

Kentucky Main Street Community Application

**Background**

The Kentucky Heritage Council (KHC) initiated the Kentucky Main Street Program (KYMS) in 1979, and it remains the state’s first and only comprehensive downtown revitalization program. The state program is based on a national model developed by the National Trust for Historic Preservation. It seeks to reverse economic decline in central business districts and to preserve Kentucky’s many historic commercial buildings by developing viable uses for them. The program is based on a four-point approach to downtown revitalization and offers a variety of types of technical assistance to local communities.

Between 1979 and 1985 eleven Kentucky communities participated in the program and received federal funds to offset the cost of employing a local Main Street manager. The program proved to be successful, with more than $54 million invested in building rehabilitation alone during the first five years. As news of the success spread, more cities--including a number of small towns--began requesting assistance. In response to this widespread interest, the program underwent a major expansion in 1986, with the appropriation of state funds and an increase in the number of towns, state staff and services provided.

New Kentucky Main Street communities quickly joined the veteran towns in seeing results of their efforts. In one 18-month period from July 1, 1986 to January 1, 1988, more than $44 million was invested in the Main Street communities. Over forty communities currently participate in the state program; during Calendar Year 2015 a total of $76 million was invested in the downtown areas of these communities in new businesses, building renovations and public improvements. The statistics for last 37 years are even more impressive with over $4.5 billion being invested in Kentucky Main Street communities resulting in over 5,000 building rehabilitations and a net increase of over 5,000 new businesses with the creation of over 24,000 jobs.

**The Main Street Approach**

Main Street is a self-help program which is locally initiated, guided and implemented. Communities receive various assistance from the Kentucky Main Street staff, aimed at helping the local sponsors determine and build upon their assets, as well as identify and strengthen their weaknesses.

Local revitalization efforts are organized around the four points of the model developed by the National Trust and all communities develop their programs based on this model. Combined, these four points provide a comprehensive approach to downtown revitalization.

**Organization** includes the development and maintenance of a single body to govern the local program and to develop a cooperative spirit among key individuals involved in the revitalization effort. Through the organization facet of the program, city and county government officials, merchants, property owners, development agencies, local lending institutions, civic groups and others coordinate their efforts to improve downtown.

**Promotion** involves projecting a positive, unified image of the downtown. Promotion efforts include developing an image of a unified downtown, innovative retail promotions, and coordinating/facilitating special events. Promotion is an important way to reach potential customers and tourists and develop pride in the downtown.

Through **Design**, the physical appearance of the downtown is improved. Activities conducted under this point include building and facade renovations in keeping with the historic character of the buildings, building inventories, improvements to and maintenance of public spaces, appropriate signage, streetscapes, street furniture, beautification and attractive displays of merchandise.

The **Economic Vitality** component of the four-point approach involves a process of examining current economic and market forces affecting the downtown and determining what mix of retail, professional services and housing will prosper in the area. Tools used in economic vitality include market analysis, business assistance programs, upper-floor housing conversion, and business retention, recruitment and expansion efforts.

The administration and success of the local program is determined largely by the community’s specific needs, attitudes, and willingness to work to improve and revitalize its downtown. Before a community can begin the downtown revitalization process, there must be a thorough understanding of existing conditions, and issues to be addressed must be identified.

An effective revitalization program must address all four points of the Main Street approach and will require continuous management. The Main Street process is incremental, with improvements occurring over a period of years. Throughout the program, emphasis on quality should be a key element. By producing high quality promotions, addressing design issues thoroughly, taking an active and educated role in guiding economic development, and bettering cooperation between groups, the sponsoring organization can bring about a successful and lasting revitalization effort.

**Services to Kentucky Main Street Cities**

**Reconnaissance Visits** - A team coordinated by the Kentucky Heritage Council visits each community establishing a new program. The purpose of this visit is to help in the development of a local program sponsor, discuss the program with community leaders, and publicize the initiative of the local program.

**Director Training** - The KHC offers training session every year for directors and board members, including seminars and workshops, roundtable discussions, and seminars on specific issues. The National Main Street meeting sponsored by the National Main Street Center offers not only training, but a chance to meet with Main Street people from around the country to network and provides the opportunity to hear from national experts on areas relating to Main Street. On-site training is available to help directors with individual community needs as funds allow.

**Board Training** – As funds allow KHC staff visits communities and conducts a training session after board and committee members are appointed. The staff also helps communities set long-term goals and objectives, and will assist as needed in developing the workplan.

**Technical Assistance** - When requested, information is available on most topics relating to downtown revitalization. This assistance is provided through written materials, phone consultations, and on-site visits. The Kentucky Main Street office maintains a Resource Center containing books, periodicals, and audio-visual materials on a variety of subjects relating to the Main Street approach. As a member of the National Main Street Center additional training opportunities and resources are available.

**Design Assistance** - Provided as requested on topics such as schematic facade renovations, sign design and selection of paint colors. This assistance is usually based on photographs and other information provided by the owner or Main Street director, although a limited number of site visits may be made.

**Local Main Street Director** - Directors administer the local program, and grant funds when available. The manager’s activities are directed by the local board. They also work closely with KYMS.

**Workplan** - Each community must prepare and submit an annual workplan, which also serves as the basis for the program’s certification the following year. Each of the four committees also have a workplan to help in the transformation of their community.

**Reporting Requirements** - Each participating city must submit regular progress reports, an annual reinvestment report, and additional reports after moving from the network level to achieve status as an accredited or affiliate community. An annual letter of commitment is required. Each community must respond promptly to other requests for information. All local programs are also required to acknowledge assistance received from the Kentucky Heritage Council and identify the local program as a participant in the Kentucky Main Street Program in press releases, promotional materials, social media sites, etc. . . .

* *Please note that currently we are only accepting programs at the network level*

***For more information contact:***

**The Kentucky Heritage Council**

410 High Street

Frankfort, KY 40601

502.564.7005; fax 502.564.5820

<http://www.kentuckyheritagecouncil.com>

Craig Potts

Kentucky Heritage Council and

State Historic Preservation Officer

Kitty Dougoud, Kentucky Main Street Program Manager

Mike Radeke, Federal Tax Credit Coordinator

Jen Williamson, Staff Architect

**THE EIGHT PRINCIPLES OF MAIN STREET**

**(1) Main Street represents a comprehensive approach to downtown revitalization.** Many downtown improvement programs in the past have emphasized only the design component of the four-point approach. Design improvements by themselves will not bring about long-term change. A strong organization combined with economic development strategies is also necessary.

**(2) The Main Street approach relies on quality.** The quality inherent in historic commercial architecture and in the services offered by downtown businesses make the downtown unique in the marketplace. All projects undertaken by local Main Street organizations should reflect a high level of quality.

**(3) A public-private partnership is necessary to make meaningful, long-term downtown revitalization possible.**  Both public and private sectors have unique skills and areas where they are most effective. Combining the talents of both groups bring together all the skills necessary to attack downtown’s problems and create a unified program.

**(4) The Main Street program involves changing attitudes.** Showing that positive changes and improvements are taking place downtown is central to reversing the idea that people can’t find what they want downtown.

**(5) Main Street focuses on existing assets.** Main Street is not a “cookie cutter” program that attempts to apply a set formula to solve every community’s problems. Every downtown has unique assets, and Main Street adapts to focus on the strengths of the individual community.

**(6) Main Street is a self-help program.** Unless the will and determination to succeed come from within the community, Main Street does not work. Grant programs and outside consultants can offer support to the local program, but local initiative remains a critical factor for success.

**(7) The Main Street approach is incremental in nature.**  Downtown did not decline overnight. Instead, a number of small declines led to an overall downward spiral, and improvement must also be gradual. Large, dramatic projects seldom create permanent results, but a series of small improvements successfully builds on larger ones to change public attitudes.

**(8) Main Street is implementation oriented.**  Main Street helps the community decide what major issues the downtown must confront, to decide on priorities, and then to develop a work program that breaks down the large issues into smaller tasks. This system, combined with development of a strong volunteer network, builds organizational structures capable of accomplishing lasting change.

**KENTUCKY MAIN STREET**

**SELECTION CRITERIA**

**EVIDENCE OF COMMUNITY SUPPORT AND ORGANIZATIONAL PARTNERSHIPS** **20%**

**FINANCIAL COMMITMENT 20%**

**LOCAL GOVERNMENT SUPPORT 20%**

**GEOGRAPHIC LOCATION 10%**

**HISTORIC BUILDINGS & CENTRAL BUSINESS DISTRICT 10%**

**DOWNTOWN VIABILITY 10%**

**STAFFING - JOB DESCRIPTION & REQUIREMENTS 10%**

**THE KENTUCKY MAIN STREET PROGRAM**

**2018 APPLICATION**

CITY\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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This application prepared by:

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City: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Zip Code \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Telephone number: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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Return the application to

KENTUCKY MAIN STREET PROGRAM

Kentucky Heritage Council

410 High Street

Frankfort, KY 40601-1967

(502) 564-7005 ext. 4449

**I. COMMUNITY PROFILE**

1. City \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ County \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

2. City Population \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

3. County Population \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

4. Major employers:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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5. Brief description of community including historical highlights, unique characteristics,

geographic features, and economic status:

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**II. CITY GOVERNMENT PROFILE**

1. Does your city have a:

YES NO COMMENTS

-planning commission \_\_\_\_ \_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

-city planner \_\_\_\_ \_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

-public housing authority \_\_\_\_ \_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

-building inspector \_\_\_\_ \_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

-comprehensive plan \_\_\_\_ \_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

-zoning ordinance \_\_\_\_ \_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

-historic district ordinance \_\_\_\_ \_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

-sign ordinance \_\_\_\_ \_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

-full-time mayor \_\_\_\_ \_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

-full-time city manager \_\_\_\_ \_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

-design review board \_\_\_\_ \_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

-local option tax \_\_\_\_ \_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

-hotel/motel tax \_\_\_\_ \_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

-occupational tax \_\_\_\_ \_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

2. Describe the amount and use of any grants or transfers of funds from any other

Governmental units in the past years that have been used for the downtown (CDBG,

ARC funds, etc.):

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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3. What has been the county's revenue from sales tax? (if available - if not check N/A\_\_\_\_)

2016 $\_\_\_\_\_\_\_\_\_\_ 2017 $\_\_\_\_\_\_\_\_\_\_

4. What was the total annual budget for the city government in FY 2017? If available, please attach a

summary of the revenue generated by the city.

**III. DOWNTOWN PROFILE**

1. How many blocks are included in the downtown commercial district? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

2. Total number of structures in the proposed Main street district \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

3. How many commercial buildings are in the central business district? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

(Indicate by highlighting in color on map)

4. Note the number of buildings in the following conditions:

\_\_\_\_\_ Excellent condition (well maintained)

\_\_\_\_\_ Good condition (maintained)

\_\_\_\_\_ Fair condition (in need of repairs)

\_\_\_\_\_ Poor condition (in need of renovation)

5. List the number of buildings which are:

\_\_\_\_\_ Vacant only on the ground floor

\_\_\_\_\_ Vacant only on the upper floor

\_\_\_\_\_ Completely vacant

6. What is the average rent per square foot currently being paid for commercial space in the

downtown?

$ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

7. Note the number of businesses in the downtown in these categories:

\_\_\_\_\_ Financial Institutions \_\_\_\_\_ Bars/Lounges

\_\_\_\_\_ Insurance \_\_\_\_\_ Furniture/Appliance

\_\_\_\_\_ Real Estate \_\_\_\_\_ Recreation/Cultural

\_\_\_\_\_ Restaurants \_\_\_\_\_ Laundry/Cleaners

\_\_\_\_\_ Department Stores \_\_\_\_\_ Hardware

\_\_\_\_\_ Grocery \_\_\_\_\_ Hairstyling (men/women)

\_\_\_\_\_ Service Stations \_\_\_\_\_ Gift/Card

\_\_\_\_\_ Clothing \_\_\_\_\_ Specialty Shops

\_\_\_\_\_ Auto Dealerships \_\_\_\_\_ Jewelers

\_\_\_\_\_ Medical Offices \_\_\_\_\_ Shoe/Shoe Repair

\_\_\_\_\_ Law Offices \_\_\_\_\_ Newspaper/TV/Radio

\_\_\_\_\_ Accounting/Tax Offices \_\_\_\_\_ Hotel/Motel

\_\_\_\_\_ Pharmacies \_\_\_\_\_ Other \_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_

8. Note the number of government buildings in downtown:

\_\_\_\_\_ Schools \_\_\_\_\_ State

\_\_\_\_\_ City \_\_\_\_\_ Federal

\_\_\_\_\_ County \_\_\_\_\_ Other

9. List the number and location of any parks in the downtown:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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10. Describe previous efforts to improve the Main Street District by both the public and

private sector in the past.

10. a Is your city designated as a **Preserve America** city? \_\_\_\_\_\_\_\_

10. b Is your city a **Certified Local Government?** \_\_\_\_\_\_\_\_\_\_

(Certified Local Government is a program of the Kentucky Heritage Council under the direction of

Vicki Birenberg)

11. Describe the current conditions of your central business district. Note its strengths and weaknesses. Identify specific needs and problem areas.

12. List the goals your community has for the downtown. Explain how you feel

these can be achieved through the Kentucky Main Street Program.

13. Are there any cultural or recreational activities or programs that directly affect the

downtown (special festivals, arts events, school events, etc.)? Note the sponsors of

these.

14. Has your community completed a downtown plan, survey, market analysis or study in the last three

years? \_\_\_\_\_\_\_\_\_\_\_\_\_\_ If so, summarize the activities that have resulted from the plan and note

the organization which authorized the study.

15. Identify the shopping centers/regional malls which compete with your downtown.

16. Describe the current economic conditions in your community. (Include items such as

unemployment rate, openings and closings of businesses and industries, etc.)

17. Has there ever been, or does there currently exist any group or organization whose primary

responsibility was/is the improvement of downtown? Please explain the work accomplished and

their current activities. If this group is no longer in existence, please explain why they have

discontinued their efforts.

18. Is there a local historical organization in the area? If so please list name of group, address, and

contact person for each group in area.

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19. Identify any historic or cultural places or events which bring tourists to your community.

**IV. ORGANIZATIONAL PROFILE**

1. Chamber of Commerce: Contact \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Telephone/Address: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Recent Activities/Accomplishments: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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What type of support will this organization provide Main Street?

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Will there be an agreement to coordinate efforts between the Chamber and Main Street?

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2. Downtown Development Authority: Contact \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Telephone/Address \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Recent Activities/Accomplishments: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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What type of support will this organization provide Main Street?

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3. Merchants Association: Contact \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Telephone/Address \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Recent Activities/Accomplishments: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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What type of support will this organization provide Main Street?

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4. Tourism Commission: Contact \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Telephone/Address \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Recent Activities/Accomplishments: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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What type of support will this organization provide Main Street?

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NOTE: Provide the same information for any other local organization which may assist in the local Main Street project. Also provide information on any projects which have been cooperative efforts between organizations.

**V. MAIN STREET PROGRAM ADMINISTRATION**

1. What organization will administer the local Main Street Program?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

2. Describe the position of the local Main Street Director:

\_\_\_\_\_ Full-time

Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_ Part-time

(Note the name of the director, if already known, and attach a summary of his or her experience.)

3. Briefly describe the structure or proposed structure of your organization: (attach a list of board or committee members if currently known)

4. Budget: Completely fill out the budget form on the following page. Each item under the expenditures portion must be addressed. In-kind contributions are encouraged for items such as office space, secretarial, utilities, etc. lending institutions, the local chamber of commerce, economic development authority, industries, merchants, merchant associations, and civic clubs are sources of funding that you may want to approach for cash or in-kind donations. It is not necessary to solicit funds from each of the listed sources.

**VI. ATTACHMENTS**

Enclose the following items with the application:

1) An organizational diagram with potential board and committee members named. Include persons

address and the interest they represent.

2) Preliminary Mission Statement.

3) A copy of a resolution passed by the municipal governing body showing support for the local and

state Main Street program.

4) A map of the city which outlines the central business district.

5) A set of photographs of representative buildings and streetscapes of the commercial area; these

should include a minimum of ten color prints.

6) Copies of any downtown studies or surveys completed in the last three years. *(Attach only the*

*applicable parts for Kentucky Main Street application, not the entire report.)*

7) Copies of promotional brochures currently available on the community, such as walking tour

brochures, maps, newsletters, tourist brochures, etc.

8) Letters of support from organizations, merchants, and key individuals.

2017 MAIN STREET PROGRAM BUDGET FOR \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

( Kentucky City)

Expenditures

Salaries

Main Street Director

Salary \_\_\_\_\_\_\_\_\_\_\_

Fringe \_\_\_\_\_\_\_\_\_\_\_

Other Employee

Salary \_\_\_\_\_\_\_\_\_\_\_

Fringe \_\_\_\_\_\_\_\_\_\_\_

Overhead

Rent \_\_\_\_\_\_\_\_\_\_\_

Utilities \_\_\_\_\_\_\_\_\_\_\_

Telephone \_\_\_\_\_\_\_\_\_\_\_

Office Supplies \_\_\_\_\_\_\_\_\_\_\_

Printing/Photocopying \_\_\_\_\_\_\_\_\_\_\_

Photography \_\_\_\_\_\_\_\_\_\_\_

Postage \_\_\_\_\_\_\_\_\_\_\_

Insurance \_\_\_\_\_\_\_\_\_\_\_

Advertising/Promotion \_\_\_\_\_\_\_\_\_\_\_

Travel (Conferences and Quarterly Managers Meetings) \_\_\_\_\_\_\_\_\_\_\_

Professional Development (Conferences) \_\_\_\_\_\_\_\_\_\_\_

Other (specify)

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_

TOTAL COST\_\_\_\_\_\_\_\_\_\_\_

Sources of Funding

City \_\_\_\_\_\_\_\_\_\_\_

County \_\_\_\_\_\_\_\_\_\_\_

Other (specify)

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_

TOTAL FUNDS \_\_\_\_\_\_\_\_\_\_\_

(If necessary, attach explanatory information for any budgeted items.)