- Main Street 101 -

Benefits and Process

Downtown Redevelopment Services
Main Street is a process and a tool. Today we will learn to begin utilizing this tool.

Today’s Objectives

- What is the Main Street Model
- Understanding Who & What through community visioning
- Why Action-Oriented?
- Preparing for Economic Vitality
- How to get Involved in Your Town
What is the four-step Main Street Process?
Who We Are

Main Street America is a program of the National Main Street Center. We revitalize older and historic commercial districts to build vibrant neighborhoods and thriving economies.

Our Mission

The National Main Street Center leads a movement committed to strengthening communities through preservation-based economic development in older and historic downtowns and neighborhood commercial districts.
A Balanced Approach

Build a diverse economic base | Catalyze smart new investment | Cultivate a strong entrepreneurship ecosystem

Create an inviting, inclusive atmosphere | Celebrate historic character | Foster accessible, people-centered public spaces

ECONOMIC VITALITY

Build leadership and strong organizational capacity | Ensure broad community engagement | Forge partnerships across sectors

COMMUNITY TRANSFORMATION

Market district's defining assets | Communicate unique features through storytelling | Support buy-local experience

DESIGN

ORGANIZATION PROMOTION
Strategic DOING

Strategic Doing goes past planning, and focused equal efforts on implementation.
Economic Vitality

Economic vitality goes well past development and focuses on:

❖ Capital
❖ Incentives
❖ Non-financial to assist new and existing businesses
❖ Fostering catalyst change
❖ Creation of a supportive environment for entrepreneurs and innovators that will drive local economies
Design

Design is an all-encompassing term used to explain the look, feel and atmosphere created by the build environment.

- Buildings & Facades
- Streetscape & infrastructure
- Civic Spaces and Plaza’s
- Downtown Design Guidelines & Zoning

Additionally, this can include access to the natural features of downtown, including civic spaces.
Promotion

Promotion is focused around providing a singular voice or support mechanism that the external world views for your downtown. This task often includes:

- Creation of positive community images
- Placemaking & branding
- Marketing campaigns
- Community business owner marketing assistance
A strong main street must be led by a strong board. The organization pillar will focus on that. This specific pillar of the approach includes:

- Identifying local resources or assets
- Identifying and cultivating relationships
- Coordinating community involvement
- Directing the workings of the Main Street program
- Creating buy-in from local businesses and residents
Benefits of using the model

• Well Rounded Economic Impact
• Sustainable Local Economies (Based on Needs, not just tax revenue)
• Improved Commercial Corridors and Neighborhoods
• Stronger Connections & Partnerships
  • Improved Attraction
  • Improved Quality of Life
Case Study No. 1

COMMUNITY PROFILE: Laramie, Wyoming

“There’s a myth about downtown revitalization,” says Andi Summerville, the mayor of this historic railroad and university town two hours north of Denver. “People think you need a single, massive project or tons of money to bring an area back. But we didn’t have either one...We’re the poorest community per capita in the state, yet we’ve created one of the most vibrant historic cities anywhere in Wyoming.” At latest count, virtually every storefront is occupied, there’s a calendar of events packed with celebrations, and an explosive demand for downtown housing.

Laramie Main Street Alliance
Organization Founded: 2005
City Population: 32,382
Public and Private Reinvestment: $16.5 million
Net Gain in Businesses: 100
Net Gain in Jobs: 481
Building Rehabilitations: 283

Statistics recorded are from 2009-2017
Case Study No. 2

UTAH MAIN STREET PILOT PROJECT
BRIGHAM CITY AND PRICE

The Utah Main Street Pilot Project is an initiative of and partnership between Brigham City and Price, Utah as well as numerous state agencies and other organizations.

Background
Utah's downtown areas won't recover from the economic impacts of COVID-19 by government proclamations to reopen or marketing campaigns to bring customers back downtown. A return to bricks and mortar shopping, and other downtown activities, like getting a haircut, participating in a yoga class, eating in a restaurant and attending a special event are dependent on having an informed and strategic recovery plan.

Part of the Utah Main Street Pilot Project helps both Brigham City and Price develop recovery plans and action steps.

What Main Streets Are About
- Revitalization and giving new life to an area of town
- A traditional center of community life
- Local businesses that encourage more small businesses and entrepreneurs
- Supporting positive community development, infill and adaptable use
- Preserving a community's culture and history
- Encouraging placemaking

What the Partnership Team Provides
The local public/private partnership team provides a multi-faceted pilot program that offers several benefits including:
- Training and technical assistance
  - Project planning, business coaching and training, market research, feasibility studies, professional or technical reports
  - Community economic development
  - Feasibility studies and business plans
  - Long-term business strategic planning
- Funding assistance
  - Placemaking grants
  - City beautification
  - Historic restoration tax credits
- Consultants
- Multi-Agency approach
  - Utilize multiple state agency resources
  - Outside consultants

Who Benefits from Main Street Revitalization?
- State government: increased sales and income tax revenues; reduced burden of state business uncertainty.
- Federal government: economic stimulus to revitalize distressed communities.
- Local service agencies: stronger local employment base.
- Residents: access to essential goods and services for everyday life.
- Business owners: increased sales and income from increased foot traffic.
- Local government: increased property tax revenue for enhanced public services.
- Financial institutions: safer investments; CBA compliant; mortgage commercial deposits.
- Public: Walkable, vibrant, greener neighborhood.
- Schools: Long permanence for local public, private schools.
- Arts organizations: stronger cultural investment, vibrant for holding events.

The Main Street approach is centered around transformation strategies.
Who Does the Model Work for?

The answer is everyone.

Whether your community is 50 or 5,000,000 there are programs available. NMSC offers two models, they are:

- **Main Street Model** - Meant for communities under 25,000 in population
- **Urban Main** - Meant for communities with an urban population or urban form factor
What does your community need to get started?

The Main Street model is a tiered system, allowing for expansion as capacity is built. As a fledgling group, the below items will be necessary:

- A group of vested individuals
- Community supporters
- A unified vision or desire for community revitalization
- A desire to make your town feel like “HOME” to all
- Strong desire to make local economy sustainable
Communities in Utah that use the Model

- Provo
- Logan
- Brigham City
- Price
- SLC – Granary
- SLC – State Street
Let’s look at details specific to the state-wide program
How is it funded?

With the passage of SB194, a funding allocation of $300,000 was allocated to the Utah Main Street program. This funding allowed for:

- Becoming a member of the National Main Street Center
- Provide a system of community designation and tiered acceptance
- Explore downtown enhancement grants (tier 2 or higher only)
What Agencies are Involved?

A representative from each of the agencies is currently working as part of the governing group:

❖ GOED (administrative oversight)
❖ Tourism Development
❖ Department of Heritage and Arts
❖ UDOT
❖ Housing and Community Development Division;
❖ local association of governments;
❖ a representative from the private sector involved in a local main street program;
❖ a representative of a local main street program; and three representatives from various entities that have an interest or expertise in assisting local main street programs.
The new Utah Main Street Program will help Utah communities revitalize their economy, appearance, and image of their downtown commercial districts. They do this by building a strategy centered around a community’s unique heritage and attributes, lifting up what is special about it to make it a great place to live and visit. The program will provide a framework and resources to support a community's downtown revitalization efforts.

The Utah Main Street Program is about:

- Revitalization; giving new life to special areas of a community
- A traditional center for community life
- Home to local business
- Encouraging small business growth and entrepreneurship
- Encouraging positive community development by in-fill and adaptable uses
- Preservation of culture and history
- Place making

What goals will the Utah Program support?
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<tr>
<th></th>
<th>Engaged Main Street Tier 1</th>
<th>Vibrant Main Street Tier 2</th>
<th>Master Main Street Tier 3</th>
<th>Accredited Main Street Tier 4</th>
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<td>3-5 years</td>
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<td>Traditional Main Street District</td>
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<td>Yes</td>
<td>Yes</td>
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<td>Use Main Street Four-Point Approach®</td>
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<td>Yes</td>
<td>Yes</td>
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<td>Steering Committee or Board of Directors</td>
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<td>Employ Executive Director</td>
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<td>Attend Network Meetings (3/yr)</td>
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<td>3/yr. min</td>
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<td>Serve as Mentors to Other Towns</td>
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<tr>
<td>Meet National Accreditation Standards</td>
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<td>Current Main Street America member</td>
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<td>Provide Annual/Quarterly Report(s)</td>
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<td>quarterly</td>
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<td>gen. boundary</td>
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<td></td>
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<tr>
<td>Current Downtown Plan (less 5 years old)</td>
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</table>

What are the tiers of the program, and what is required?
Who benefits from a community Main Street program?

Just about everyone from businesses to residents to governments with increased revenues and goods & services. Additionally, an amenity for residents is also an amenity for tourists. One of the greatest strengths of Main Street is its multi-disciplinary approach – its economic development, tourism, community development, heritage & culture, transportation and preservation and more.

### Who Benefits from Main Street Revitalization?

- **Property owners.**
  Growth of rental income; increase in property values; safer environment.

- **Business owners.**
  Higher sales; safer work environment; access to business resources.

- **District workers.**
  Access to a broader range of goods and services; more pleasant work environment; rise in wages.

- **Residents.**
  Access to a broader range of goods and services; more pleasant living environment.

- **Local government.**
  Increased property tax revenues; stronger civic engagement.

- **State government.**
  Increased sales and income tax revenues; reduced burden of state support.

- **Federal government.**
  Increased income tax revenues; reduced burden of federal support.

- **Social service agencies.**
  Stronger local employment base; better range of goods and services for residents.

- **Civic groups.**
  Venue for holding events; partner in strengthening community.

- **Arts organizations.**
  Strengthened cultural environment; venue for holding events.

- **Financial institutions.**
  Safer investments; CRA compliance; more/larger commercial deposits.

- **Police.**
  Reduced crime; greater neighborhood involvement in community policing.

- **Schools.**
  Living laboratory for civics, local history, architecture, small business development.

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Projected Local Utah Benefits

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What will the program support?

Successful Main Street Districts provide:

- Walkable, human-scale environments
- Unique, historic and visually attractive architecture
- A mix of uses, activities and consumers
- A strong existing tax base that attracts new businesses and creates jobs
- A center for activity and community life
- Positive community image and identity
- Opportunities for public-private partnerships
- A place for the community to define its identity through a shared vision of place
Application Process

In mid-September a call for applications will be announced.

This application will allow your community to be considered as part of the competitive community process.
Want to Become Part of the Movement?

Want to be kept up to date about the program implementation, or be considered as an eligible community?

[https://forms.gle/iGoYCLeXuWUcT9Co8](https://forms.gle/iGoYCLeXuWUcT9Co8)
what can you do to prepare?

Understanding that the program is funded and moving forward, what should your community have ready?

Let's discuss some common first steps to support the economic vitality point.
Time for Critical Thinking

❖ What are your UNIQUE ASSETS?
❖ Why do residents call your community HOME?
❖ How can your downtown be better utilized?
❖ What downtown revitalization or business groups do you have?
❖ What roles do residents and businesses play in downtown?
❖ Are your residents and business owners EMPOWERED?
Understanding your community is the first step!

Understanding Who & What through community visioning
Visioning through engagement

Ensuring the community supports the vision of a revitalized downtown and improved local economy is important to the Main Street approach.

Outlined in this section are some recommendations to conduct such visioning.

I would recommend the Orton Heart and Soul process. We can discuss the process if it is new to participants in the room.
Frank Conversations
Allowing open conversations, identifying true need

Open conversation will lead to identifying truly experienced issues. In order to facilitate open conversation, the community should:

- Meet people where they are at, in a format they are comfortable with
- Work on creating a mission or vision statement, utilizing adverbs and descriptive text
- Facilitate open ended questions
- Prompt people to answer tough questions about their own community
- Increase awareness through guided exploration and root source identification.
Listening with Your Ears Open
Listening and Hearing are Two Separate Things

When your community is looking to set a vision, listening is just the first step. To improve “listening” skills:

- Realize that what you hear, is not always what is meant
- Understand that anger and frustration can cloud judgement or degrade conversations
- Digging past frustration to get to root causes of problems of strengths
- Learn to be inquisitive and show true empathy in your discussions
- Ensure you are empathetic and reinforcing with all people, regardless of your personal feelings.
Use guided exploration
Encourage exploration through questioning

Many people do not fully understand their issues, relying on symptoms or surface considerations. To dig deeper it is recommended to:

- Pose open ended questions to garner feedback
- Taper or tailor questions to more specific causes as the discussion progresses
- Provide evidence based findings or facts to help guide exploration of residents issues
- Check their understanding through pointed or short answer questions
- Deep dive into topics of concern, highlighting root causes and impacts
- Collect feedback from multiple age cohorts and socio-economic groups, notating their linkages
- As a result of these exercises, consensus building blocks should be identified.
Be Honest and Realistic
Downtown Revitalization Takes Time

When talking about visioning and goal setting for downtown revitalization, it is important to set the right timeframe. Revitalization takes years, if not decades, and is often never truly completed. So it is important to:

- Explain the process and the current location overall
- Outline the need for their input and how it will be utilized throughout
- Document where visioning and consensus building will play a role in the process
Creating a Unified Vision Statement
Building on The Root Issue

Building upon the information learned, it is critical to use the fundamental root issues to build a clear, concise and descriptive vision. This vision statement should be:

- Be 8-12 words in length
- Use adverbs or descriptive words that are specific to the community character
- Remain vague enough to encompass all four points of the main street approach
- Clearly and concisely create a vision or goal statement.
- Identify and prioritize economic development goals
- A call to action for residents
Testing the Vision
Test, Refresh, Repeat

Vision statements are not achieved on the first try, they take time and effort to get right, yet when they are correct, the whole community can rally behind it. So it is important to:

- Test the statement with the public, offering feedback in multiple formats
- Highlight inclusion, deletions or changes
- Revise the statement and announce
- Retest and repeat as needed.

Vision statements should be reviewed every 5-8 years with the main street or community strategic plans.
Need some coffee?

Let’s take a 5 minute break
COURTESY PARKING FOR CUSTOMERS ONLY

Owners and Employees Please Use Mid-Block Parking Lots Located Behind Stores
Without actions, the MS board is just a group of friends gathering for coffee?
Action-Oriented Economic Vitality Strategies

- Building on Input
- Implementing the Vision
- Solve the problem
- Creating Your Map

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Identify your community

- Understanding your need
- Targeting your communications
- Identify how the development effort will impact your community, both in qualitative and quantitative impacts
- Concisely match this opportunity to itemized priorities
Without Community Support, Planning Rarely Achieves Implementation

The residents, business owners and stakeholders should always have a voice in civic projects. In the modern era, it is more important than ever to have a strong public input campaign. Some options for input include:

- Online engagement
- Multi-sensory experiences
- Inclusion at community events (farmers markets, park events, etc.)
- Stakeholder meetings
- Pop-up shop events to highlight the downtown
- Personal interaction is critical

Remember, it is the local community that will support the community, and the community should support the local residents. Their tax dollars or donations will pay for improvements and cost bonding.
Implement The Vision
Empower the community

It is better to source development from locals that look for outside help. Work with the residents to:

- Identify local partners who can work collaboratively
- Source local capital to implement the projects
- Round table the roles and responsibilities
- Identify a local capacity to fulfill the need
- Identify municipal roadblocks and provide assistance

Look to the community
Building Capacity is Building Enthusiasm

Not all successful plans are about designing whole downtowns or entire parcels, and not all catalyst efforts must be expensive. As part of the planning process, each community should:

- Identify projects that will be impactful, yet cheap and easy to implement
- Foster a climate that removes the chance of apathetic residents
- Prepare a prioritized list of projects that will include individuals and community based groups responsible for implementation
- Build momentum and capacity through small projects first, escalating to larger when funding and capacity is available

By taking on smaller projects, residents will see change more quickly, building enthusiasm and removing apathy
Critical to this effort is empowering the locals and building capacity among residents, making future (larger) projects easier.

This point is of the utmost importance. As the main street approach champions, residents should be the driving force behind all economic vitality in the town. Empowering local entrepreneurs will drive a more sustainable market and increase civic awareness.
Solve the Problem
Solving the problem is a multi-step process, one that often requires outside help for a portion of the work. Steps include:

- Identifying your partners
- Answering the “5 W’s”
- Making items Attainable
- Planning for the Short, before the long
Identifying Future Partners

Architects  
Feasibility Studies  
Planners

Bankers  
General Contractors  
End Users

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Communities often have fantastic goals, yet lack the follow-through to successfully implement. It is important that all main street goals are:

- Action oriented
- Time bound
- Specific to the individual or party responsible for completion
- Prioritized for impact and available funding
- Providing accountability for implementation

Answer the WHO, WHAT, WHEN, WHERE AND HOW
Multi-stage Goals Provide Impact at All Levels

Creating interest and visible progress is critical for a community to show residents and visitors that changes are happening:

- Successful plans provide short, mid and long term goals
- Stages goals will provide a “progress” milestone at intervals
- Continual progress will retain the support of the community
- Typical milestone terms are:
  - Short term - 2-3 years
  - Mid term – 3-7 years
  - Long term – 7-15 years
Own
YOUR
Revitalization
An action plan is only as good as the guidance it provides.

Action plans should be prepared to provide a clear “map” or “route” for each community to follow for achieving their common goal. Understanding this, it is critical that each master plan:

- Clearly mark the starting point and the desired ending point
- Outline the desired path for achieving the goal
- Provide solutions on what to do if a “roadblock” or “pot hole” is encountered
- Clearly outline what is needed to successfully achieve the goal
Determine Potential Catalyst Projects

Catalyst projects will create an impact in your community and show the residents success stories. Each catalyst should be unique to your community. Sample catalyst projects are:

- Adaptive reuse projects
- Streetscape projects
- Vegetation installations
- Civic space creation
- Alleyway activation
- Signage projects
- Façade programs
- Park rehabilitation or creation
How to prepare your Main Street for Economic Vitality improvements
Baseline and Prep Tools
Helping create a prepared and "ready" community
Understanding your community will determine your sustainability

Market Analysis

- Providing missing services and amenities will provide a new tax base
Identify Your Needs

Conduct a market analysis to gather details about your local market. This report should include:

- Under/over saturated services or amenities
- Sectors not capitalized upon
- Retail spending or consumer profiles
- Inclusion of artisan, local goods or niche market commercial
- Documentation about potential revenues
- Household spending or budgeting figures
## Retail Goods and Services Expenditures

### Top Tapestry Segments

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<thead>
<tr>
<th>Segment Description</th>
<th>2021</th>
<th>2026</th>
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<tbody>
<tr>
<td>Food at Home</td>
<td>$22,430</td>
<td>$27,740</td>
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<td>Services</td>
<td>$8,609</td>
<td>$9,820</td>
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<td>Tobacco</td>
<td>$1,814</td>
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<td>Restaurants</td>
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<td>Entertainment &amp; Recreation</td>
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<td>$7,336</td>
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<td>Household Furnishings &amp; Equipment</td>
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<td>Health</td>
<td>$3,516</td>
<td>$4,380</td>
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<td>Personal Care &amp; Services</td>
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### Financial

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<td>Income from Stocks/Mutual Funds</td>
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<td>Income from Retirement Plans</td>
<td>$2,365,780</td>
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<td>Income from Other Financial Assets</td>
<td>$3,456,980</td>
<td>$4,327,780</td>
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<td>Payments for Vehicles excluding Leases</td>
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<td>Payments for Gasoline and Motor Oil</td>
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### Travel

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### Data Note:
The Spending Potential Index (SPI) is household-based, and represents the amount spent for a product or service relative to a national average of 100. Detail may not sum to totals due to rounding. This report is not a comprehensive list of all consumer spending variables therefore the variables in each section may not sum to totals.

### Source:
Esri forecasts for 2021 and 2026; Consumer Spending data are derived from the 2018 and 2019 Consumer Expenditure Surveys, Bureau of Labor Statistics.
Understanding your community will determine your sustainability

Highest and Best Use

- Helping property owners understand a sustainable ecosystem

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Sustainable buildings are long-term investments

Working with property owners to understand building activation and operating incomes can be challenging, but it is a critical step to creating civic minded entrepreneurs. In order to do this, the following is suggested:

- Educational programs (finance and diversification tactics)
- Building proforma creation
- Market rate calculations (for before/after renovations)
- Succession and exit strategy planning
Land Use, Zoning & Development Code Review

These elements are often quoted as the most challenging hurdles for main street organizations. In order to make sure your community is prepared, the following should be undertaken:

- Update land use and zoning maps to ensure all elements are congruent
- Review your business permitting process
- Analyze your development permitting process to identify sticking points
- Document issues in building, adaptive reuse or rehabilitation guidance

If any inconsistencies have been identified, or if the process is challenging, it is recommended to:

- Review your guidance documents to support LOCAL entrepreneurs
- Prepare updates that will support small scale development
- Document recommendations or guidance that will encourage rehabilitation, not reconstruction
To re-use is better than to tear down

Building & Business Inventory

- Understanding the possible uses of a building will increase the potential end-users
Preparing a List

A list of buildings and businesses should be prepared, documenting the following items, at a minimum:

**Business Inventory**
- Business name and contact info
- Mailing and communication information
- Type of service provided
- Primary market or clientele (if available)
- Hours of operation
- Business owner contact information
- Marketing/Social media information

**Building Inventory**
- Building address and condition
- Building details (Sq Ft, age, environmental issues, etc.)
- Building uses
- ADA access
- Structure format and reuse options
- Façade and architectural elements
- Construction era or style
What Else Can Be Done

Floor Plans

Existing Conditions Assessments

Before/After imagery
Creating a central location for these reports will increase use

Creation of a database

Now that the documentation is prepared, it must be stored and advertised
Prepare a Database

Main Street (and transformation strategies) is built upon tracking KPI’s. It is advised to start now and create a strong baseline. Recommendations are:

❖ Conduct a baseline community assessment
❖ Send out semi-annual economic KPI update requests
❖ Prepare an anonymous data portal for reporting figures
❖ Collect, decode and report stats

This step is critical for grant or foundation funding. Each agency will want to measure impact, and if you have information already done, you're ahead of the curve.
Real Estate Database

❖ Prepare a list of available properties and their aspects
❖ Work with the building inventory list to identify underutilized or vacant properties
❖ Prepare marketing materials or documents to solicit available spaces
❖ Create an online platform specific to your community. Dtwnproperties.com is an example
If no one knows your community is ready, there will be no development.

Developer Due Diligence Reports

Documents that will advertise your community to the development realm
Your sphere of influence should prioritize locals first and visitors second

Identify your ecosystem

Prepare an ecosystem or trade area determination
To re-use is better than to tear down

Program your downtown

- Identify impactful services and attract them to targeted parcels
Downtown Programming

- Identifying the right cadence and flow for downtown
- Curating a likely path that will activate the whole downtown
- Adding the right services or amenities at the right locations, drawing traffic in a projected pattern
- Targeting development on services and parcels that will create catalyst changes
- Working with property owners to identify highest ROI.
Supporting a unified look

Design Guidelines

❖ Design Guidelines are a collective vision for downtown
Call to Action
How can you help?

❖ Apply for the program
❖ Invite vested individuals
Want to Become Part of the Movement?

Want to be kept up to date about the program implementation, or be considered as an eligible community?

[https://forms.gle/iGoYCLeXuWUcT9Co8](https://forms.gle/iGoYCLeXuWUcT9Co8)
Questions/Comments

If you want a copy of the presentation, leave me a card or email be at the address below:

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