificates (good for purchasing Mother's Day presents), art supplies and savings bonds. The public is invited to cast votes for a "People's Choice Award." Like many good promotions, this one will remain fresh if repeated only every three years or so in rotation with other promotions.

Wineries Train Ride

An excursion train is arranged to transport people from the downtown station to differ-

PROMOTION CASE STUDY

HELENA, ARKANSAS: THEY'RE NOT SINGING THE BLUES IN HELENA

Discovering a Treasure

A few years ago, members of the Main Street Helena program were in the throes of planning their annual community festival. As with all special events planned by Main Street Helena, the main objective was to attract visitors, both locals and out-of-towners, as part of a plan to rekindle enthusiasm for downtown Helena.

The planning committee knew they wanted a festival theme that would be singularly identifiable with Helena, but came up empty with ideas. For help they turned to the Center for the Study of Southern Culture at the University of Mississippi. The center told them unhesitatingly that the King Biscuit Time radio show was their answer. The Main Street committee agreed that a King Biscuit Time theme would help promote and preserve the local heritage. Because of the show's wide appeal, this theme would also draw various segments of the community together to cooperate on a project that affected them all. The festival planners appropriated the show's name.

What the Main Street program and many Helena residents didn't realize, however, was that King Biscuit Time and its performers were legendary, not only locally but worldwide, that their town and radio station were famous, that they were sitting on a treasure trove of musical history. The birth of the King Biscuit Blues Festival revived these legends and, unexpectedly, created a new tradition.

A History of Helena and the Blues

The blues turned Helena into a new musical mecca: the musical form founded in the deep South, its history and culture. The genesis of blues is in the Mississippi Delta—an area stretching roughly from Memphis to Vicksburg between the Mississippi and Yazoo rivers. From this region came the sound commonly called country, or Delta blues. The turning point in blues evolution, the place where it joined the mainstream was Helena in 1941 with the advent of King Biscuit Time. The program was started by the Interstate Grocery Company to advertise its baking flour on the town's new radio station.

Two blues singers were hired to put on a daily, live program from KFFA in the name of King Biscuit Flour. Robert Jr. Lockwood, a guitarist, and Rice Miller, a harmonica player, were already known on the local blues circuit. The program was an instant hit. The King Biscuit Boys or Entertainers, as they became known, were an act many wanted to be in on. Over the years, the group comprised a variety of popular blues artists. As popular as blues recordings had been in the 1920s and 1930s, the performers didn't always have an easy time finding work until King Biscuit Time was created. The popularity of the 15 minute program catapulted the artists, who went on the road in the 1940s.

The enormous success of King Biscuit Time induced rival flour companies to start their own blues shows on KFFA. And as the trend caught on, other companies hired blues singers to advertise a variety of products on radio stations throughout the south. Radio shows were devoted exclusively to the blues, and the sound soon spread across the country, gaining respect and recognition as an art form as today.

Staging a Blues Festival

This legacy is now revived and remembered at the Helena King Biscuit Blues Festival. The first festival was a success, attracting 15,000 people and although it appeared to run flawlessly, it was without some early rough spots.

Regrouping after their alarming first success, the Main Street program established a sizable committee to oversee the intricacies of a professionally staged event that they knew it could be. In planning this event a second time, the committee sensed that there would be even larger numbers attending than the previous year, and had planned to increase the space it

occupied downtown, but keep it concentrated in one area to keep the event's energy high. The Helena Main Street program also received assistance from the Center for the Study of Southern Culture. The Center helped with promotion of the festival, with coverage in its magazine, six months of advertisements on its blues radio show, distributed press releases, and design and production of the festival posters.

The festival also was fortunate to recruit a national sponsor, Miller Brewing Co., as well as Southwestern Bell Telephone. The Biscuit Booster Club, an innovative fund-raiser, encouraged businesses and merchants to join for \$250 or more and got free radio advertisements and their picture in the newspaper—holding a plate of biscuits. The festival also received sponsorship from the Arkansas Arts Council and the National Endowment for the Arts. By its second year, the blues festival would spread across five blocks of the heart of downtown. The focal point was a stage erected in front of the levee that separates Helena from the Mississippi River. World renowned blues musicians appeared at the second annual event as well as gospel entertainment and plays. If world-class music wasn't enough, the two-day festival also featured activities and exhibitions. Festival attendees tried their skills at rope jumping, bubble gum blowing and Moon Pie eating or they could browse through a crafts show or antiques displays, all free of charge.

The people of Helena, however were definitely the festival's best asset: they worked tirelessly in planning and promotion. Some 400 volunteers gave time and energy to the second annual festival. Remarks Peggy Sims, Main Street Helena's director: "In every endeavor that Phillips County undertakes in the future, if the people would join together like they do to present these blues festivals, there's nothing we can't do."

Renewed interest in promoting the town's rich blues heritage has resulted in the creation of the Delta Cultural Center in downtown Helena. It includes a riverfront park in front of the town's seawall and a blues museum in the adjacent railroad depot, a National Register building. Seed money for the project came from a Certified Local Government grant from the Arkansas Historic Preservation Program.

The benefits of the successful festival are more than tourist dollars coming into the local economy: the members of Main Street Helena and the town's citizens learned that they had the power to affect change in their community, by working together they could accomplish mutual goals. The Main Street program's organizational strength lies with the recognition that Main Street successes cannot be imposed from outside, but must come from the hard work of the community. Main Street Helena was fortunate to have a rich tradition to draw upon for this important part of their town's renewal, "by drawing on the indigenous culture of an area," remarks one festival organizer, "one can do a great deal to increase tourism and economic development. Helena is a success story because it did just that."

ent wineries in the area (transfer to private buses when train does not pass through winery directly). Tours of the wine making facilities include a discussion about how wine is made and conclude with an optional wine tasting. This promotion is an example of a special event that could develop as a regular feature in the community.

Celebrate Anniversaries of Local Landmarks

Develop a preservation awareness, build a sense of community and draw attention to the growing vitality of the historic downtown by hosting celebrations to honor a National Register listing or significant anniversaries of important buildings in the community.

Celebrate the Backbone of the Local Economy

One agriculture-based community developed an annual series of festivals revolving around the poultry industry, with an "egg drop," the "egg-stravaganza," and a tractor pull where teams of chickens were harnessed to pull a farm tractor.

Cattle Run Downtown

To draw attention to the annual rodeo held in the county, cattle and rodeo performers are brought downtown to run through the streets on a Saturday morning just before shops open for business.

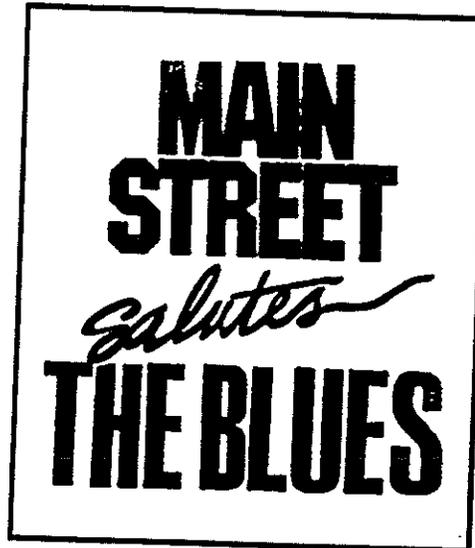
Dental Parade

This event is geared toward promoting dental hygiene in school children. On a Saturday morning the event brings children and their parents downtown where merchants who sell related items have created special window displays and sales promotions. Other merchants offer a 15 percent discount with proof of a recent cavity-free checkup. The event could be publicized with posters and flyers distributed through the local school system and dental offices.

Ugliest Pick-up Truck Contest

This concept can be applied for any targeted group that does not patronize the downtown currently or frequently. For example, market studies may have shown that farm families in one community are not strong downtown us-

JULY 20, 1990



Meridian, Mississippi

A great day of food, fun and the blues as Main Street
Salutes the Blues.

Music festivals can run the gamut of styles-- many are based on a musical tradition prevalent in the area, such as this blues festival in Meridian, Mississippi.

ers. The concept of the contest: farm trucks are parked around the town square; owners of the trucks are given a packet that includes a downtown directory and discount or special offer coupons; elementary school children create farm-related art to be displayed in vacant store windows; and, high school students have an opportunity to enter an essay contest about "the importance of the family farm in America." An attractive set of prizes is offered to entice the truck owners to come downtown for the good-natured teasing, and the community is invited to vote for their favorite pick-up truck in several categories.

Parking Derby

Overcome perceptions about parking difficulties by holding a parallel parking contest. This humorous event is designed to convince people that parallel parking in the downtown is not hard to do. The event can be structured in several ways:

- all participants must maneuver the same big-old-boat-of-a-car into the same space and race against the clock
- participants use their own cars and the space is adjusted each time to represent proportionally the same size space (110 percent of the length of the car)
- Local celebrities could be invited to participate or to challenge local residents, such as "mayor's grandmother claims she can park her car downtown faster than members of city council or anyone who dares to challenge her," or "city parking enforcement officer challenges citizens to parking duel, winner gets parking fines from the past year reduced by 50 percent."

Don't Risk Offending or Alienating Consumers

In communities with non-English speaking households, clowns, the Easter bunny, Santa Claus, cartoon characters and others at special events should be able to greet people (especially children) in their own language. This common sense, good manners approach may in fact help create a stronger than expected bond between the downtown and the community. Also consider sign language.

Martin Luther King, Jr. Parade

Reflect your community's respect for civil rights leader Martin Luther King, Jr. with a parade. The pageantry of marching bands,

floats and banners could be complimented with artwork designed by school children and displayed in storefront windows.

Invite Church Groups Downtown

Invite local and regional church groups to visit the downtown for coffee and a danish, and give them a downtown tour (walking tour, tour of churches, tour of historic buildings or a tour of a local social services agency that is a model for other communities or has completed a downtown project such as housing rehabilitation for homeless people or low income families). The tour could be followed by a catered luncheon or the opportunity to dine in area restaurants. In addition to the possible lunch revenues, the downtown gains positive awareness from new groups of potential users.

Lunch Hour Concerts in the Park

This concept is used in many communities to get downtown workers and nearby residents to visit a downtown park or open space on a weekday at noon. It is especially useful in downtowns where workers generally do not leave the immediate area of their offices during lunch (patronize cafeterias in the office building, etc.). The enjoyable event encourages people to bring their lunches from home or purchase them at a carry-out delicatessen. To spread the benefit of the concerts to downtown restaurants, instead of hurting them, invite the restaurants to create a meal that could be easily transported to the park and sold to hungry concert attendants. Restrict food vendors to downtown merchants, or give downtown merchants the first right of refusal for a limited number of food booths. Advertise the complete concert initially in the local media. Follow-up advertising can be in the form of flyers delivered to office buildings.

Increase Awareness of the Downtown Institutions

Develop cross promotions between businesses and institutions such as libraries to help establish the value of downtown and all of its offerings to the community. This event further distinguishes the downtown from shopping centers and shows that it can be worthwhile to look downtown first.

Fund-raiser and Downtown Cleanup

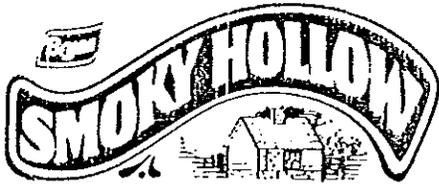
Modeled on a walk-a-thon, the popular charity fund-raiser in which sponsors agree to donate a certain amount per mile walked, sponsors pay per pound (or per bag) of garbage collected during an organized cleanup day. The event will help scour problem areas and, through press coverage, improve the public perception of the downtown. The walk-a-thon approach is popular because sponsors identify with the cause and the benefiting charitable organization. A well-established downtown program could be the beneficiary organization, thus creating a win/win event.

Bach Suppers

On certain evenings each week during the summer, diners can hear live classical music. The performances can rotate from restaurant to restaurant, or they can be held at a central location before, during or after the dinner hour.

Upscale Lawn and Garden Show

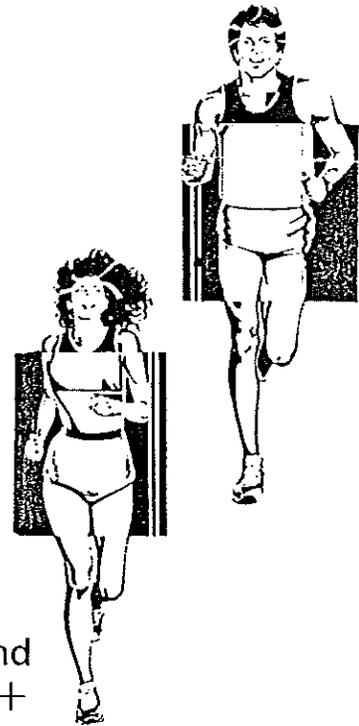
If your downtown's market includes many affluent households and the community appreciates good architecture and fine garden design, host a quality lawn and garden show in an appropriate downtown location. Recruit specialty nurseries, manufacturers of high caliber lawn furniture (i.e., teak benches, reproduction cast iron urns, etc.), builders of distinctive fences and antique garden furniture dealers to set up in a downtown park or on the courthouse lawn. Rent quality tents for demonstration areas, and ask the vendors to give presentations about creating interesting garden environments. Downtown merchants can participate by featuring garden-related merchandise and exhibiting enlarged old photographs of local gardens and landscape scenes in store window displays or by placing coordinated plant arrangements in front of their stores to visually lure spectators into their businesses.



7th Annual
 Prairie Arts Festival
CLASSIC
3 Mile Run

Labor Day Saturday
August 31, 1985
Race Begins 8 a.m.

Start: Corner of Broad and Commerce
 West Point, Mississippi
 Entry Fee: \$5 in advance, payable to PAF
 \$6 after August 25



Tee Shirts: To All Runners
 Awards: Top 3 in each age group, presented at bandstand
 Age Groups: Male: 13-below, 14-19, 20-29, 30-39, 40-49, 50+
 Female: 14-19, 20-29, 30-39, 40-49, 50+

Send Entry To:
Prairie Arts Festival.
P.O. Box 177
West Point, Ms. 39773

Name _____

Address _____

Phone () _____

Male Female Age _____

T-shirt S M L XL Fee _____

WAIVER AND RELEASE STATEMENT

WAIVER AND RELEASE STATEMENT: (Must be signed and submitted at time of registration.)

In consideration of my entry acceptance in the Prairie Arts Smoky Hollow Classic 3 Mile Run: I do hereby, for myself, my heirs, and executors waive, release and forever discharge any and all rights and claims for damages which I may have, or which hereafter accrue to me, against the Prairie Arts Committee and its directors, the Prairie Arts Smoky Hollow Classic 3 Mile Run Race Committee and its administrators, Clay County Economic Development Corp., City of West Point and its Police Department, all attending medical and emergency personnel, Bryan Foods, Division of Consolidated Foods, any other sponsors of the run, the director of those officiating the run or their respective officers and agents, for any and all injuries arising out of my association with, entry in, or participation in said Prairie Arts Smoky Hollow Classic 3 Mile Run.

Further, I hereby grant full permission to any and all of the foregoing to use any photographs, video tapes, motion pictures, recordings or any other record of this event for any purpose whatever.

 Applicant's Signature

CELEBRATE THE ARTS



ROSSLYN RENAISSANCE

All performances are
FREE
 and will be from
 12:00 pm to 2:00 pm
 unless
 otherwise noted

WEDNESDAY

o c t o b e r 1 6

Arlington
 Symphony
 Quartet

at:
 The Twin Towers Mall
 1100 Wilson Blvd.
 sponsored by: Westfield Realty

TUESDAY

o c t o b e r 1 5

The Second
 Time Around
 (Vintage Brass/Rockabilly)

at:
 1300 N. 17th Street
 on the plaza
 sponsored by: LaSalle Partners

THURSDAY

o c t o b e r 1 7

The States
 United Army and Jazz
 Blues and Jazz
 Ensemble

at:
 1525 Wilson Blvd.
 on the lawn
 sponsored by:
 The Kaempfer Company
 and the Rosslyn Rotary Club

FRIDAY

o c t o b e r 1 8

Ravin'
 (rock and roll)

at:
 1700 N. Moore St.
 Skywalk
 sponsored by:
 Rosslyn Metro Center

**THURSDAY
 evening**

6:00 pm - 8:00 pm

a street dance
 with

Fancy Pants
 (rock and roll oldies)

at:
 19th and Moore St.
 sponsored by:
 Weissberg Corporation
 in cooperation with:
 The Pawnshop Restaurant

food
 and
 beverages
 available

SATURDAY

o c t o b e r 1 9

Noon - Dusk
 an all day JAZZ event
 featuring:

The Byrd
 Charlie
 Trio

also appearing will be:

The King
 Blues Band
 Jeff Kaye Trio
 Karl Anthony
 Quartet

on:
 19th and Moore Street
 in Rosslyn

sponsored by:
 The Rosslyn Renaissance
 Partnership

- tremendous
 foods and beverages
 by Arlington's restaurants
- Art exhibits and sales

Design and layout by Sverdrup Corporation, Rosslyn, VA
 Printing by Sir Speedy Printing, Rosslyn, VA

For more information, please call Bill Brakefield at 703-525-1101

colored poster.

Music To Lunch

241

12:15 til 12:45 p.m.
East side of Courthouse Square

Bring your lunch (or pick up something
at any downtown food service) and
enjoy the music!!

BY

Concerts

April 19 - Anthony T. Adessa, Violinist
Assistant Professor of Music, Southwestern University

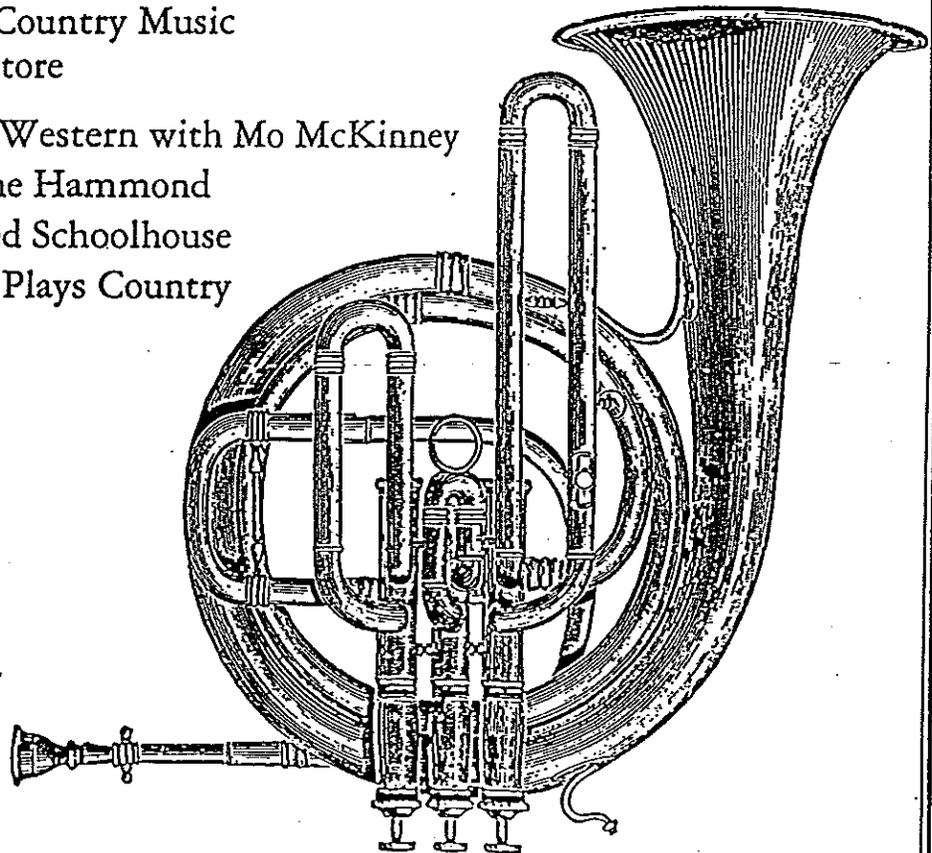
April 26 - Gary Craft, Country Music
The Music Store

May 3 - Country and Western with Mo McKinney

May 10 - Phillips on the Hammond

May 17 - The Little Red Schoolhouse

May 24 - Olen Bonner Plays Country



Sponsored by

Main Street Project and Downtown Georgetown Association

T.G.I.F.

Brown Bag Concerts

Every Friday in October at noon
in Central Park, Downtown Seguin

Bring your lunch(or pick up something at any downtown
food service) and enjoy the music!

Friday October 15

Music by: Wil Kelso & Friends

Jim Trahin, Leon Presley, David Diskerson
of The San Antonians and Teddie Young

Sponsored by:

Downtown Seguin Assn. Main Street Project
Seguin State Bank & Trust Parks & Recreation Dept.

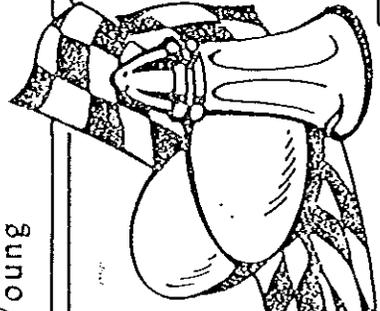
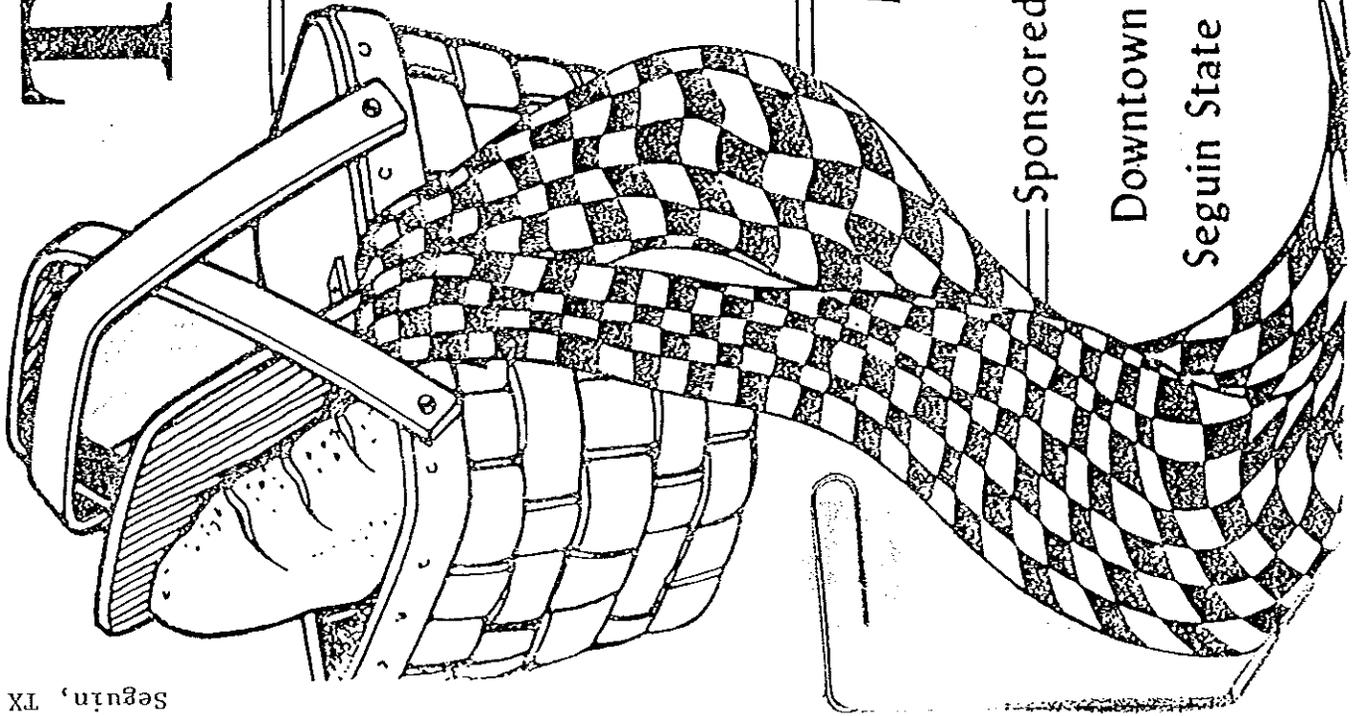
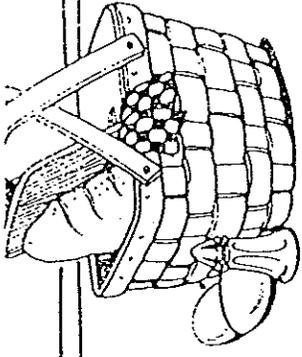


IMAGE DEVELOPMENT IDEAS

Downtown Businesses Sponsor Environmental Cleanup Days

A positive consumer response can be gained by downtown businesses joining together to sponsor activities that are important to many consumers. Financial support and volunteer labor to clean up a park, river bank, open space or other area outside the downtown will show that local businesses are operated by people who share the same concerns that many Americans have today. Press coverage of the event (free) will help ensure long lasting goodwill and a positive response to the downtown even if the revitalization process has been slow to convince shoppers that downtown is special.

Ecology Instead of Candy

In environmentally conscious communities, the downtown can gain a positive identity with children and parents when pine saplings, instead of candy, are distributed to children at downtown functions. Young trees are a longer lasting reminder of the good times had downtown, and parents will not have to worry about sugar consumption. Further, photographs of the planted tree brought to the downtown (for a shopping discount or other promotion) later in the year or on the anniversary of the giveaway establishes the connection between the tree (a constant reminder) and the nice, caring business owners in the downtown. The bonding opportunity between the downtown and the future shoppers has significant potential.

Promote Healthy Eating

This program is an especially good program if the downtown suffers from an outdated notion that all restaurants in the district are "greasy spoons." Get a local health/fitness or nutrition expert (from local hospital or health club) to identify healthy menu selections at different price points that are available in downtown restaurants. Print a simple and attractive guide (on recycled paper, of course). This effort will probably garner free media coverage which should be reprinted and posted

in participating locations. A potential sponsor could be a bottled water distributor in the region.

Student Orientation

When a college campus is located in the community, a display booth about downtown and what it offers (shopping, dining, entertainment, service opportunities) could be set up on campus during orientation activities. Students become aware of what is available downtown and that it is continually improving through the Main Street program. In addition, the activity may serve as a passive opportunity to recruit volunteers from the college community to work on Main Street projects. Gift packs with a downtown map, brochure about the Main Street program, coupons, small novelty items and samples could be distributed to new students.

Summer Evening Strolls in the Downtown

Take advantage of longer daylight hours by sponsoring simple family events that bring people downtown on mild evenings. The concept offers a chance for friends and family to visit, witness the progress of the downtown's revitalization program, and learn more about downtown businesses. Distribute "bag stuffers," or publish crossword puzzles, riddles, etc., based on downtown history and the goods and services offered by downtown businesses in the local newspapers. The clues could be based on historical facts: "Building that George Washington visited during Revolutionary War?" or downtown business trivia: "In what store can you create an herb wreath for your kitchen?," "What establishment has been in business since 1818?," or "Where can you buy red suspenders?". Participants bring the completed puzzles downtown and drop them off at businesses (that are open late) for a chance to win a prize, or completed puzzles can be used as coupons for free or reduced price ice cream cones. Not only will the puzzles generate conversation, but completing them could be a great summer (rainy day) activity for chil-

dren. A different puzzle each week could create regular visits to the downtown throughout the summer.

Congratulations from Downtown

Downtown businesses send a basket of small gifts and coupons for services and merchandise related to the birth of a baby. If the local hospital draws patients from a large area, this is a great way to get new customers to come to the downtown and become familiar with its special features.

Dear Downtown Expert

The strength of many downtowns in today's retail environment is that the businesses are run by owners and longtime employees who have great knowledge about their products and services and who are willing to help solve problems. Prove this by running a "tips" column in the local newspaper (organized by the Main Street program) or in the Main Street program's newsletter. Together, the business owners have enough good advice to supply a weekly tip for several years to come. A more intriguing format would encourage local residents to write to the downtown with their questions and then the appropriate business operator would respond. This concept has the potential to establish or strengthen consumer confidence in shopping downtown.

Downtown Businesses Reward Young Readers

Through the local (often downtown) library, small prizes awarded for reading accomplishments are used as incentives for schoolchildren. Developed as a finite promotion or an ongoing program, children who read a certain number of books (perhaps 10) can win a ribbon or medal. Those who read a greater number of books (perhaps 25) will receive a ribbon and one dozen cookies from the downtown bakery or another suitable item. Parents verify the number of books read by keeping track of them on a simple form (available at the library or other convenient downtown locations).

Reach Out to Special Groups

By making the effort to include groups with special circumstances or needs, the downtown's image will grow in a genuine way. For example, if activities for children typically involve the participation of parents, such as

the traditional Easter Egg hunt on the park lawn or parent child relay races at a festival, devise a way for children without parents to feel welcome and to participate. The opportunities are endless.

Make the Downtown Known for Courteous Service

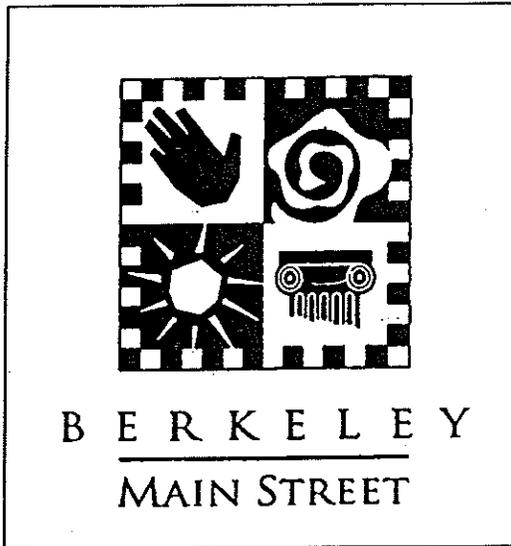
Courteous service should be every business operator and employee's highest responsibility in today's retail environment. A program showing customers that the downtown takes the quality of service provided seriously can also motivate downtown workers. Ballots or comment cards for consumers placed in downtown businesses have spaces for the customer's name and the name of a downtown employee who provided good service. A drawing is held, and both the employee and the customer win a special prize such as a weekend trip to a resort. Like all drawings, the more times a name is entered the higher the likelihood of winning. This inspires employees to provide consistent good service and consumers to shop regularly in downtown businesses during the contest period. The results of this program are twofold: the downtown becomes known for its emphasis on service, and employees are encouraged to pay vigilant attention to service and good manners.

Match What You've Got Today with What You Had Yesterday

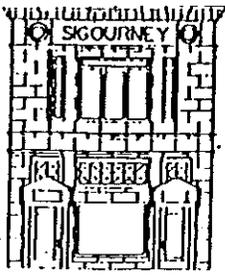
This contest builds interest in the downtown and develops an awareness of the community's history and architectural legacy. (In one community it led to the removal of an aluminum "slipcover" screen.) Printed ads challenge residents to match historic photographs of downtown buildings with contemporary photographs of the same buildings. The contest could be contained in one large ad or as part of a series that viewers would have to watch for each week (or other interval). If done as a series, other information, such as future events, sales promotions, paid advertising, news features, etc., could be combined with the contest photos. As the community gets in the habit of looking for the weekly contest they learn more about the downtown program and its special events as well as purchase more newspapers (a win/win situation for the Main Street program and local media).

Wrapping It Up Downtown

Design and produce custom downtown gift wrap for the holiday season. Make it available to merchants for wrapping customers' purchases as well as for sale to customers for their other Christmas wrapping. If the wrap isn't dated with the Christmas year, it can be bought in large quantities to keep costs low, and used year after year. When replacing paper, develop new design to keep the image "fresh."



Berkeley, California Main Street program's logo



MAIN STREET SIGOURNEY

"A Downtown Revitalization Organization"
112 East Washington, Sigourney, IA 52591
Phone 515-622-2288

MAIN STREET IMAGE CAMPAIGN

Main Steet is planning an image campaign to promote the local business by emphasizing some assets that many people may have forgotten or just not realized. We think running a series of ads with a similar theme would really help promote our community.

Attached to this sheet are copies of 2 types of image ads that we think would be fun & interesting to run in our local newspaper. This idea uses the alphabet to point out what types of goods & services can be found in a community. We would really appreciate your help by filling out the alphabet with items from your store or business. These could be both brand & generically named products, services, or anything you would like to emphasize to the community that can be found in Sigourney. Please...be creative!!! This will be an ongoing campaign targeted to different age groups so it would be helpful if you could fill in the entire alphabet and use as many items with each letter that you can think of.

We would like to begin this summer, so we are asking you to have the alphabet completed in 2 weeks. Someone will come by to pick it up or you may drop it off at the Main Street office.

As you are working on ideas for this project, if you have any interesting, historic facts about your business that you would like to share with the community, we will be doing future ads in this area also.

Thank you so much for taking your time to help promote our community. We know it will benefit everyone.

Sincerely yours,

Main Steet Promotion Committee

Karen Billman
Gail Pilkington
Emily Wohler
Kathy Bates
Mary Gralapp
June Henry
Cheryl Shadley
Bertha Ragan

E X A M P L E

HISTORIC DOWNTOWN GRASS VALLEY
Nevada County's Largest Shopping Center
has everything from

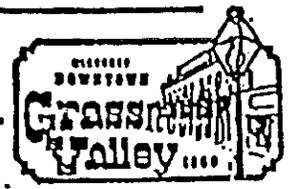
ARCHITECTS to ZINFANDEL

- A... ARCHITECTS, ANTIQUES, ATTORNEYS, and AUTO REPAIRS
- B... BANKS, BRASS, BOWLING, BOOKS, BICYCLES and BARRERS
- C... CORNISH CHRISTMAS, CAMERAS, CANDIES, COSMETICS & CONTRACTORS
- D... DINING, DANCING, DENTISTS, DRINKING, DISHES and DOCTORS
- E... ENGINEERS, EXERCISE and ENTERTAINMENT
- F... FISHING SUPPLIES, FLOWERS, FURNITURE and FAST PRINT
- G... GIFTS, GRAPHICS; GROCERIES and GLASS
- H... HARDWARE, HAIR STYLISTS, HOTELS, HEALTH FOODS and HOBBIES
- I... ICE CREAM, IMPORTS, INSURANCE, INVESTMENTS and INFORMATION
- J... JEWELERS, JOGGERS, JUICES and JELLY BEANS
- K... KITES, KARATS, KEYS and KIDS STUFF
- L... LAWYERS, LIQUORS, LAUNDRY, LINGERIE and LUGGAGE
- M... MOVIES, MAPS, MENSWEAR, MUSIC and MANNEQUINS

- N... NAILS, NOTARIES, NUTS and MOTIONS
- O... OFFICE EQUIPMENT, ORGANS, OLIVES and OFFICE SUPPLIES
- P... PLANTS, PASTRIES, PRIVATE EYES, PRINTS, PILLS and PASTIES
- Q... QUARTZ, QUILTS, QUICHE and QUALITY
- R... RECORDS, REALTORS, RICE, RUGS and RESTAURANTS
- S... STATIONARY, STAMPS, STAINED GLASS, SHOES and SPORTING GOODS
- T... TYPEWRITERS, TRAVEL AGENTS, TOYS, TREATS and T.V.'S
- U... UMBRELLAS, UNIFORMS, UNDERTAKERS and UNDERWRITERS
- V... VITAMINS, VEHICLES, VACUUMS, VOLLEYBALLS and VIDEOS
- W... WOMEN'S WEAR, WICKER, WATCHES, WOOD STOVES and WALLPAPER
- X... XYLOPHONES, XYLOGRAPHS, XEROX and X-RAYS
- Y... YOGURT, YARDAGE, YARN and YACHT INSURANCE
- Z... ZIPPERS, ZIP CODES, ZIRCONS and ZINFANDEL

More than 220 retail and professional businesses to serve you

OVER 1500 Parking Spaces For Your Convenience



It's Free.

One of the nice extras you'll find in Downtown Lawrence is an abundance of free parking. In back of most of our stores are large, unmetered parking lots. There you can park free for up to two hours. Close to shopping and other businesses.

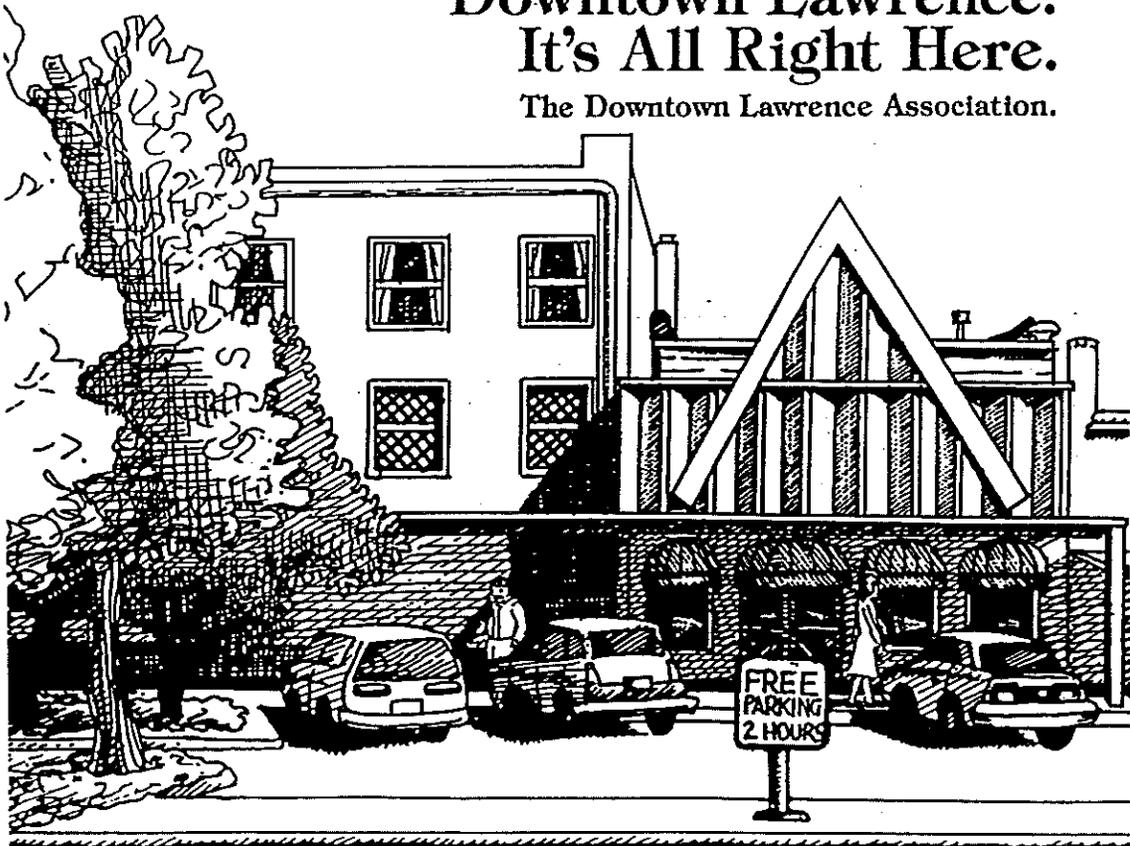
Now don't get us wrong. If you want to park in front of your favorite store, that's fine with us. But you'll have to feed the meter. And by parking behind the stores you avoid any congestion on Massachusetts street.

We wish the parking meters weren't here. But they are. For now. Our free parking lots are here too. Forever. So take advantage of them.

A convenient shopping experience? Plenty of free parking is all right here in Downtown Lawrence.

Downtown Lawrence. It's All Right Here.

The Downtown Lawrence Association.



Alive And Well.

PLC 5.6

What does a thriving Downtown Lawrence mean to our community? Quite a bit actually. All of it good. For everyone.

First of all, we think our Downtown is one of the most scenic in the entire area. Sometimes we take that for granted. But when outsiders come to town, one of their first comments is about the beauty of Downtown. And they tell others back home.

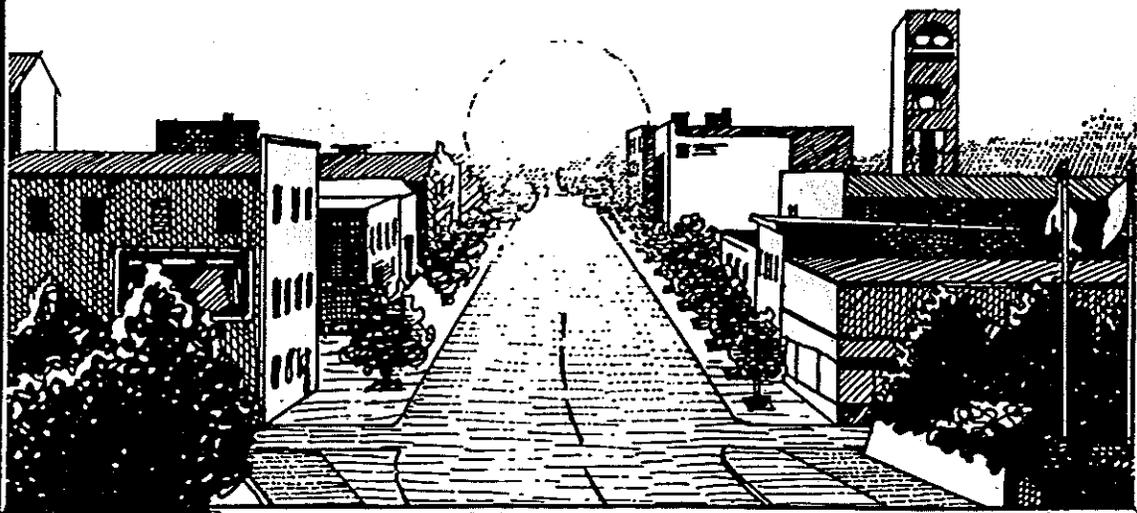
Secondly, the stores and businesses Downtown employ hundreds of people, who just like you, have needs for goods and services. That helps the economy of the entire city. Success breeding success.

Downtown Lawrence is like a special glue that holds this wonderful community together. It's a rallying point for community pride. It's really impossible to measure its value.

We're proud to be a part of Downtown Lawrence. We invite you to share in that pride. It's all right here in Downtown Lawrence.

**Downtown Lawrence.
It's All Right Here.**

The Downtown Lawrence Association.



A Turkey Sandwich And All That Jazz.

Something magical happens every Thursday at noon in Downtown Lawrence. People gather 'round at Ninth and Massachusetts. Suddenly the air is filled with music. Heads up and down the block turn to listen.

It's another Brown Bag Concert and Downtown Lawrence comes to life. All kinds of music played by all kinds of Lawrence musicians.

Sometimes it's folk. Others bluegrass. And of course, there's plenty of jazz. Like it was meant to be played.

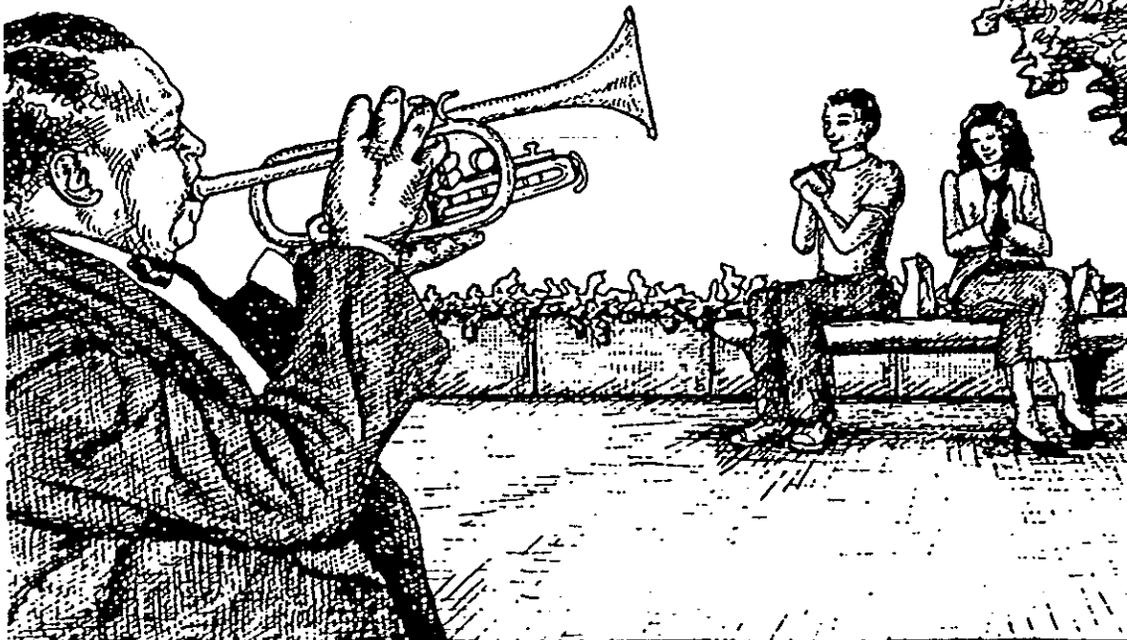
Bring a sandwich. Or an apple. Or a friend. And enjoy the music and your lunch hour.

The music's all right here, in Downtown Lawrence.

Downtown Lawrence.

It's All Right Here.

The Downtown Lawrence Association.



That Special Magic.

The holidays are a wonderful time of year. In Downtown Lawrence the air is filled with celebration. Sounds of laughter and good cheer abound. This is truly something special.

As you walk through downtown the signs of Christmas are everywhere. The holiday decorations proclaim the joyous season upon us. The beautiful lights shine brightly through the night.

In the midst of winter, a carnival prevails. Children gaze at toys that might be. Adults hustle and bustle to make sure everything will be perfect Christmas morning. And Santa is listening carefully to every holiday wish.

Christmas dreams come true. The essence of the holiday season is all right here in Downtown Lawrence. Merry Christmas to all.

Downtown Lawrence.

It's All Right Here.

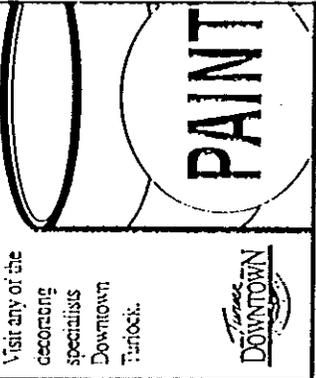
The Downtown Lawrence Association.



Appears weekly (larger) on Spill-out
 Page in Journal 52 wks -
 Turlock, California

Need a new Coat? *Find it Downtown!*

Is it time to spruce up your home or office?
 Visit any of the decorating specialists Downtown Turlock.

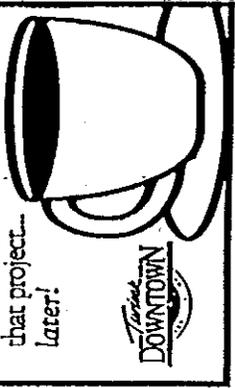


PAINT



Take A Break.

Come On Down
 Meet your friends Downtown. You can finish that project... later!




Pain in the neck?

Deal with it... Downtown.



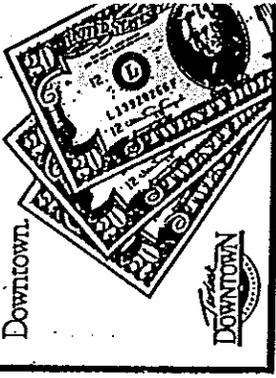

Paper Pushers

Home & Office Supplies?
 Legal & Accounting Services?
 You'll find what you need... Downtown.



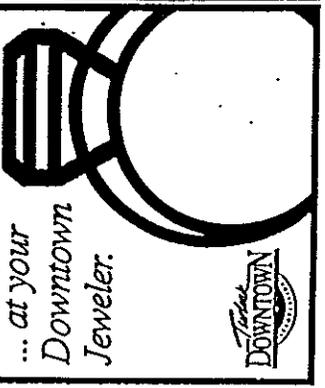

Fast! Cash!

Get the cash you need through one of the many ATMs... Downtown.




Fresh Carats

Get in on the fresh stock ... at your Downtown Jeweler.



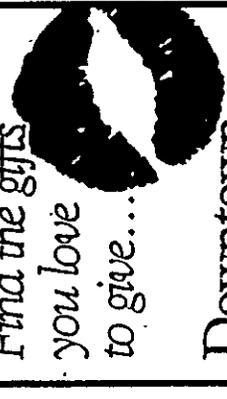

See Ya!

Is your world out of wack?
 Get a great start on a Vacation... Downtown!




Tulips

Find the gifts you love to give... Downtown.




Berry. Berry.

Downtown Farmers Market
 Thursday nights 5:30 - 9:00
 May - Sept



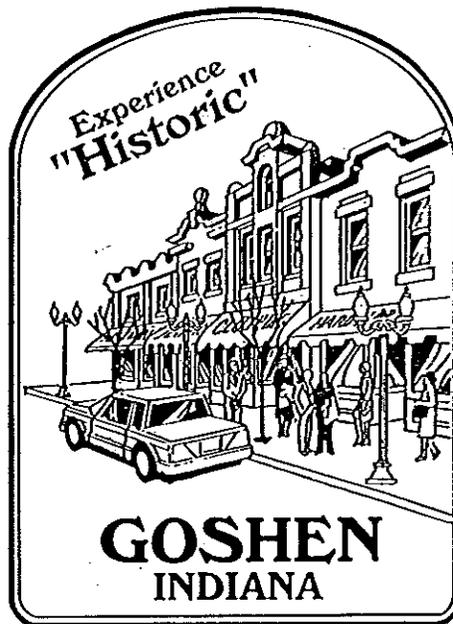

Location Location Location

Words to live by...
Turlock
DOWNTOWN
DOWNTOWN



100 DOWNTOWN EXPERIENCES

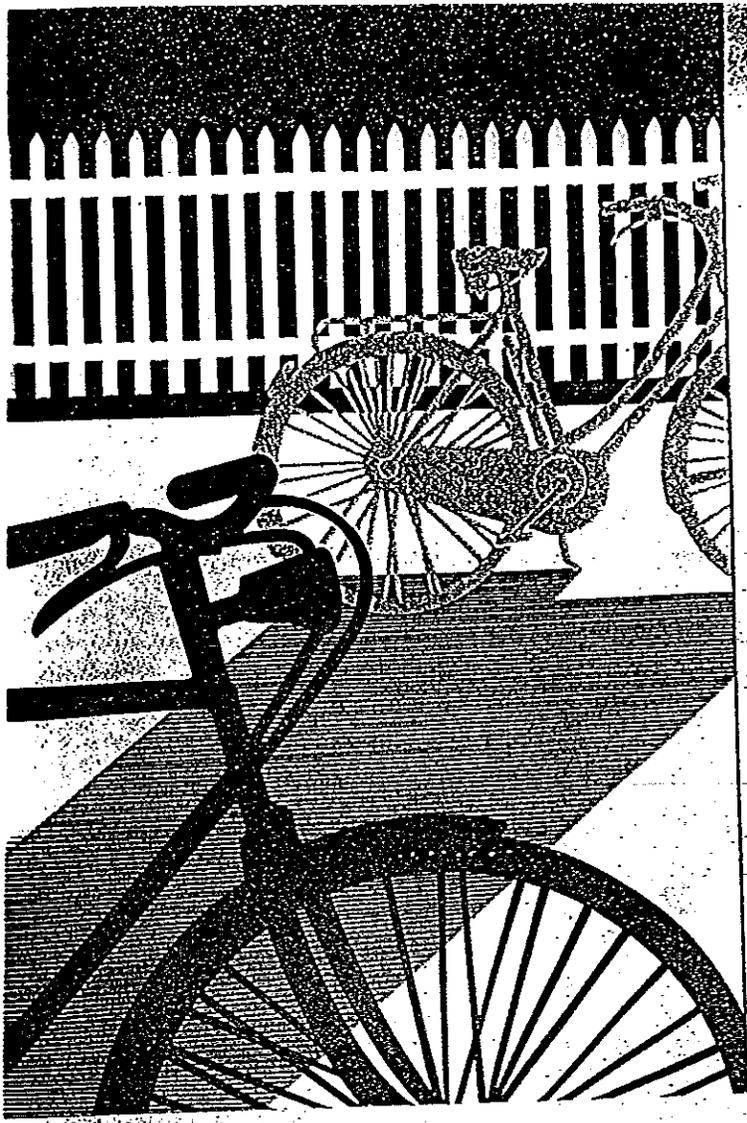
1. Fill your tank
2. Make a living will
3. Float a boat loan
4. Tour the Courthouse
5. Get your clock cleaned
6. Try a new hairstyle
7. Learn needlecraft
8. Arrange for jail bail
9. Borrow a book
10. Outfit your Boy Scout
11. Send a telegram
12. Announce your engagement
13. Have a resume copied
14. Open a savings account
15. Appraise your acreage
16. Secure financial security
17. Turn on the gas (or electric)
18. Fire up a furnace
19. Order a championship trophy
20. Trade baseball cards
21. Savor hand-dipped chocolates
22. Register to vote
23. Remodel your kitchen
24. Do your laundry
25. Find your dream house
26. Keep your water running
27. Renew a newspaper subscription
28. Learn to play an instrument
29. Pose for a passport photo
30. Discover Goshen's history
31. Save your soles (and heels)
32. Pamper your pets
33. Tan your hide
34. See the Cat's Meow (collection)
35. Make your cruise dream come true
36. Update your wardrobe
37. Have your eyes examined
38. Join a credit union
39. Search a land title
40. Add to your software
41. Select a girl's best friend: diamonds



42. Send a birthday balloon
43. Make a habit of health food
44. Check your credit rating
45. Learn the facts about faxes
46. Place a want-ad
47. Register for china and crystal patterns
48. Build a model airplane
49. Meet with the Mayor
50. Shine your shoes
51. Let the pros clean your clothes
52. Tie the knot
53. Have your hair hewn
54. Tabulate your taxes
55. Insure your life
56. Xerox a report
57. Tune up the car engine
58. Frame your favorite artwork
59. Get "nutty" over cashews
60. Limber up hauling lumber
61. Start a new business
62. Watch your government in action
63. Equip and furnish an office

64. "Suit" yourself
65. Linger over lunch
66. Worship on Sundays
67. Find fabulous fabrics for home
68. Attend school
69. Replace a window
70. Shop for groceries
71. Make funeral arrangements
72. Consult an architect
73. Seek family counseling
74. Create a Dagwood sandwich
75. Select a flat of flowers
76. Order a wedding cake
77. Let there be music
78. Give a gift from Ghana
79. Start up a college fund
80. Hunt for antique treasures
81. Hire a CPA
82. Go first-class
83. Put your name on a brassplate
84. Recycle clothing
85. Inscribe your headstone ahead of time
86. Replace your appliances
87. Select a prom formal
88. Arrange a marital dissolution
89. Learn a computer program
90. Research historic photos
91. Replumb old pipes
92. Add an entertainment center
93. Sample scrumptious cinnamon rolls
94. Get down to brass tacks, or nuts & bolts
95. Spray on perfume
96. Book a family flight to Florida
97. Restore an historic building
98. Buy Christmas cards
99. Develop your photographs
100. Toss a "wishing" coin in the Neptune fountain
... and more!

For further information, contact Face of the City at 534-1794



ANGLETON
MAIN STREET

PRESENTS

THE ANGLETON MAIN STREET
BIKE RIDE

FEATURING

- *10-MILE RIDE AROUND ANGLETON
- *25-MILE RIDE AROUND ANGLETON
- *100K RIDE FROM ANGLETON TO
DANBURY

*ENTRY FEE \$20

*FREE T-SHIRT FOR EACH ENTRANT

*RIDE TO TAKE PLACE ON SATURDAY, OCTOBER 26, 1991, 8:00 AM

NAME: _____

ADDRESS/PHONE: _____

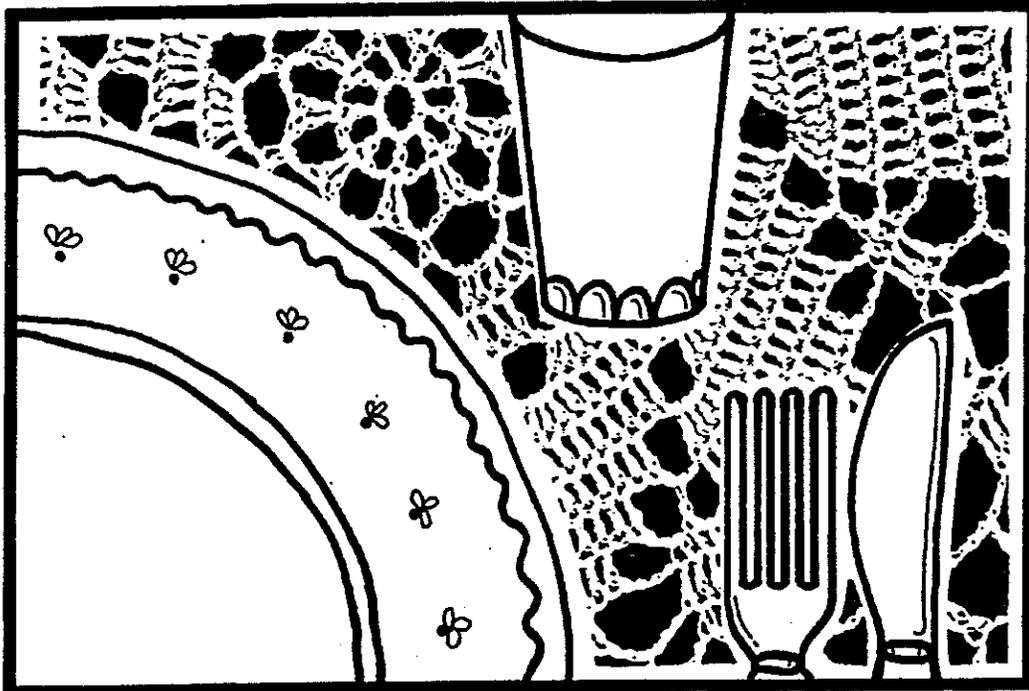
SIGNATURE OF RELEASE: _____

MAIL ALONG WITH CHECK/CASH TO: ANGLETON RIDE, 121 S. VELASCO, ANGLETON
77515, OR BRING BY CITY HALL BETWEEN 9AM AND 5PM. (DEADLINE: 10/1/91)

LAKE WALES DOWNTOWN INC. PRESENTS

A Taste of DOWNTOWN

RESTAURANT • TOUR



Saturday, April 16, 1988

A Taste of Downtown Restaurant Tour event, Lake Wales Downtown, Inc., Lake Wales, Florida.

HOW TO DEVELOP YOUR OWN CREATIVE NEW PROMOTIONS FOR MAIN STREET

Learning about other program's ideas is a great way to stir your own creative juices, but if you really want to launch a dynamic and effective promotion calendar, you will need to craft promotional strategies that are unique to your community and move beyond the "tried and true" downtown promotions of the past.

This section provides some suggestions for generating promotions that work for you. Consider pulling together a "brainstorming team" to go through the following exercises, and keep in mind the following:

- ❑ **Give yourself time!** Don't ask people to come together for 45 minutes when they are pressed for time, it won't leave enough room to loosen up and get creative. Find a time when you can get a group together for one to two hours, when they are less rushed.
- ❑ **Make it relaxed!** Try to find a comfortable place that is less business-like where you can arrange a circle of chairs, and a flip-chart of paper on a stand, for recording ideas. Consider an after-work pizza and beer set-up, or perhaps a luncheon or weekend arrangement.
- ❑ **Bring in new faces!** You'll want to have the key downtown businesses and community leaders that you always have involved in promotions, but challenge yourself to draw in some fresh perspectives by asking some folks who haven't been involved before. Consider other civic groups, residents, maybe even a few out-of-towners who might have good ideas. Five to nine people is an ideal group size.
- ❑ **Stir the creative juices!** Anything you can add to energize and stimulate the group will help: colorful graphics, music, slides or videos, lively conversation...even if they don't directly relate to promotions! It's a good idea to do some of this up front, before brainstorming.
- ❑ **Orchestrate the performance!** Here's the trick: someone needs to set a casual tone while at the same time facilitating a structured process

in which everyone knows their roles, the purpose of the gathering, the process, and intended outcome. The facilitator will need to diplomatically guide the group, and keep them on track, insuring that something positive gets accomplished.

With your brainstorming session organized, you may want to use this booklet and the worksheets on the next pages to guide your process. Best of luck!

BRAINSTORMING GUIDE

1. Review section two of this booklet to understand the relationship between "target markets, downtown's assets, and effective promotional activities.

2. Define your own targets: who do you want to attract downtown that:

◆ *is not already coming downtown? -- Be careful here...groups that are already shopping downtown do not make good target markets!*

◆ *is a potential customer for the quality, price point, and type of merchandise mix offered by your existing businesses AND those potential customers who would find downtown's other assets, such as historic buildings, neighborly merchants, community heritage and local culture, appealing? -- Be brutally honest here...you'll do yourself no favors by identifying groups that really would not want to shop in your downtown in the first place!*

2. Pick two to three (maximum) target markets that are a good match for your downtown's assets and business mix, such as:

- ◆ young families with children;
- ◆ downtown employees; or
- ◆ sportsmen and/or hobby enthusiasts.

4. Review the case studies and ideas in this book. Are there any that might appeal to the groups you have identified? Do these ideas spark any new thoughts?

5. Loosen up and S - T - R - E - T - C - H! We often inhibit our own creativity by letting ourselves get boxed-in by past experience of limited budgets, uncooperative people, etc. Try these "Idea Stretchers" to spark new ideas, twists, and solutions.

Money Bags

◆ Sometimes, it is useful to get rid of the "we can't afford that" mentality for a minute to allow more creative solutions to come forth. **What if money were no object? What terrific new promotions would you consider?**

◆ Now let's come back to reality. What new expensive ideas could be used by:

- finding low cost equivalent substitutes?
- finding a sponsor for the high-ticket item?
- going out and fundraising for it?
- charging a fee-admission for it?

Shoestring Operation

This one is going to sound familiar, but it also can be a creativity booster. **What if you suddenly lost all (or any) budget you might have had for your promotion idea? How might you still make your great ideas work?**

Planners Dream

You want to throw a big bash downtown to help celebrate a community milestone, and draw in one of your target market groups. You have a year to plan. With that much time, what would you want to plan for?

11th Hour Scramble

Your big event is three days away, and suddenly you find that virtually nothing has been done. How would you, at the last minute, effectively engage the media, corral your volunteers, organize vendors, arrange for logistics, schedule activities, and get the business community behind you solidly?

Disney Steps In

Sometimes, it helps to think of how others might do the same promotional idea. Maybe a very well organized, top-notch, professional outfit, like the Disney Co. Imagine if they agreed to come into your downtown to put on a great promotion. How would Disney do it? What would it look like? What kind of activities? Be complete: music, food, fun, etc.

6. Now, let's pull it all together. Look through the notes you jotted down for each item above, and circle the most promising ideas you might use. What new promotional ideas and innovations can you incorporate?

Economic Restructuring

The Role of Business Retention in Downtown Revitalization

by Matthew L. Wagner

(The following is a series of articles from the National Trust's National Main Street Center® which will focus on issues involving downtown development practices as they relate to topics within the Economic Development Review magazine.)

A critical strategy in the road to downtown revitalization is the strengthening and retention of existing businesses. There are basically five forms of assistance:

- **Help Businesses Boost Sales**
- **Provide Start-Up Assistance for Businesses**
- **Help Businesses Expand**
- **Help Businesses in Financial Trouble**
- **Keep a Business Downtown When The Owner Wants to Sell or Retire**

Each basic form includes a number of strategies as well as unique and creative activities which downtown programs across the United States have used to provide business assistance.

Helping Businesses Boost Sales

There are basically three ways a business can boost sales: by selling more to its existing customers; reaching new customers, and lowering operating costs.

Each of these strategies relies on gathering and interpreting information, then using the data to create business growth plans. The following are examples of how some downtown retailers found new ways to sell more products to existing customers, reach new markets and/or lower operating costs.

- Mary Ann's Gift Shop is in a small Tennessee town, about 100 miles from Memphis. The store sells wedding presents within a 100-mile radius. This a market area many times larger than would be usually expected. The owner attracts customers by sending the bride and groom 10 percent in cash of the value of the gifts purchased in the store. While China, Crystal and Silver are usually "fair traded," Mary Ann's small town location means lower overhead costs, so she can afford to offer this attractive rebate.
- A California store specializing in women's clothing tracks sales on a computer. The data they collect is then merged with information on national sales trends in women's clothing which made available by the store's suppliers, credit card companies, and other sources. From this, the store is able to establish a database that helps them determine the products

and quantities that should be purchased in the future, thus reducing the risk of poor buys and reducing the store's operating costs.

- A kitchenware store enhances traffic volume in the store by offering cooking classes. Another kitchen ware store is preparing heat and serve carry-out gourmet meals, thus further using its investment in equipment that it also installed for cooking classes.
- A futon maker in Virginia uses the ground floor of their building for a retail sales outlet, while the upper floors are now used to manufacturer the futons. This reduces the overhead costs of carrying the whole building which was only partially used, and reaches new customers at the same time.

Providing Start-Up Assistance for Businesses

Downtown locations are often the most attractive to new businesses because of the variety of spaces available, many of which usually represent a wider range of rent levels.

There are a variety of degrees to which downtown development organizations assist start-up businesses. One of the most basic is to be a **clearinghouse for information**. Whether its books on how to run a business or write a business plan, to making referrals to the Service Corp of Retired Executives as well as local, state and federal assistance programs.

- A competitive grant program in Chippewa Falls, Wisconsin was developed to assist start-up businesses. A \$5,000 grant and no interest loan up to \$20,000 is awarded annually to a new business locating in downtown Chippewa Falls. The key to the program is that each business is judged by its business plan. Informational packets are made available to contestants, which includes an outline for writing a business plan, places to receive other business assistance, downtown market statistics and a listing of space available for rent and for sale. Businesses which enhance the overall business mix in the downtown are favored in the judging.

Downtown developers with specific skills, may offer **counseling services**, based on their knowledge of specific market niches within the downtown district, certain business operations, etc.

More aggressive downtown programs have undertaken the development, operation and management of **small business incubators** for retailers as well as small office units. As with most incubators there are shared office services, lower rents and cooperated advertising and marketing services. New retailers can especially benefit if neighboring businesses are complementary and thus share common customer groups.

Helping Businesses Expand

A way to help businesses increase their market share is to help them expand their space - physically - so it can accommodate additional merchandise/service bays/tables. This is accomplished many times by expanding into an adjacent building or by opening another store in

the downtown that offers specialized merchandise -- new store benefits from the name and goodwill of the parent store. Examples include a family shoe store that opens an athletic shoe store or a women's clothing store which opens a store featuring petite or larger sizes.

While the process is much the same as recruiting a new business, meaning the use of demographic data, market analysis, etc., it can be easier to fill the void with an established business that is already familiar with and to the local market. It can also be a much faster process, and existing businesses can many times take quicker advantage of suddenly new available space.

Along with furnishings existing businesses with market data, which may reveal new and expanding markets, a number of downtown programs have created extensive business assistance programs for the purposes of expansion.

- Main Street East Carson, in Pittsburgh, Pennsylvania, has put together a full menu of technical assistance programs. East Carson will identify funding bases for expansion and provide assistance with writing the funding applications. They assist with improving window displays, promotion and marketing techniques, accounting and theft prevention, by utilizing program staff and a field of consultants.

Helping Businesses in Financial Trouble

Businesses with financial problems typically exhibit a variety of symptoms:

- Payment patterns to suppliers, advertisers and landlords are delayed.
- Declining sales patterns in comparison to the overall downtown economic climate.
- Started the business while under capitalized and thus are without sufficient reserves to carry it through slow periods.

Assisting businesses in financial trouble is the most difficult aspect of business retention. Confidentiality is a must and downtown developers must appreciate that pride will hinder most business owners from seeking help.

One way to provide assistance is to reduce operating costs. Typically a retailers biggest expenses are inventory, labor, rent, utilities, and advertising.

Inventory: Some downtown programs have organized low interest loan pools to purchase inventory, especially new inventory lines, or inventory that will shift the focus of the establishment to meet changing needs of the market identified in market studies.

Labor: The downtown program may be able to assist with structuring employee benefits and insurance programs. Eau Claire Main Street, in Wisconsin, recently located an insurance provider for packaging a group medical program for the downtown businesses in order to lower costs.

Utilities: Utility costs could be lowered through energy audits from major utility companies.

Advertising: Some downtown development organizations sponsor advertising consortiums which can help to save money.

More aggressive forms of assistance can be to approach the troubled business's landlord to seek temporary rent concessions. This should only be done for a truly viable business that fills a niche in the local market and contributes to the overall draw. Pursue cautiously, because of potential legal consequences, conflict of interest charges, and interruption of the natural economic factors which tend to correct the market.

Keeping a Business Downtown When the Owner Wants to Sell or Retire

Nearly ever downtown developer has awoken to the startling revelation that a business closed its doors in the middle of the night. By that time it's too late to change the course of action.

Keeping a business downtown when the owner decides its time to sell or retire takes a proactive business retention program, based on constant communication and trust with business owners.

The more advanced notification, the better.

One of the most common forms of assistance is for the downtown program to act as a liaison between the business owner and a potential buyer. Through business recruitment or start-up assistance programs, the organization may have located clients interested in the purchase of closing businesses.

Another form is to work with the store manager or other employee to inquire about their interest in purchasing the store.

- In a Missouri community, the local JC Penney's was going to be closing as a result of a national trend towards downsizing, even though the store was performing rather well. The local Main Street Program was able to assist the local store manager, who knew which product lines were doing the best, knew who the customers were, etc. to open up his own store under a different name, but basically the same as the downtown JC Penneys store.

Its critical to remember that the best recruitment tool is a strong existing business environment. Sharpening the skills of existing businesses may be the most prudent way to recruit businesses and enhance the dynamics of downtown's mix of goods and services.

Sample Telephone Survey

Telephone Survey

MainStreet

For survey taker's use:
Date
Time
No.

We are conducting this survey to learn how downtown [Community] can serve you better in the future. Your answers will help us make some recommendations for how downtown [Community] can be improved. Thanks for your help!

1. How often do you come downtown for the following?

Table with 4 columns: Activity (Shopping, Doing errands, Visiting a prof. office, Eating out) and 6 rows of frequency options (3 or more times a week, 1 or 2 times a week, 3 or more times a month, Once a month, Less than once a month, Never).

2. Where does your household usually shop for the following (check only one place for each item)?

Table with 3 columns: Item (Men's clothing, Boys' clothing, Women's clothing, Girls' clothing, Men's shoes, Boys' shoes, Women's shoes, Girls' shoes, Baby clothes/supplies, Furniture, Floor coverings, Linens), Downtown [Community], (include 4-5 others), Never purchase this.

(continued on next page)



8. How many people are in your household? [Circle number]

- 1 One
- 2 Two
- 3 Three
- 4 Four
- 5 Five
- 6 Six or more

9. Which newspaper(s) do you regularly read? [Circle all that apply]

- 1 _____
- 2 _____
- 3 _____
- 4 _____
- 5 Other _____

10. Which radio station(s) do you usually listen to? [Circle all that apply]

- 1 _____
- 2 _____
- 3 _____
- 4 _____
- 5 _____
- 6 _____
- 7 _____
- 8 Other _____

11. How would you rate downtown [Community] for the following? [Circle your answer]

1	Attractiveness	Good	Fair	Poor	Don't know
2	Cleanliness	Good	Fair	Poor	Don't know
3	Parking convenience	Good	Fair	Poor	Don't know
4	Traffic flow	Good	Fair	Poor	Don't know
5	Shopping hours	Good	Fair	Poor	Don't know
6	Friendliness of salespeople	Good	Fair	Poor	Don't know
7	Safety	Good	Fair	Poor	Don't know
8	Variety of goods/services	Good	Fair	Poor	Don't know
9	Cost of goods/services	Good	Fair	Poor	Don't know
10	Quality of goods/services	Good	Fair	Poor	Don't know
11	Special events and festivals	Good	Fair	Poor	Don't know

12. Where do you live?

- 1 In downtown [Community]
- 2 Elsewhere in [Community]
- 3 Elsewhere in [Community's] County
- 4 In _____ County
- 5 In _____ County
- 6 Other (_____)

13. Where do you work?

- 1 In downtown [Community]
- 2 Elsewhere in [Community]
- 3 Elsewhere in [Community's] County
- 4 In _____ County
- 5 In _____ County
- 6 Other (_____)

14. What is your occupation?

We would appreciate any comments or suggestions you may have on how to make downtown [Community] a more pleasant and exciting place.

Thank you for your help!

Checking the Randomness of a Telephone Survey

Area: _____
 Total number of households: _____

Characteristic	CENSUS OR OTHER POPULATION DATA		SURVEY DATA	
	# hsls this group /	Total # hsls. = (from Census)	# hsls this group /	Total # hsls = (from survey)
Household income:				
Less than \$5,000	/	=	/	=
\$5,000 - \$9,999	/	=	/	=
\$10,000 - \$14,999	/	=	/	=
\$15,000 - \$19,999	/	=	/	=
\$20,000 - \$29,999	/	=	/	=
\$30,000 - \$39,999	/	=	/	=
\$40,000 and over	/	=	/	=
Household size:				
One person	/	=	/	=
Two people	/	=	/	=
Three people	/	=	/	=
Four people	/	=	/	=
Five people	/	=	/	=
Six or more people	/	=	/	=
Age				
Under 18	/	=	/	=
18 - 24	/	=	/	=
25 - 34	/	=	/	=
35 - 49	/	=	/	=
50 - 64	/	=	/	=
65 or over	/	=	/	=

**Sample
Intercept
Survey**



Intercept Survey

 **MainStreet**

For survey taker's use:

Date _____

Time _____

No. _____

We are conducting this survey to learn how downtown [Community] can serve you better in the future. Your answers will help us make some recommendations for how downtown [Community] can be improved. Thanks for taking a moment to help!

1. What is the purpose of the trip you're making downtown right now? [Circle number]

- 1 Going to work
- 2 Shopping
- 3 Doing errands
- 4 Eating in a restaurant
- 5 Exercising
- 6 Browsing
- 7 Going home
- 8 Other (_____)

2. How often do you come downtown for the following?

		Shopping	Doing errands	Visiting a prof. office	Eating out
1	3 or more times a week	_____	_____	_____	_____
2	1 or 2 times a week	_____	_____	_____	_____
3	3 or more times a month	_____	_____	_____	_____
4	Once a month	_____	_____	_____	_____
5	Less than once a month	_____	_____	_____	_____
6	Never	_____	_____	_____	_____



National Trust for Historic Preservation

- 3 25-34
- 4 35-49
- 5 50-64
- 6 65 or over

8. What is the total yearly income of your household? [Circle number]

- 1 Under \$5,000
- 2 \$5,000 - \$10,000
- 3 \$10,000 - \$15,000
- 4 \$15,000 - \$20,000
- 5 \$20,000 - \$30,000
- 6 \$30,000 - \$40,000
- 7 \$40,000 - \$50,000
- 8 \$50,000 or over

9. How many people are in your household? [Circle number]

- 1 One
- 2 Two
- 3 Three
- 4 Four
- 5 Five
- 6 Six or more

10. Which newspaper(s) do you regularly read? [Circle all that apply]

- 1 _____
- 2 _____
- 3 Other _____

11. Which radio station(s) do you usually listen to? [Circle all that apply]

- 1 _____
- 2 _____
- 3 _____
- 4 _____
- 5 _____
- 6 _____
- 7 _____
- 8 Other _____

12. How would you rate downtown [Community] for the following? [Circle your answer]

- | | | | | | |
|----|------------------------------|------|------|------|------------|
| 1 | Attractiveness | Good | Fair | Poor | Don't know |
| 2 | Cleanliness | Good | Fair | Poor | Don't know |
| 3 | Parking convenience | Good | Fair | Poor | Don't know |
| 4 | Traffic flow | Good | Fair | Poor | Don't know |
| 5 | Shopping hours | Good | Fair | Poor | Don't know |
| 6 | Friendliness of salespeople | Good | Fair | Poor | Don't know |
| 7 | Safety | Good | Fair | Poor | Don't know |
| 8 | Variety of goods/services | Good | Fair | Poor | Don't know |
| 9 | Cost of goods/services | Good | Fair | Poor | Don't know |
| 10 | Quality of goods/services | Good | Fair | Poor | Don't know |
| 11 | Special events and festivals | Good | Fair | Poor | Don't know |

13. Where do you live?

- 1 In downtown [Community]
- 2 Elsewhere in [Community]
- 3 Elsewhere in [Community's] County
- 4 In _____ County
- 5 In _____ County
- 6 Other (_____)

14. Where do you work?

- 1 In downtown [Community]
- 2 Elsewhere in [Community]
- 3 Elsewhere in [Community's] County
- 4 In _____ County
- 5 In _____ County
- 6 Other (_____)

15. What is your occupation?

We would appreciate any comments or suggestions you may have on how to make downtown [Community] a more pleasant and exciting place.

Thank you for your help!

Sample
Business
Survey



Business Survey

Main Street

For survey taker's use:	
Date	_____
Time	_____
Block	_____
No.	_____

We are conducting this survey to learn how downtown [Community] can serve you better in the future. Your answers will help us make some recommendations for how downtown [Community] can be improved. Thanks for taking a moment to help!

1. What type of business do you have?

2. Do you own or rent the building in which your business is located?
 - 1 Own
 - 2 Rent

3. Approximately how large, in square feet, is your business?

4. How long have you been in business at this or a previous location?
 - 1 Under one year
 - 2 1-4 years
 - 3 5-9 years
 - 4 10-15 years
 - 5 Over 15 years

5. What hours is your business open?
 - 1 Sunday _____
 - 2 Monday _____
 - 3 Tuesday _____
 - 4 Wednesday _____
 - 5 Thursday _____
 - 6 Friday _____
 - 7 Saturday _____



National Trust for Historic Preservation

6. For each day of the week, at what time is the largest amount of your business conducted?

	Sun.	Mon.	Tues.	Wed.	Thurs.	Fri.	Sat.
1	Before 10 am						
2	10 am - noon						
3	Noon - 2 pm						
4	2 - 4 pm						
5	4 - 6 pm						
6	After 6 pm						

7. Over the last two years, how has your business changed?

- 1 Improved dramatically
- 2 Improved somewhat
- 3 Stayed about the same
- 4 Decreased somewhat
- 5 Decreased dramatically
- 6 Wasn't in business here two years ago

8. How would you describe the majority of your customers, in terms of:

- A. Sex:
 - 1 Male
 - 2 Female

- B. Age:
 - 1 Under 18
 - 2 18-24
 - 3 25-34
 - 4 35-49
 - 5 50-65
 - 6 65 and over

- C. Annual household income:
 - 1 Under \$5,000
 - 2 \$5,000 - \$10,000
 - 3 \$10,000 - \$15,000
 - 4 \$15,000 - \$20,000
 - 5 \$20,000 - \$30,000
 - 6 \$30,000 - \$40,000
 - 7 \$40,000 - \$50,000
 - 8 \$50,000 or over

9. What percentage of your advertising budget do you invest in each of the following media?

- 1 Newspaper: _____ %
- 2 Radio: _____ %
- 3 Television: _____ %
- 4 Direct mail: _____ %
- 5 Billboards: _____ %
- 6 Other: _____ % (specify: _____)

1
2
3
4
5
6
7
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47
48
49
50

10. From which newspaper(s) do you regularly purchase advertising? [Circle all that apply]

1 _____

2 _____

3 Other _____

11. From which radio station(s) do you regularly purchase advertising? [Circle all that apply]

1 _____

2 _____

3 _____

4 _____

5 _____

6 _____

7 _____

8 Other _____

12. In what months do you usually hold sales promotions?

13. How many people work at your business (including yourself)?

1 Full-time: _____ 2 Part-time: _____

14. Do you own or rent property to provide employee parking?

1 No

2 Yes (How many spaces? _____)

15. Do you own or rent property to provide customer parking?

1 No

2 Yes (How many spaces? _____)

16. How would you rate downtown [Community] for the following? [Circle your answer]

1	Attractiveness	Good	Fair	Poor	Don't know
2	Cleanliness	Good	Fair	Poor	Don't know
3	Parking convenience	Good	Fair	Poor	Don't know
4	Traffic flow	Good	Fair	Poor	Don't know
5	Shopping hours	Good	Fair	Poor	Don't know
6	Friendliness of salespeople	Good	Fair	Poor	Don't know
7	Safety	Good	Fair	Poor	Don't know
8	Variety of goods/services	Good	Fair	Poor	Don't know
9	Cost of goods/services	Good	Fair	Poor	Don't know
10	Quality of goods/services	Good	Fair	Poor	Don't know
11	Special events and festivals	Good	Fair	Poor	Don't know

We would appreciate any comments or suggestions you may have on how to make downtown [Community] a more pleasant and exciting place.

Thank you for your help!



Building Inventory



Building address _____
 Map/parcel _____
 Owner _____
 Address _____ Telephone _____

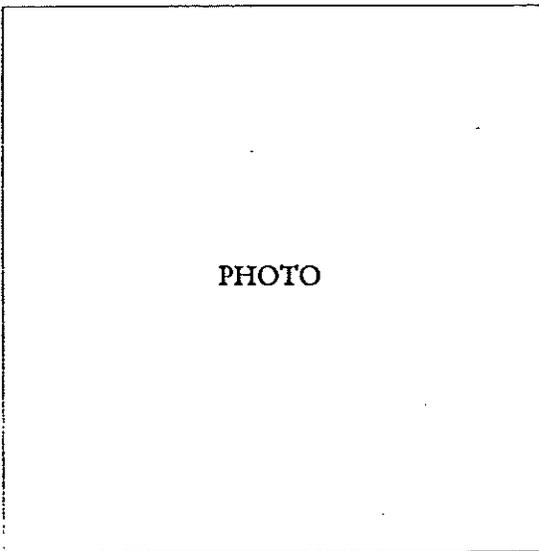
Floor	Sq. Feet	Use/Tenant	Annual Rent
Basement			
Ground Floor			
Upper Floors 2			
3			
4			

Overall condition: _____

Assessed value:
 Year _____ \$ _____ Annual taxes _____ Insurance premium _____
 Year _____ \$ _____ Annual taxes _____ Insurance premium _____
 Year _____ \$ _____ Annual taxes _____ Insurance premium _____

Realtor _____ Phone _____
 For sale? _____ What price? _____
 For rent? _____ What price? _____
 Terms/other information: _____

Date of construction: _____
 [Source _____]
 Listed in National Register _____
 Date _____
 In N.R. historic district? _____
 In local/state historic district _____
 Historic information _____



Photo/map sources _____

 Date of survey _____
 Surveyor _____
 Update _____
 Update _____



I. CONTENTS OF A RECRUITMENT PACKET

A business recruitment package is designed to provide an overall look at the community *and* a detailed description of the economic, social, governmental and physical conditions of the commercial district in which the reader is being invited to invest. To accomplish both objectives, the package should include the following elements. However, the team should review the types of information and then decide which facts, in what format, are most appropriate for their business district.

Most business recruitment packets contain the following information in some form:

- Maps of the trade area and downtown
- Demographic and market data
- Market strengths and trends
- Retail mix in the business district
- Promotions calendar
- Revitalization program information
- Business incentives and assistance
- Amenities and special features
- Building profiles
- Personal contact

EXAMPLES OF DEMOGRAPHIC INFORMATION FROM RECRUITMENT PACKETS

Market Profile: Buffalo Place & Downtown Buffalo

Metro area overview

- Metro area population of more than 1.2 million people
- 63% have visited downtown in past three months
- 67% of these shopped downtown
- More than 2/3 are female
- More than 40% earn \$25,000+ individual income
- 20% earn \$35,000+ individual income
- Downtown workforce accounts for approximately \$1.3 billion in annual salaries

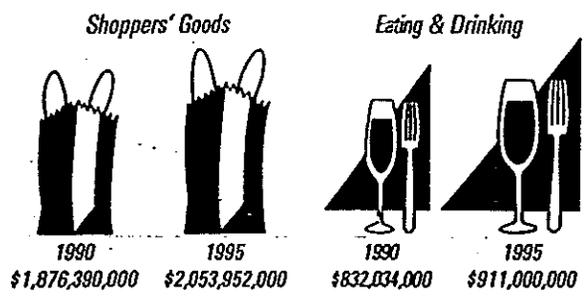
Workforce

- More than 57,000 people work in the central business district
- All are within walking distance of the downtown retail core
- The free-fare zone of Metro Rail provides additional access and easy mobility
- Workforce is expected grow to more than 64,000 by 1995
- 10,000 more work at medical centers just one transit stop and less than one mile away
- Median age of workforce: 37.7
- More than 40% are in executive, professional or technical positions

Residents

- Approximately 50,000 persons live within 1 mile of Buffalo Place
- More than 160,000 people live within 3 miles
- More than 357,000 live within 5 miles
- 2 new condominium complexes and 1 new apartment complex are under development in Buffalo Place
- More than 370 additional new housing units are under development within 1 mile of Buffalo Place

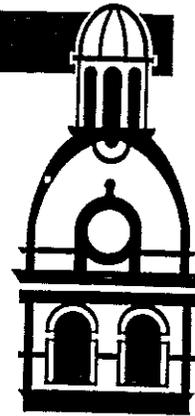
Downtown work force expenditure potential



Source: Hanner, Sloc, George Associates, 1987

Source: Buffalo Place Inc., Buffalo, N.Y.

DEMOGRAPHIC PROFILE



POPULATION: The population in the City of Wooster has remained relatively stable, with most of the projected increase attributed to a 1990 annexation of approximately 875 acres.

	Wooster	Wayne County
1994 projection	22,000	164,500
1989 estimate	20,050	162,250
1980 Census	19,289	97,408

1989 Estimated Population by Age (%)

	Wooster	Wayne County
0 - 13 years	17.6	23.3
14 - 17	7.1	8.3
18 - 24	15.0	10.6
25 - 34	15.6	16.3
35 - 44	12.6	13.0
45 - 54	9.1	9.5
55 - 64	9.2	8.3
65 +	13.8	31.5
Median age, total population	31.5 years	29.2 years

HOUSEHOLDS: The number of households estimated to exist in Wooster in 1989 was 7,800, a 9.8% increase from 1980. In Wayne County the number was 35,200, a 9.4% increase between 1980 to 1989.

INCOME: The estimated average household income in 1989 was \$30,750 in Wooster and \$31,050 for Wayne County. The estimated median income was \$25,900 and \$27,600 respectively.

1989 Estimated Household Income (%)

	Wooster	Wayne County
Based on number of households	7,800	35,300
\$ 0 - \$ 9,999	16.3	15.2
\$10,000 - \$24,999	32.7	29.4
\$25,000 - \$34,999	20.5	21.5
\$35,000 - \$49,999	17.0	20.5
\$50,000 +	13.5	13.5

OCCUPATION: A large percentage of the population are in administrative, professional or technical occupations.

	Wooster	Wayne County
Based on number of employed	9,012	43,493
Administrative & Management	10.4	7.2
Professional Speciality	16.5	9.2
Technical Support	3.4	2.7
Sales	8.4	7.7
Administrative Support	18.1	14.2
Service	13.8	11.5
Farm/Forestry/Fishery	1.1	6.2
Production/Craft/Repair	8.6	13.5
Machine Operators	10.6	14.2
Transportation/Material Moving	3.0	6.6
Laborers	6.2	6.5

TRAVEL TIME TO WORK: Most people live close to their work place, indicating that they live and work here in Wooster or Wayne County. This is not a bedroom community.

	Wooster	Wayne County
0 - 14 minutes	70.5%	48.5%
15 - 29	22.1	35.6
30 - 59	5.4	12.5
60 +	2.0	3.1

OCCUPIED HOUSING UNITS: A higher percentage of the housing units in Wayne County are owner occupied than in Wooster. Although in Wooster, more units are owner occupied than renter occupied.

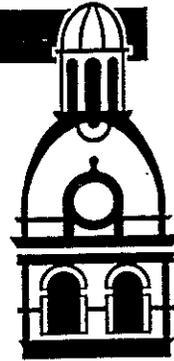
	Wooster	Wayne County
Based on number of units	7,105	32,233
% Owner occupied	58.1	73.2
% Renter occupied	41.9	26.5

NOTE: Where a date or the terms "estimate" or "projected" is not indicated, please assume that the figures are from the 1980 Census.

Source: Main Street Wooster, Inc., Wooster, Ohio

EXAMPLES OF INFORMATION ON LOCAL AMENITIES

WOOSTER FACTS



ACCOMMODATION: There are six hotels and motels with two hundred sixty rooms in the Wooster area.

AGRICULTURE: Rich agricultural lands surround Wooster. Cash receipts from dairy products, cattle and calves in Wayne County are the highest in the state. Wayne County ranks first in Ohio in the production of hay and oats.

ARTS AND CULTURE: The Wayne Center for the Arts, located in downtown Wooster, sponsors recitals, art shows and classes in a variety of art forms. Community theatre productions are held in the downtown Gateway Inn. The College of Wooster invites the public to its lectures, plays and choral, vocal and symphony concerts, including an annual appearance of the renown Cleveland Orchestra. The College is the home of the Ohio Light Opera Company whose summer productions attract people from miles away.

CHURCHES: Forty-seven churches representing the Protestant, Catholic and Jewish faiths are located here.

EDUCATION: The Wooster City School system includes eight elementary schools, one middle school, one high school, one parochial school, a County Career Center (vocational school) and Boys' Village (a facility for boys with special needs).

FINANCIAL INSTITUTIONS: Seven financial institutions have their offices in downtown Wooster.

GOVERNMENT: Wooster's Charter set up a Mayor/Council form of government. The Fire Division also provides emergency medical services. Additional police protection with special foot patrol officers is visible during the Christmas shopping season. Wooster's streets are well maintained throughout the year.

COMMUNICATIONS: The Wooster Daily Record is the major newspaper. One AM and one FM radio station and the College of Wooster's FM station broadcast in the area. Cable television is available from a local station which offers 33 channels and some local programming. Telephone service is through United Telephone Company of Ohio. Western Union service is available.

TAXES: Wooster has one of the lower income tax rates in Ohio — 1%. Compared with 100 major school districts in 1988, the Wooster City School District is taxed at a rate of 61.25 mills slightly below the average of 67.33 mills.

Historical Facts



Viroqua (Vi-row-kwa), Wisconsin - center for commerce, industry, government, education and entertainment in Vernon County is one of the most beautiful as well as having some of the most fertile land in the State of Wisconsin. An area of picturesque hills and valleys and forest crested ridges located in the driftless, unglaciated area of southwestern Wisconsin.

In 1846 Moses Decker, a lone prospector traveling through territorial Wisconsin, came upon this place of beauty and marked the spot with the building of the first log cabin on the location now known as Viroqua. In 1850 the site was surveyed and plotted and the village of Farwell named in honor of Governor Farwell, was born. In 1854 the name was changed to Viroqua.

In 1850, Moses Decker was aided by the settlers in erecting a gathering place. It was to serve as school house, court house, church and recreation center. It was in this building that the Circuit Court was first held in 1851.

In 1852, Viroqua was designated as the county seat because of its strategic geographical position. Three years later, Viroqua grew from three log houses to sixty houses and 350 inhabitants.

Viroqua Firsts:

Bank (1856), newspaper, The Western Times (1856), post office (1852), library (1866) and rail service (1879). The tragedy of 1865 best describes the spirit of Viroqua. In that year, a tornado nearly wiped out the village. The village was rebuilt and in the spring of 1866 was incorporated, holding the first council meeting June 1, less than a year after the tornado visitation.

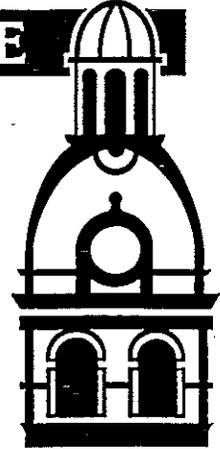


Viroqua Main Street, Looking North, 1899

Sources:
(top) Main Street
Wooster, Inc.,
Wooster, Ohio;
(bottom) Viroqua
Revitalization,
Viroqua, Wis.

EXAMPLE OF A BUSINESS ASSISTANCE INFORMATION SHEET

DOLLARS & DESIGN ASSISTANCE



LOW INTEREST LOAN PROGRAM FOR RESTORATION/ REHABILITATION OF DOWNTOWN PROPERTIES

1. Prime Rate Loan Fund (\$1.3 million availability)

The loan program is to encourage reinvestment in business and properties located within the Wooster downtown area.

Any loan granted should lead to the improvement of the downtown area as a quality environment; this includes shopping and business transactions and any social or cultural activity.

Loans will be granted for the following improvements:

- a) Physical appearance of the facade of a building
- b) Exterior structural improvements that are in context with the building facade
- * c) Interior rehabilitation that is consistent with the external improvements and includes the ultimate utilization of street and upper level spaces
- d) Any project involving exterior and interior rehabilitation should utilize the Secretary of Interior Standards for Historic Preservation and the Kent State Recommendation Study of Downtown Wooster for project guidelines.
- e) Consideration of interior improvements to the building should be based on said improvements becoming a reasonably permanent part of the building i.e. window treatment, carpeting, paint, built-in cabinetry, etc.

* Facade and external structural improvements are of primary consideration to the Project Review Committee.

- f) Sketches and cost estimates will be reviewed by the Project Review Committee of Main Street Wooster, Inc. for design appropriateness; design approval on the proposed project will be issued in written form to be presented to the participating financial institution

Based upon the individual financial institution's credit approval, the loan will be granted per the New York Prime rate, as published daily in The Wall Street Journal. The rate shall float and be adjusted per the policy of each participating financial institution.

Loans are approved at \$100,000.00 maximum and \$2,500.00 minimum. (A project larger than \$100,000.00 may be considered by one or more of the participating financial institutions.)

2. 7% Loan Fund (\$360,000.00 availability)

- a) Physical appearance of the facade of a building
- b) Exterior structural improvements that are in context with the building facade
- c) It is suggested that any project, involving exterior restoration/rehabilitation, utilize the Secretary of Interior Standards for Historic Preservation and the Kent State Recommendation Study for Downtown Wooster for project guidelines.

Loans are approved at \$50,000.00 maximum and \$2,500.00 minimum.

All terms and conditions are subject to the requirements of each participating financial institution.

ARCHITECT FUND

Purpose of the fund will be to aid property owners interested in restoration/rehabilitation of downtown area buildings. An architect would be hired, on a modest retainer fee, to consult with property owners and give suggestions and recommendations for possible future restoration.

- a) One-half of the initial consultation fee will be paid, upon receipt of bill, by Main Street Wooster, Inc., the amount not to exceed \$500.00.
- b) a copy of the architect's suggestions and recommendations, given to the property owner, would be sent and filed with Main Street Wooster, Inc. and is necessary for payment of the one-half of the initial consulting fee.

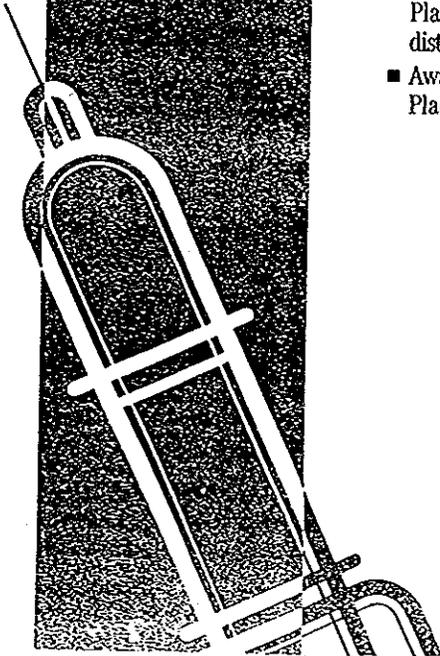
The existence of this fund will be contingent upon project funds available and approval of the Board of Trustees of Main Street Wooster, Inc.

Source: Main Street Wooster, Inc., Wooster, Ohio

Professional assistance through Buffalo Place

The Buffalo Place professional staff works in partnership with prospective merchants, businesses, property owners, brokers, tenants and artists to facilitate the process of locating here. Specific areas of assistance include:

- Locating space for sale or lease
- Data on pedestrian counts
- Easing city permit procedures and construction problems
- Identifying sources of public and private financing
- Identifying retail development opportunities
- Information on parking availability, hours and rates
- Access to special surveys, data and marketing studies
- Retail marketing assistance
- Preparation and dissemination of news releases on new businesses in the district
- Checklist for conducting a successful grand opening
- Opportunities for sponsorships or tie-ins for Buffalo Place special events
- Tie-ins with Buffalo Place sales promotions
- Support for special traffic and sales building events
- Visibility through listing in Buffalo Place retailer map and directory distributed throughout Western New York
- Awareness through 24-hour Buffalo Place event and information hotline
- Information on events, store hours and holidays
- Marketing consultation on an ongoing basis
- Retail and business recruitment
- Professional technical assistance in areas of leasing, merchandising, financial operations, inventory, space design, layout and security
- Buffalo Place can also act as a liaison to other agencies for additional sources of business planning and financial assistance



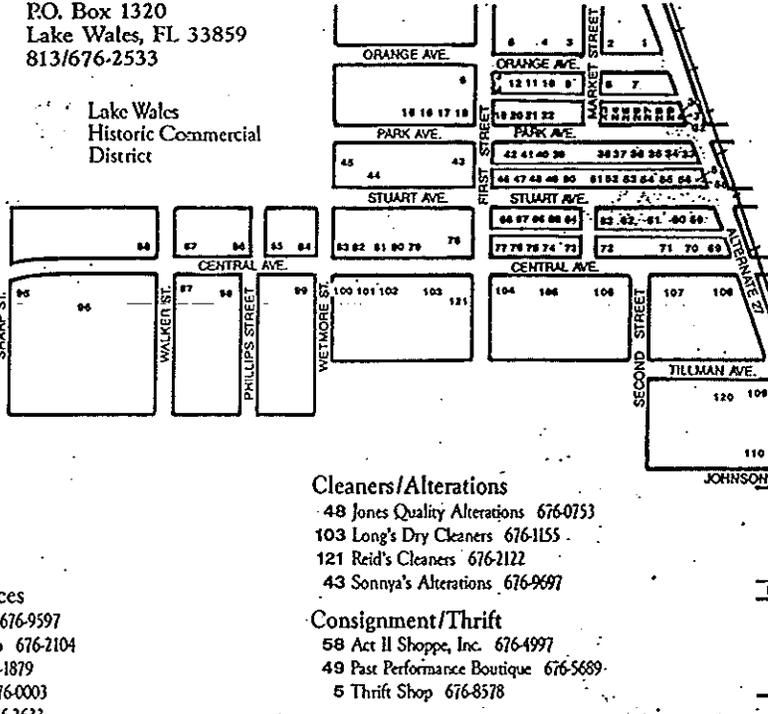
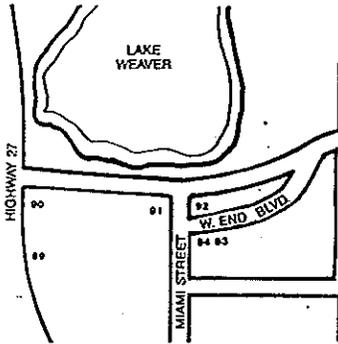
Source: Buffalo Place, Inc., Buffalo, N.Y.

EXAMPLES OF BUSINESS DIRECTORIES



Lake Wales Downtown Inc.
130 East Stuart Ave.
P.O. Box 1320
Lake Wales, FL 33859
813/676-2533

Lake Wales
Historic Commercial
District



- Financial Services**
 82 Allen & Company
 48 AVCO Financial Svc
 120 Bunting, Tripp & Ir
 62 Carter, Belcourt &
 28 Priscilla Gerard, CP
 67 Edward D. Jones &
 89 Thomas E. Kohl, C.
 54 Pioneer Capital Fin
 32 Violeta B. Salud &

- Florists**
 74 Central Florist 676-
 27 Touch of Silk 676-

- Food/Liquor**
 6 ABC Liquor 676-5
 17 Federal Discount
 35 Health Food Nutri
 44 Shopping Basket

- Furniture**
 63 Draper's Wales
 114 Drapers Furr.

- Gifts**
 1 Corner C
 30 Forum II
 56 Trudy
 43 The

- Beauty/Barber Services**
 109 Barbara's Nail Studio 676-9597
 52 Gary Bear Barber Shop 676-2104
 121 City Barber Shop 676-1879
 51 Gala's Hair Designs 676-0003
 43 Hotel Grand Salon 676-2633
 35 Images 676-2110
 83 Lovely Ladies Beauty Salon 676-6516
 15 Margaret's Beauty Salon 676-4212
 56 Merle Norman Cosmetics 676-4366
 25 Nancy's Nail Studio 676-9619
 42 Park Avenue Hair Place 676-3110
 75 Rainy Day Haircutters 676-0668
 10 Ruby's Coiffure Designers 676-3821

- Book Stores**
 37 Christian Book Store 676-3792
 75 Christian Science Reading Room 676-6365

- Carpet/Tile**
 113 Parrish Tile & Marble Co. 638-1687
 79 Taylor & Sons Carpet, Inc. 676-5093

- Cleaners/Alterations**
 48 Jones Quality Alterations 676-0753
 103 Long's Dry Cleaners 676-1155
 121 Reid's Cleaners 676-2122
 43 Sonny's Alterations 676-9697

- Consignment/Thrift**
 58 Act II Shoppe, Inc. 676-4997
 49 Past Performance Boutique 676-5689
 5 Thrift Shop 676-8578

- Cultural/Civic**
 45 American Legion Post
 8 The Care Center/Red Cross 676-6678
 119 Children's Museum 676-8645
 118 The Depot-Lake Wales Museum & Cultural Center 676-5443
 92 Lake Wales Chamber of Commerce 676-3445
 88 Veterans of Foreign Wars 676-4150

- Dance/Martial Arts**
 35 Solis Dance Arts 676-7534
 113 Academy of Tae Kwon Do & Karate 676-5002
 80 USA Goyu Karate 676-8643

- Electric Supply/Service**
 116 Estes Electric, Inc. 676-5437
 70 Fletcher Electric Service 676-1113
 9 Fort Electric Co. 676-3477

Source: Lake Wales Downtown, Inc., Lake Wales, Fla.