

The New Economic Restructuring Main Street Basic Training

Main Street
NATIONAL TRUST FOR HISTORIC PRESERVATION

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Fundamental Four-Point Approach®

- Asset based economic development
- Heritage asset
 - Built history (Design)
 - Cultural history (Promotion)
- Human asset (Economic Restructuring, Organization)
- Independent
 - Local
 - Owner operated



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Fundamental Four-Point Approach®

- Learning how good DEVELOPMENTS work and then improving how well yours work - collectively and individually



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Fundamental Four-Point Approach®

- Fundamental design
 - Learning how good **DESIGNS** work and then improving how well yours work - collectively and individually
- Fundamental organization
 - Learning how good **ORGANIZATIONS** work and then improving how well yours work - collectively and individually
- Fundamental promotion
 - Learning how good **PROMOTIONS** work and then improving how well yours work - collectively and individually
- Fundamental economic restructuring
 - Learning how good **BUSINESSES** work and then improving how well yours work - collectively and individually

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Fundamental Four-Point Approach®



Market driven

- All four points take on development responsibilities.
- Design Committee develops space/place
- Organization Committee develops partners
- Promotion Committee develops customers
- Economic Restructuring (Business) Committee develops entrepreneurs

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Mechanisms for facilitating the development process

- Build relationships
- Inspire action
 - Mission, vision, market position and brand
 - Downtown development plan
- Coordinate
 - Board oversight; cross committee work/action planning, joint projects; periodic joint meetings
- Know the Market
 - Perform ongoing targeted market research

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Economic Restructuring (Business) Committee responsibilities

- Plant the seed for entrepreneurship and grow entrepreneurial spirit/culture
- Grow entrepreneurial ventures (Phase 1)
- Attract entrepreneurs to the Main Street district and field entrepreneur inquiries
- Continue growing entrepreneurial ventures (Phase 2)
- Proactively recruit entrepreneurs

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Help MS program build relationships

- Match each business and property owner with the right liaison
 - doesn't need to be an economic improvement committee member
 - Visit two times a year
 - Hold an annual retreat to review visits – what was learned
- Case examples
 - Viroqua Partners (WI) Shepherding Program



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Help MS program build relationships

- Create business owners and property owners groups
- Resource(s)
 - Breakfast Bites: Downtown Business Owners Offer Good Advice to Chew On (MSN)
- Case examples
 - Georgetown (TX) Breakfast Bites
 - Broadway (Green Bay, WI) Babes N Buds



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Help MS program build relationships

- Foster landlord/tenant collaboration, partnership
- Resource(s)
- Sample/boilerplate prorated, escalating, and/or profit sharing leases

- Case Studies
 - Platteville, Beloit, Portage, Ripon



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Help MS program build relationships

- Take the lead on developing economic partners

- Case examples
 - Roseburg (OR) Upper Floor Redesign Project



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Help MS program inspire action

- Craft or recraft your mission and vision statements
- Resource(s)
- How to instructions can be gotten from Sheri or NTMSC

- Case examples
 - Monroe (WI)



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Help MS program inspire action

- Craft or recraft your market position statement
- Resource(s)
 - Handout
 - Exercise
- Case examples
 - Easton, a lifestyle center in Columbus (OH)



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Position Statement Sample

Our downtown serves the 1,000 households located nearby and the 200 employees who work in downtown every week day. Residents come for the convenience businesses and a small restaurant cluster. Employees are a small customer base for the convenience businesses but are significant customers for restaurants. The restaurants also attract a few customers from the residents who live more than 20 miles away.



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Help MS program inspire action

- Craft or recraft your brand
- Resource(s)
 - The Branding of Downtown Boulder (MSN)
- Case examples
 - Rutland (VT)
 - Denton (MD)



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Help MS program inspire action

- Craft or recraft your downtown development plan
- Resource(s)
- Main Street at Work: Designing a Marketplace (compelling)
- Sell potential investors on their ability to become part of your plan.

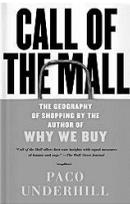
- Case examples
- Altavista (VA)



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Help MS program craft or recraft your downtown development plan

- Become students of successful marketplaces
- Resource(s)
- Call of the Mall by Paco Underhill
- Design Field Study: collect directories from malls and lifestyle centers



The collective, not the individual, determines commercial district success. The right combination and critical mass of businesses to attract the available customers

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Help MS program craft or recraft your downtown development plan

- Define the market you will go after, not the market your will settle for
- Resource(s)
- [www.danth.com/pdf/Niche Revitalization Strategies.pdf](http://www.danth.com/pdf/Niche%20Revitalization%20Strategies.pdf)

- Case examples
- Hutchinson (KS) market recapture



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Help MS program craft or recraft your downtown development plan

- Visually map out or model your ideal/dream marketplace
- Resource(s)
 - Niches and Clusters fact sheet
 - Downtown Development Plan Pros and Cons fact sheet

- Case examples
 - Blackstone (VA)
 - Beloit mapping and modeling exercises (Legos)



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Help MS program craft or recraft your downtown development plan

- Take the lead on selling the Downtown Development Plan
- Resource(s)
 - Downtown Gardiner (ME) Vision piece
 - Larsen Green (WI) marketing piece

- Case examples
 - Downtown Gardiner (ME)
 - On Broadway, (Green Bay, WI)



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Help MS program craft or recraft your downtown development plan

- Coach individual developers/investors on the collective goal of a strong marketplace
- Resource(s)
 - Lowering the Vacancy Rate in Canal Winchester, OH
 - www.ilsr.org

- Case examples
 - Main Street Canal Winchester (OH)



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Help MS program coordinate the development process

- Formalize board oversight
- Establish cross committee work/action planning, tackle joint projects
- Hold periodic joint committee meetings



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Know the Market

- Assemble past market research/ analysis efforts



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Know the Market

- Create and maintain a property and business inventory
- Encourage businesses to do the same (POS)
- Resource(s)
 - www.uwex.edu/ces/cce/d/downtowns/dma/1.cfm
 - www.downtown-diva.com/database.php
- Case examples
 - Sheridan (WY)
 - De Pere (WI)

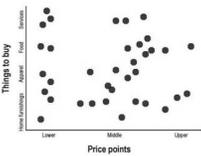


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Know the Market

- Analyze your business mix
- Resource(s)
 - www.uwex.edu/ces/cced/downtowns/dma/3.cfm
- Exercise →

- Case examples
 - Dodge City (KS)



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Know the Market

- Help businesses keep pace with the market
- Resource(s)
 - ICSC trends
 - www.icsc.org/cgi/displaybook/000300

- Case examples
 - Main Street Wausau, Inc.'s (WI) uniform (or expanded) business hours initiative




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Know the Market

- Perform ongoing targeted market research
- Resource(s)

- Case examples
 - Reverse case of analysis paralysis



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Perform ongoing targeted market research

- Answer market questions to inform your development decisions
- Resource(s)
- Chapter/section from Revitalizing Main Street
- Exercise

- Case examples
- Emporia (KS) Student Surveys



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Perform ongoing targeted market research

- Build the capacity of downtown businesses to pose and answer questions to inform their own decisions
- Resource(s)
- Network Notes: Soft Opening

- Case examples
- Tapatinis, Barracks Row (DC)
- Wardrobe Safari (Port Washington, WI)



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Plant the seed for entrepreneurship and grow entrepreneurial spirit/culture

- Tell people about the value and importance of hometown, independent, and entrepreneurial businesses
- Resource(s)
- www.portangelesdowntown.com/archives.php

- Case examples
- Port Angeles (WA) Downtown Association Business (Entrepreneur) of the month



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Plant the seed for entrepreneurship and grow entrepreneurial spirit/culture

- Show people the value and importance of homegrown, independent, and entrepreneurial businesses

- Case examples
 - Ellensburg (WA) Downtown Association's Emerging Entrepreneur Symposium



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Plant the seed for entrepreneurship and grow entrepreneurial spirit/culture

- Establish or support entrepreneurship coursework in schools
- Resource(s)
- Start You Own Business Course flyer

- Case examples
 - Simsbury (CT) Main Street Partnership & Simsbury High School Culinary Arts Training Pilot Program
 - Start Your Own Business Course, Flint Hills Technical College (Emporia, KS)



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Plant the seed for entrepreneurship and grow entrepreneurial spirit/culture

- Create and maintain an entrepreneurial network

- Case examples
 - Are You a B-Girl? (NJ)
 - Viroqua (WI) Area Young Professionals



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Plant the seed for entrepreneurship and grow entrepreneurial spirit/culture

- Be entrepreneurial as a committee and organization
- Case examples
 - Allston Village (Boston, MA) VIP (Valet Instead of Parking)
 - Downtown Diva



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Grow entrepreneurial ventures (Phase 1)

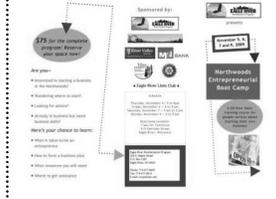
- Learn how good businesses work then communicate best business practices
- Resource(s)
 - Why We Buy: The Science of Shopping by Paco Underhill
 - Economic Restructuring Field Study
- Case examples
 - Ellensburg (WA) Brown Bag Business Basics



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Grow entrepreneurial ventures (Phase 1)

- Facilitate access to business development training/resources
- Case examples
 - Downtown Whitewater Inc. (WI) social media workshop
 - Eagle River Entrepreneur Boot Camp



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Grow entrepreneurial ventures (Phase 1)

- Facilitate access to existing human capital
- Case examples
 - Adopt a business
 - Shirt Tales (NE) job shadow opportunity



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Grow entrepreneurial ventures (Phase 1)

- Facilitate access to existing financial capital
- Resource(s)
 - www.thenewnorth.com/thenewnorth/newreport/business+plan+contest/default.asp
- Case examples
 - Northeast Wisconsin Business Plan Contest
 - The Des Moines County Business Plan Competition (IA)



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Attract entrepreneurs to the Main Street district and field entrepreneur inquiries

- Document and communicate your tangible and intangible successes
- Case examples
 - Cambridge (MD) renewal letter
 - Stevens Point ADB Annual Report



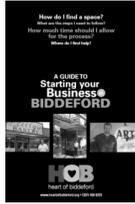
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Attract entrepreneurs to the Main Street district and field entrepreneur inquiries

- Market available human and financial capital
- Resource(s)
 - www.mdf.org/documents/Biddefordbusinessretention-3.pdf

• Case examples

- A Guide to Starting your Business in Biddeford (ME)
- Garden City (KS) Downtown Vision, Inc.'s Second Story Residential Development CD



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Attract entrepreneurs to the Main Street district and field entrepreneur inquiries

- Become a business information resource center
- Resource(s)
 - Workplace Learning Center (WMS Case Study)

• Case examples

- Antigo (WI) Main Street Workplace Learning Center



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Attract entrepreneurs to the Main Street district and field entrepreneur inquiries

- Market the district as being entrepreneurial friendly
- Resource(s)
 - www.paducahalliance.org/artist_relocation_program.php
 - www.bluecollarcreative.org/Oregon-City/

• Case examples

- Paducah (KY) Artist Relocation Program
- Blue Collar Creative (Oregon City, OR)



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Continue growing entrepreneurial ventures (Phase 2)

- Become an incubator-without-walls
- Resource(s)
 - Down East Business Alliance (ME)
 - Incubator Without Walls and Experiential Tourism Incubator Without Walls Factsheets
- Case examples
 - Leavenworth (KS)



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Continue growing entrepreneurial ventures (Phase 2)

- Provide personal training/coaching
- Resource(s)
 - BizFizz www.bizfizz.org.uk
 - Center for Rural Entrepreneurship www.energizingentrepreneurs.org
 - Coach U www.coachinc.com
 - The Coaches Training Institute (CTI) www.thecoaches.com
 - NLP
- Case examples
 - Marc Levin, Mallove's Jewelers (CT)



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Continue growing entrepreneurial ventures (Phase 2)

- Create new financial capital
- Resource(s)
 - www.downtownjackson.com/about/downtown_jackson_incentive_programs.php
- Case examples
 - Beloit (WI) Façade and Upper Floor Housing Grant Programs
 - Jackson (TN) Downtown Development Corporation
 - De Pere (WI) Business Plan Contest



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Continue growing entrepreneurial ventures (Phase 2)

- Reduce disincentives
- Case examples
 - Peabody (KS) High Speed Internet



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Continue growing entrepreneurial ventures (Phase 2)

- Incentivize targeted entrepreneurial ventures
- Resource(s)
 - Pop Up Shops Generate Holiday Excitement (MSN)
 - Bristol (CT) Development Authority Downtown Restaurant Attraction/Incentive Program
 - Pawtucket (RI)'s Restaurant Loan Program
- Case examples
 - H-PUP, (Cambridge, MD)



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Continue growing entrepreneurial ventures (Phase 2)

- Develop community-owned and supported businesses
- Resource(s)
 - Community Owned Businesses: How Communities Become Entrepreneurs (MSN)
 - Community-Owned Stores: New Anchors for Older Main Streets (Forum)
 - How to Launch a Community-Owned Store, www.bigboxtoolkit.com
- Case examples
 - Rawlins (WY) Main Street Gallery



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Continue growing entrepreneurial ventures (Phase 2)

- Take the lead on creating leasable space
- Resource(s)
 - Hotel Hilton/Turtle Creek Bookstore (WMS Case Study)
 - Community Initiated Development: A Manual for Community-Based Real Estate Development by Donovan Rypkema
 - www.preservationbooks.org/Bookstore.asp?Item=1342

- Case examples
 - Hotel Hilton/Turtle Creek Bookstore (WI)
 - Larsen Green Development project (WI)
 - Ripon (WI) Pratt's Block & 114 Scott St.



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Proactively recruit entrepreneurs

- Select entrepreneurs out of your entrepreneurial network

- Case examples



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Proactively recruit entrepreneurs

- Inventory independent, locally owned, and entrepreneurial businesses outside downtown

- Case examples
 - Emporia (KS) "Home Based Business" membership level and Quarter Mania



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Proactively recruit entrepreneurs

- “Shop” complementary businesses run by entrepreneurs
- Case examples
 - Watertown (WI) Main Street Community visits



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Proactively recruit entrepreneurs

- Build relationships with preferred entrepreneurs
- Case examples
 - Augusta (KS) letter writing campaign



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Proactively recruit entrepreneurs

- Celebrate successful recruitment
- Resource(s)
 - www.mcdonoughga.org/news-press.html
- Case examples
 - Main Street McDonough (GA)



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Mechanisms for facilitating the development process

- Build relationships
- Inspire action
 - Mission, vision, market position and brand
 - Downtown development plan
- Coordinate
 - Board oversight; cross committee work/action planning, joint projects; periodic joint meetings
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Economic Restructuring (Business) Committee responsibilities

- Plant the seed for entrepreneurship and grow entrepreneurial spirit/culture
- Grow entrepreneurial ventures (Phase 1)
- Attract entrepreneurs to the Main Street district and field entrepreneur inquiries
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Make sure...

- The Design Committee is developing space
- The Promotion Committee is developing customers
- The Organization Committee is developing partners



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Committee structure and makeup



- Core standing committee (3-5)
- Could be heavy hitters
- Ensure that the committee's slate of projects is coordinated, comprehensive and complete
- Project specific sub committees or task forces
- "On call" project volunteers

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Committee structure and makeup

- Business service professionals (attorneys, accountants, etc.)
- Bankers
- Real estate professionals
- City staff or elected officials
- Economic development and business organization representatives
- Academic staff
- Property owners
- Enthusiastic business owners (competitors?)
- Retired business owners



Committee structure and makeup

- People who like to shop or can be shopping critics (like movie critics)
- Good listeners (can keep secrets, are trustworthy)
- People who like puzzles (or Monopoly)
- Good problem solvers and negotiators
- People who like math (crunching numbers)
- Good salespeople



Committee structure and makeup

- Committee Volunteers
 - to plan and implement projects
- Committee Chair
 - to recruit members, to run meetings and to resolve conflict
- Staff
 - to assist, advise and provide information
- Board
 - to set policy and approve annual action plan and budget
- Tasks
 - Orientation/training
 - Work/action plan



Principles of Success

- Comprehensive strategy: Not just recruitment
- Incremental steps: Keeping pace with the market
- Self-help: Local investment
- Partnerships: Public and private \$
- Unique assets: Market position, and the economic value of authentic history
- High standard of quality: The economic value of quality materials and craftsmanship
- Changes in attitude and practice: Business owners first, customers second
- Implementation: Avoid analysis paralysis

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Resources

- National Trust Main Street Center
- todd_barman@nthp.org
- www.mainstreet.org
- Main Street NOW
 - Archive of Main Street News
- List serve
- National Main Streets Conference
- Publications



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TODAY ONLY!

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Questions?

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