

ST. HELEN'S ECONOMIC DEVELOPMENT CORPORATION



LOCAL PROGRAM EVALUATION

November 18, 2015

CONDUCTED BY:
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HERITAGE PROGRAMS/OPRD

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HERITAGE PROGRAMS/OPRD

INTRODUCTION

Sheri Stuart, coordinator, Oregon Main Street (OMS); and Mike Gushard, Heritage Programs, Oregon Parks and Recreation Department; conducted the Local Program Evaluation visit for SHEDCO on November 18, 2015. The purpose of this visit was to identify:

- Community strengths, assets, and opportunities.
- Progress of standing committees in implementing work plans.
- Program areas where additional technical assistance would be helpful.
- Local perceptions, concerns, and issues impacting the program.
- Recommendations for moving the program forward.

The St. Helens Economic Development Corporation (SHEDCO) is viewed as a small but mighty group that works hard on behalf of the community. As one interviewee stated, “SHEDCO is comprised of a great group of people who care a great deal about each other and the community.” And, SHEDCO has accomplished many wonderful projects and garnered state recognition for some of your activities. You were an early pioneer in creating a volunteer development program including a handbook and orientation materials. And, the Business Plan Competition is an activity we hope other communities will adopt. So much good has happened that it is important to keep that in mind as you move forward with your efforts.

We would like to challenge SHEDCO to use the next few months to work on strengthening your organizational base to enable you to take the program to the next level. What it feels like is that SHEDCO has been leveraging the energy and interests of volunteers in tackling specific projects. This is a good initial strategy for downtown programs to get some successes under your belt and to learn how to work together as a group. It is time now to get more focused in your efforts. This report provides some suggestions on ways to strengthen the organization but we can see a need for additional strategic planning in the future.

PROCESS

Members of the SHEDCO board of directors completed a self-assessment questionnaire prior to the on-site visit to help gather information about their individual perceptions of strengths, weaknesses, and opportunities for the local program. Confidential phone interviews were also conducted with individuals who may or may not currently be involved with SHEDCO. In addition, written material including the program budget, phone interviews, board report, promotional material, planning documents, etc. were reviewed.

On the day of the evaluation, on-site interviews were conducted with various stakeholder groups including city representatives, downtown business and property owners, civic organizations and community leaders, as well as committee leads.

Based on the self-assessment questionnaires submitted, written material, and interviews, the following report indicates the Evaluation Team’s opinions regarding local revitalization efforts. It is a synopsis of the verbal report presented to the board while on-site and is a snapshot in time, reflecting the overall status of SHEDCO. Although the report reflects some of SHEDCO’s accomplishments, it is meant to primarily focus on some of the steps that could be taken within the organization to strengthen its operations using the Main Street Approach®.

HOW TO USE THIS REPORT

The observations and recommendations presented in this evaluation report are intended to serve as a guide to the SHEDCO board, staff, and committees for shaping the organization's annual scope of work for roughly the next 12 to 24 months. While not all of the recommendations may be appropriate at this time, they are intended to provide SHEDCO with a platform from which to discuss issues, SHEDCO's future direction, and operational and project improvements identified during the evaluation process.

To make the most of the report, we encourage each board member to review the document and to discuss various recommendations at subsequent board meetings. We recommend that the discussion center around the issues identified during the evaluation, as well as on discussion of the relative merit of the recommendations and suggested solutions—including whether or not the board is interested in pursuing particular recommendations. Additionally, we recommend that each committee member be provided, at minimum, his or her respective report section so that each committee can review and discuss the evaluation observations, recommendations, and potential changes to the committees' work.

For those recommendations which the board and committees do wish to act upon, consider:

- Who within the SHEDCO should take the lead?
- What partnerships can be developed to implement the recommendation(s)?
- What human and financial resources are needed to execute the recommendation(s)?
- What is the appropriate and realistic timeline for implementation?

Where needed, develop written implementation plans ("work plans") that spell out how each project or activity will be accomplished.

Finally, be certain to continue to use the services of Oregon Main Street, particularly those recommended in the report. Coordinator Sheri Stuart is available on request to assist SHEDCO with its continued development and refinement of downtown projects as well as internal operational improvements.

Thank you to all who shared their thoughts and comments to assist in preparing this report. In particular, heartfelt appreciation is extended to Anya Moucha for coordinating the on-site visit and providing the written materials.

OBSERVATIONS

The team composed a list of assets, accomplishments, and key observations gleaned from the board assessment, interviews, and other research before considering recommendations. For the sake of brevity, this information will be presented as a set of bulleted lists. The recommendations section will have more detailed and directed commentary.

ASSETS

- Beautiful architecture and great historic character
- Cute storefronts
- Courthouse Plaza
- Historic Theater
- Sense of community
 - “for a small town, there are a lot of groups, programs, and individuals who do a lot to bring this community together.”
- Small businesses that support each other, believe in SHEDCO and see potential with the right tools and the right leadership
- Board members very friendly and approachable
- MS Plaza is a really fun, unique and quirky place to host events
- SHEDCO is very good at listening to volunteers and member ideas and really backing them up

ACCOMPLISHMENTS

- Elf on the Shelf
- Appreciate the effort to do more to promote and increase foot traffic in the Houlton district this year
- Before I Die Wall
- Business Plan Competition
 - Wonderful to see someone get the funding and fantastic to have an empty building filled
 - Demonstrates understanding that what’s good for downtown is good for everyone
- Collaborations with other groups
- St Helens Clean-up Day
- Walking Dead Tour
 - although not w/o some issues – 10 times greater than planned or expected – generated new volunteers

OBSERVATIONS

- The organization is interacting more with merchants but needs to continue to develop contacts
- Weathered a large turn-over in board members, although the perception is that there are still fluctuations
- There is no merchant representation on the board and this is an issue
- A lot of enthusiasm from a few
- Collaborating more with the Chamber; need to continue building partnerships
- A lot of new business owners - maybe an opportunity to engage with them
- Need to spend more time listening to business owners/getting their input
- The Board needs to take a more active role in fundraising

- Keep things simple - Elf on the Shelf was unanimously viewed favorably while the duck promotion was too confusing
- Spirit of Halloweentown received several negative comments from business owners – people think SHEDCO was responsible
- Some thought SHEDCO should change name to reflect main street
- People mentioned the need for additional beautification efforts, especially to connect the Houlton district to Old Town

RECOMMENDATIONS

BOARD

EXPAND THE BOARD

A good board should reflect your community. Appoint a nominating committee to do a board profile assessment of who is currently on the board and their background and recruit new board members. The assessment should take into account what expertise each of your board members has including historic preservation, leadership, personnel, planning, marketing, writing, banking, public safety, politics, art, and fundraising. Once you know who is on the board you'll notice gaps. The nominating committee should create a plan to recruit for those gaps using the strategies the organization committee is making as part of the volunteer recruitment plan. A hint: the board could use a merchant or two. Be sure that you have a new board member packet available with committee work plans, board position descriptions, and board responsibilities.

CREATE A BUDGET

Creating a budget is the most foundational task of the board. It should be your first priority. This task might seem daunting but there are various budgets and projects plans among the committees. Piece them together to get an idea of what the organization spends on each of its programs. This will also be a good way to reflect on how much SHEDCO has and will accomplish. The final projected budget must be presented to board. Committees should use a work planning sheet like the one attached to this document. This will make it simple for the board to assess and approve the time and financial commitments required to take on a project. They also make the nuts and bolts of the project much easier. There is evidence the board has used these in the past.

The board also needs to work on diversifying the funding sources. Establish fundraising goals for board members and hold each other accountable to the commitment. The program could generate \$27,000 by asking for:

- 5 contributions @ \$2,500 = \$12,500
- 5 contributions @ \$1,000 = \$ 5,000
- 5 contributions @ \$500 = \$ 2,500
- 10 contributions @ \$250 = \$ 2,500
- 20 contributions @ \$100 = \$ 2,000
- 50 contributions @ \$50 = \$ 2,500

Play with the numbers to match what you believe can reasonably be raised (see attachments for sample form as well as sample letters).

STAFFING

We highly recommend you develop a funding plan to enable you to hire staff. OMS is available to help with the planning process. The RARE/AmeriCorps placements have been a big asset for St. Helens. However, it would be good to work toward getting a permanent part-time staff person to ensure continuity of service. This person should be a cheerleader, good communicator, and have good organizational skills.

KEEP COMMITTEES ON MISSION

SHEDCO has an impressive and talented group of volunteers. It is important to make sure their energy is being used to reach SHEDCO goals for the district. Vet all proposed projects against your mission statement. Having too many parallel projects can sap staff and volunteer resources quickly. It can be tough but it is ok to say no! OMS staff is available to help facilitate a board retreat to update goals, and objectives, or to help prioritize recommendations in this report.

ORGANIZATION COMMITTEE

CREATE AND EXECUTE A COMMUNICATIONS PLAN

It is important for SHEDCO to communicate to the community that they are active. Come up with a plan to let your merchants and residents know what you're up to and how they can contribute. Before creating a newsletter and hitting send ask yourself: "What is the best way to communicate to our audience?" Printing hardcopy newsletters can be costly but it may be valuable to give community-members something tangible to remember SHEDCO with. There are numerous free or low cost newsletter and e-blast services available online. These are very easy to produce and distribute. SHEDCO could blend the benefits of both by sending a regular e-newsletter via email but also printing and hand delivering copies to community members who do not use email or with whom you'd like to build a stronger relationship. As the face of the organization, the Executive Director should hit the street to make the deliveries and build relationships

SOME EMAIL MARKETING SERVICES:

- Mailchimp
- iContact
- Pinpointe
- Campaign Monitor
- Campaigner
- Get Response
- Constant Contact

VOLUNTEER DEVELOPMENT

Volunteers are the life-blood of any organization. Volunteers get things done but they can also work as the group's corp of future idea people, donors, committee members, and board members. Update the group's volunteer protocols and make a plan to recruit some fresh faces into the organization. Take stock of what is needed for each committee and program to create a "volunteer menu" of tasks that SHEDCO needs to keep afloat and to pull off events. Make sure every year, board and committee members take note so that SHEDCO's needs are at the top of their mind when they meet potential recruits. It would also be useful to publish upcoming or ongoing needs in the

newsletter. People want to help worthy organizations like SHEDCO. Seeing a specific request makes it easier for future volunteers to imagine themselves helping out. Remember that each and every person has unique skills. When SHEDCO has a really popular event like the Walking Dead play, follow up with local attendees about volunteering next year. A few other approaches are as follows:

- Host a “Friendraiser” event. Invite everyone who has volunteered for SHEDCO and then ask them to invite one friend to come to a meeting to learn more about the SHEDCO’s activities. Have sign-up sheets available for new volunteers. Host this event in April with the goal of generating 20 new volunteers.
- Identify key partners to cooperate on specific projects and activities. In particular, work with the schools to generate student volunteers for specific projects.
- Provide training for new volunteers appropriate to the task they are being asked to fulfill
- Hit the streets on a weekly basis to engage with business owners. Once you have a good understanding of their interests, you can seek their involvement in projects and activities. This is a good task for the main street coordinator.

Recruiting volunteers is not the entire story. SHEDCO should review its current volunteer protocols and volunteer database. Also remember to recognize your volunteers by featuring them in the newsletter or website, giving them small thank you gifts or even written thank you cards.

Seem daunting? Recruit at least two more organization committee members! This should be a priority for SHEDCO to share the load and prevent the one committee member from burning out.

WORKPLANNING

The organization committee keeps everyone on task. Review all of the recommendations from this assessment report and select priority areas for each committee. Each committee should develop detailed work plans for each project like those you have used in the past. Break each project into individual tasks and note the projected time and cost of the task for volunteers and staff. All tasks should have due dates. These are working documents and should be reviewed by each committee to keep projects humming along. Include current work plans in new board member packets created by the board.

PROMOTION COMMITTEE

The promotion committee has been the most active and successful of the committees due to its diverse calendar of self-funded events and activities. Remember to do a post-event evaluation for each activity – a sample form is in the attachments.

“SUPPORTLAND” STYLE PROMOTION CARD

Supportland is a promotion card that works similar to punch cards or reward cards at big box retailers except it’s focused on driving consumers to small local businesses. A similar system would be key to getting local residents to do their shopping and eating out in your district. Businesses band together and offer either reward bonuses for card holders or special deals only available to members. Any group of businesses willing to collaborate could replicate Supportland’s work through a bonus card program that recognizes local residents and encourages them to buy local. SHEDCO could also encourage business to join Supportland’s existing network which is very easy to

use for merchants and customers. Regardless of which option SHEDCO chooses, a local incentive program would be a powerful promotional tool for SHEDCO, St. Helen’s, and its merchants.

MORE ABOUT SUPPORTLAND

- *Portland embraces Supportland, the bonus points card for local consumers*
 - The Oregonian –
http://www.oregonlive.com/business/index.ssf/2010/08/portland_embraces_supportland.html
August 19, 2010
- Supportland
 - <http://www.supportland.com>

CREATE AN ANTIQUE STORE AND 2ND HAND STORE DESTINATION

Business clusters create a sense of place and are destinations for shoppers throughout the region. Many urban neighborhoods like New York’s Diamond district and Los Angeles’ Fashion district have constructed their entire identity around one type of retail opportunity. St Helen’s benefits from having a number of antique, second hand and collectible shops within its main street neighborhoods. This is a strong business cluster. By promoting these businesses together, SHEDCO can demonstrate its value to merchants by marketing St. Helen’s to the region as a great place to find unique and affordable antiques and collectibles. Antiquers from around the region would value the opportunity to shop several stores in one trip and likely eat lunch or dinner while taking in St Helen’s antique scene.

EMBRACE BIKE FRIENDLY PROGRAM

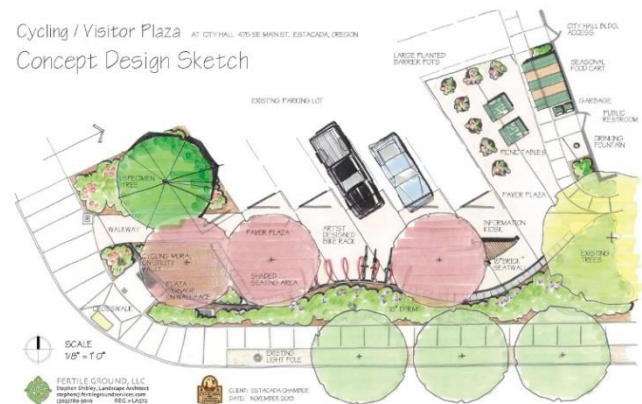
St. Helen’s is situated on a popular cycling route between Portland and Astoria. The town has much to offer cyclists including food and its charming downtown and river views. Few if any of the other towns in Columbia County are taking advantage of the potential for economic activity provided by the cycling community. Look into the work of Oakridge and Travel Oregon’s “We Speak” program that lets cyclists know when a business owner understands the needs of the cycling community. Also work with the design committee to place bicycle oriented signage along highway 30 to pull cyclists onto main street. Finally, work with the design committee to create a tire filling and bike maintenance station near the chamber of commerce headquarters. Include signage to the station and information about St. Helen’s shopping and dining opportunities nearby.

WE SPEAK BIKE PROGRAM

<http://industry.traveloregon.com/industry-resources/destination-development/we-speak-program/>

CYCLING PLAZA – ESTACADA

The cycling plaza in Estacada is a great example of this type of project. Contact Nancy Hoffman, Estacada Main Street Manager at mainstreetmanager@eda1.org or (503) 303-8920



DESIGN

HIGHWAY SIGNAGE

St. Helen's is a great town with river views, historic architecture, a great cluster of antique stores, and small town charm. Unfortunately, thousands of drivers pass it by each day on Highway 30 and do not realize what St. Helen's has to offer. The best way to fix this is with signage. Work with property owners along the highway to get land access for non-standard signs to advertise St. Helen's to drivers. Work with the Oregon Department of Transportation to get standard attraction and amenities signs within their highway right-of-way. Both of these tasks will take time but the investment will be worth it as Highway 30 traffic represents a huge and untapped opportunity. Oakridge recently worked through the process and fundraising to install a billboard on Highway 58 directing people to the uptown businesses off the highway.

Also consider a gateway sign that reaches across Columbia Boulevard near the highway. This is something recommended in the recent report. An arch across the road would create a dignified entrance to the Houlton district and advertise to Highway 30 traffic that St. Helen's is a unique and special place. The communities of North Bend and Cottage Grove have similar signs marking the arrival point in their downtowns. Cottage Grove's sign is relatively new and this community participates in the Main Street Program.



WINTER LIGHTS

After flower baskets night time lighting is probably the most common but effective main street design "trick." It's simple and effective. Work with existing Chamber Programs to encourage businesses in the district to decorate their facades next winter. You have plenty of time to plan and come next year main street will stay attractive in the dark and dreary days of winter. It is a way to build a relationship with business owners too.

Out of the holiday season you can encourage storefront and window lighting. This contributes to an active and vibrant seeming downtown 24/7, all year. Work with the Economic Vitality Committee to have a speaker on good window and lighting design.

WINDOW MAKE OVER CONTEST

Window makeover contests have been well received by St. Helen's. Build on this momentum by holding an "Extreme Window Makeover" contest. Have merchants apply to win window redesign services. Contract with a professional or a merchandising student undertake a complete makeover of window displays. You can maximize the impact of this project by working with the Economic Vitality Committee to host a talk using the makeover window as an example of best practices.

ALBANY EXTREME WINDOW MAKEOVER CONTEST

Barbershop wins window makeover

http://democratherald.com/news/local/barbershop-wins-window-makeover/article_f59a007a-e0eb-11e0-a7d4-001cc4c03286.html

Albany Downtown Association (ADA) held a window makeover contest. Contact ADA to learn more.

<http://www.albanydowntown.com/>

MAKE USE OF EXISTING POLE HOLES

Build on SHEDCO past work placing seasonal decorations in the pole holes along the main street. Create four designs and work with business owners to offer sponsorships of the decorations. Take ownership of the decorations so that you can ensure complete coverage of the district. Ensure that the decorations are easily stored and redeployed every year.

ECONOMIC VITALITY

“NED” TALKS

Many SHEDCO volunteers cited a lack of merchant involvement as a major issue facing the organization. Some merchants seem reticent about volunteering without first seeing what SHEDCO can do for them. We know that what’s good for Main Street is good for business. Sometimes you have to build a relationship with merchants before you can effectively deliver that message. Offer businesses informal workshops and trainings on topics directly relevant to their needs. The Astoria Downtown Historic District Association (ADHDA) does this through what they call “NEDtalks” a play on the popular TEDtalks on the internet. Topics range from local business issues to more general educational opportunities like how to create effective window displays. These talks show local merchants that the downtown organization is working for them; give them an opportunity to get to know each other in a fun and informal setting, and gives ADHDA a platform to communicate ideas and best business practices.

ADVERTISE VACANCIES ON SHEDCO WEBSITE

If business owners don’t know you have affordable vacancies downtown they won’t come and fill them. Split up the community map among committee members and take a census of vacant properties throughout the main street district. Place property info and contact information on the SHEDCO website so merchants looking for space have a one stop shop to learn about what St. Helen’s has to offer.

DEVELOP CLUSTER ANALYSIS AND PRIORITY BUSINESS TYPES

At first glance OMS staff noticed that St. Helen’s has a strong cluster of antique stores (see Promotion Committee; Create an antique and second-hand store destination) this gives St. Helen’s a unique advantage in the battle for retail customers. But, is that the only strong cluster? Examine the businesses in your district and determine if there are any other clusters of comparable offerings. There are complementary clusters as well. These are groups of business that offer complementary offerings. For instance; a bridal shop, florist and alterations shop work together to create a complementary wedding cluster.

If you feel you need just one or two more businesses to complete a cluster than add those business types to a recruitment list. Once you have clusters established and a recruitment list, work with your promotions committee to ensure they are marketed. Information on business cluster analysis is included in the attachments.

BUSINESS PLAN COMPETITION

SHEDCO's award winning business plan competition is one of the most innovative and exciting programs among Oregon's main street communities! Do it again! Take stock of what worked and what did not and create an action plan for the next round. Be sure to include a bonus for businesses that are on your cluster analysis recruitment list.

CONCLUSION

SHEDCO is well on its way to being a credible organization. The timing is right to assess how far you have come, but more importantly, prepare for the future. We view the next year as a time to strengthen the organizational base by focusing on core activities like fundraising and volunteer development. At the same time, there is an opportunity to expand a few activities to keep SHEDCO at the forefront of community members' minds. We see a bright future for St. Helens and know that the continued good work of SHEDCO will only help build on the considerable assets of the community.

FUNDRAISING PLAN

Total Income/Operating Budget 2009 \$

Income Sources

Municipal Support	\$
All Downtown Businesses (retail, service)	\$
Businesses Outside of Downtown (industrial, retail, service)	\$
Residents (giving levels and local philanthropists)	\$
Civic Organizations (can include project support)	\$
Special Event Income	
Fundraising Event Income	\$
Special Projects Fundraising (streetscape, etc.)	\$
Grants (specifically applied for grants not corp. donations)	\$
Merchandise Sales (not related to special events)	\$
Other (please note specifically)	\$

Who to Ask to Join a Main Street Program

- | | |
|------------------------|--|
| 1. Yourself | 9. Other Organizations |
| 2. Family | 10. Religious Congregation Members |
| 3. Friends | 11. Professionals (doctors, lawyers, etc.) |
| 4. Neighbors | 12. Farmers or Ranchers |
| 5. Co-workers | 13. Property-owners (downtown and others) |
| 6. Students & Teachers | 14. Elected Officials |
| 7. Local Alumni | 15. Industrial Workforce |
| 8. Downtown Customers | 16. Industry Leaders |

Name 10 people you can ask to buy a \$25 membership for your Main Street Program:

- | | |
|----|-----|
| 1. | 6. |
| 2. | 7. |
| 3. | 8. |
| 4. | 9. |
| 5. | 10. |

Name 5 people you can ask to buy a \$100 membership for your Main Street Program:

- 1.
- 2.
- 3.
- 4.
- 5.

Name 2 people you can ask to buy a \$250 membership for your Main Street Program:

- 1.
- 2.

Name 1 person you can ask to buy a \$500 membership for your Main Street Program:

- 1.

If all contribute, you have just raised \$1,750 for the revitalization effort!

SAMPLE FUNDRAISING LETTER FOR BUSINESSES NOT LOCATED IN DOWNTOWN OR THE CITY

June 9, 2013
Sysco Foods
address

Dear _____,

As a restaurant owner in Downtown _____, my success depends on running a great business that serves exceptional food, provides outstanding customer service, and gives my customers the dining experience they are seeking.

You provide product to me that helps to make my business achieve those goals, and thus both Sysco and I are able to benefit financially. However, there are other factors that also ensure that customers keep returning and new customers come through my doors every day, and one of those is Main Street _____ a local nonprofit organization that works closely with the city of _____ to market and improve downtown, making it appealing for customers to return to and explore.

Main Street _____ imagined a bustling, vibrant downtown with {insert your own local examples} flowers, banners, wonderful pedestrian amenities, handicap accessibility, access to the park and lake, unique retail shops and restaurants, and historically rehabilitated buildings. They pictured community members chatting with neighbors and friends at various festivals and events that would annually draw thousands of people to downtown. Thanks to the support of hundreds of volunteers and dozens of donors, many of the images envisioned have become reality. As a financial support to Main Street _____, I know the good work will continue toward an even more vibrant future for _____ downtown, and I ask that you to join us in our efforts by becoming a Downtown Supporter. If my business is successful, it will help yours be more successful and for that reason, I see you as an important stakeholder who will benefit from supporting our downtown revitalization efforts.

Enclosed, please find a summary of the projects and programs that Main Street _____ has coordinated over the past several years. You will notice that some of these accomplishments were one-time projects and some are annual events. You will also see that the work is focused in four key areas (Design, Economic Restructuring, Promotion, and Organization), as recommended by the National Main Street Center, and is therefore comprehensive and strategic. _____ was named a {insert state name} Main Street community in _____. Finally, you will begin to understand that their work is cumulative and incremental – we know that the vision for downtown isn't going to happen overnight, but consistent progress is being made toward that vision every day.

If you are interested in helping to make Downtown _____ a thriving, vibrant center of our community, please consider making a tax-deductible donation to Main Street _____. Your support will be appreciated by me and the entire community.

Just imagine the possibilities!

Sincerely,
{Owner of Restaurant}
{Name of Restaurant}
Downtown _____

PS – I have also enclosed additional information about upcoming events as well as ways that you can support our downtown!

THE IDEAL MEMBERSHIP LETTER

- * Never talk about the needs of the organization, instead talk about the needs of the individual or the community. Use "you".
- * Best font to use is Times Roman -- not less than pt. 12 font size. Indent paragraphs and put space between them.
- * The circled numbers indicate the order in which most viewers will read the letter.

- ① When people open a letter, the first thing they see is the salutation. They look for their name.
- ② The first paragraph should be personalized -- about them. "You've been a contributing member of the community....". Use values, beliefs, etc. about the person.
- ③ "Your renewal for \$200 will insure that our community will remain healthy for the next 5 years. If you respond by ____, we will..."
"Return the response card with 200 to: ____"
- ⑤ What to do. Why. By when. Benefit to them. Basically repeat the last paragraph.

① Dear _____
② 1st paragraph (3 lines or less)
⑥ Next grouping of info. should be indented, bulleted, underlined, italicized, or bold type
③ Last paragraph should be a CALL TO ACTION
④ Signature
⑤ PS

RESPONSE CARD

Yes, I want to ... (refer back to text)

Here's my membership contribution to: _____

\$25

\$50

\$100

Other

*Change the contribution based on who the membership letter is going to. Just papercut and insert in different envelopes.



FRANKFORT MAINSTREET PRESERVATION ALLIANCE

January 18, 2001

We invite you to take 15 minutes out of your day to establish or renew your membership to Frankfort Mainstreet ... We'll spend the next 365 days of the year working for you!

As you know, every segment of our community, not just downtown business and property owners, has a real stake in the economic health of Frankfort's historic area.

- Our historic downtown district provides a community identity, which serves as a source of pride and an opportunity to maintain our physical, historical and cultural heritage.
- It is also indicative of the community economic health and quality of life in our village. Increased visitor traffic to the downtown increases activity in the community in general, and adds to a healthier overall economy.
- A vibrant downtown is a benefit to the younger and older individuals in our community, by providing local employment, places to go and things to do, and a sense of 'having roots' and 'belonging' to a place.
- Seniors find convenience and security in downtown resources and increased opportunity for community involvement and participation.
- A healthy, vibrant downtown indicates the value our community heritage holds for us, and works to preserve it for future generations.

Please complete and return the enclosed form on the back of this letter today to continue your valued membership; or to establish your membership in support of our efforts to meet these important objectives.

For your information, we have enclosed an Insert describing the history of Frankfort Mainstreet and our projects and programs.

⇒⇒ **Bike Raffle** ⇐⇐

Your registration check received by April 1st
 enters your name into a drawing for a gift
 certificate from The Bicycle Peddler . . .
 just in time to enjoy the
Old Plank Road Trail this spring!

⇒⇒ **Bike Raffle** ⇐⇐

Membership Application/Renewal

Dues Categories

Platinum Benefactor: \$1000 and up
 (corporate businesses and financial institutions)

Gold Sponsor: \$500
 (corporations and interested
 individuals)

Silver Sponsor: \$250
 (downtown businesses with over 5 employees)

Bronze Member: \$100
 (downtown and Frankfort area
 businesses)

Copper Friend: \$35
 (residents and non-business members)

**Our records indicate that you have contributed \$_____ on an annual basis to
 Frankfort Mainstreet. We appreciate your continued support at this level.**

Board of Directors

Bill Rusin, President
 Marcla Stevard, Vice President
 Judy Hageman, Treasurer
 Debbie Lucle, Secretary

Ken Hawke
 Nancy Mitchell
 Dick Reybun
 Diana Seeholzer

Steve Skonecke
 Paula Wallrich, Village Liaison
 Eileen Hawke, Chamber Liaison

Mainstreet Manager: Kate Romani

----- CLIP HERE -----

Company _____
 Name _____
 Address _____
 City _____ State _____ Zip _____
 Phone _____

My check for \$_____ is enclosed. I am also particularly interested in the
 following Mainstreet programs and projects _____

ADDRESSED ENVELOPE ENCLOSED. PLEASE MAIL TO:

**FRANKFORT MAINSTREET
 112 Kansas Street
 Frankfort, IL 60423**

*Downtown
Letter +
Renewal
Notice*

April 18, 2001

«firstnames» «lastnames»
«orgname»
«address1»
«city», «state» «zipcode»

Dear «firstname»,

We are writing to ask for your continued financial support.

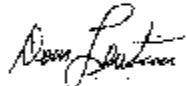
The amount of progress we have made in downtown Libertyville is, no doubt, impressive. Since forming in 1989, MainStreet's economic development efforts have transformed downtown by stimulating 22 building renovations and over \$14 million in private investment. In that time, 38 new or expanding businesses have created 365 jobs within the program's mission area. The financial commitment of «orgname» has been instrumental in this continued success.

Your contribution earns a good return. Here are just a few examples:

- Twice weekly sweep of sidewalks from May to Thanksgiving.
- Holiday lighting program on Milwaukee Avenue.
- 52 days of events that attract over 40,000 visitors annually.
- Business recruitment efforts.
- Design and financial assistance through loan pool, sign grant, and architectural assistance grants.
- Cooperative advertising programs that add impact to downtown print, radio, and direct mail advertising.
- New in 2001 - A Downtown Guide with a distribution of over 10,000 - pinpointing MainStreet Member

We are on site, working with you to make downtown a strong business location. MainStreet's programs, events, and your financial backing are still needed. Please send your check today!

Sincerely,



Dom Lentini
Downtown Membership Chairman
encl: 1

Residential
letter and
renewal and
notice

February 12, 2001

«orgfamname»
«maddress1»
«mcity», «mstate» «mzipcode»

Dear «firstname» & «spousefnm»,

In the wake of the continued success of MainStreet, due in no small part to the creativity, hard work and ongoing support of our members and volunteers, I am writing to ask for your continued support. Your last contribution was \$«lastpayamt».00 and was received on «lastpaydat».

The amount of progress we have made in downtown Libertyville is impressive, but the job is hardly finished. *Your participation is still needed.*

Like tending a garden, the job of managing our beautiful downtown will always require that MainStreet be in place. There is a lot on our plate: a large roster of events (*over 50 days a year!*); traffic and parking issues; retaining the library; preserving our historic buildings and building a strong and lasting downtown economy - all are essential to the vitality of the whole town!

Please join me in this important effort by mailing your membership check today. Hope to see you downtown again soon!

Sincerely,



Steve Risley
Mainstreet Libertyville Inc., Membership Committee
Residential Membership Director

PS: Two new benefits for members are available: one is a packet of discount coupons at participating downtown stores and the other is 2 free OktoberFest tickets (\$30.00 value) for Sustaining Members!

Committee Volunteer Recruitment Exercise

As a new board, one of your first tasks is to set up committees. Now that you understand what each committee is generally responsible for, you want to strategically think who would be a good match to serve on each committee. Look at first for skills that would complement the specific activities each committee will coordinate. Next, broaden your scope by looking for people who want to learn new skills by trying something new. And, finally, look for people who just want to do something different than what they do in their “real” life. Identify at five to seven individuals who might fit best in each committee.

Organization Committee

This element of downtown revitalization focuses on building collaboration among a broad range of public and private-sector groups, organizations, and constituencies. The Board of Directors, along with the Organization Committee, plays a key role in keeping the organization, including committees and staff, functioning by attracting people and money to the downtown program.

Potential Committee Members:

- Downtown Merchants
- Residents
- Media Representatives
- Accountants
- Volunteer Specialists
- Downtown Property Owners
- Civic Groups

Potential Contacts:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

Promotion Committee

The Promotion Committee deals with marketing the district's assets to residents, visitors, investors and others through special events, retail promotion, and activities that improve the way the downtown is viewed. The Committee's job is to promote downtown as the center of commerce, culture and community life for residents and visitors alike. To be effective, this committee must:

- Understand the changing market by identifying both potential shoppers and the competition.
- Identify Downtown assets—including people, buildings, heritage, and institutions.
- Define Downtown's market niche—its unique position in the marketplace.
- Create new image campaigns, retail promotions, and special events to bring people to downtown.

Potential Committee Members:

- | | |
|---|-------------------------------------|
| - Downtown Merchants | - Teachers of Marketing and Design |
| - Downtown Employees | - Graphic Designers and Artists |
| - School Board Members | - Civic Groups Involved in the Arts |
| - Marketing and Advertising Professionals | - Staff in Advertising or Tourism |
- Offices
- People Who Want to be “Part of the Action”

Potential Contacts:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

Design Committee

The Design Committee plays a key role in shaping the physical image of downtown as a place that is attractive to shoppers, investors, business owners and visitors. This element of downtown revitalization involves improving the physical environment by:

- Encouraging historic preservation and appropriate building rehabilitation.
- Constructing new buildings compatible with downtown.
- Improving signs and merchandise displays.
- Creating attractive and usable public spaces.
- Ensuring that planning efforts and zoning regulations support downtown revitalization.

Potential Committee Members:

- | | |
|---------------------------------|----------------------------|
| - Architects | - Downtown Property Owners |
| - Real Estate Agents | - City Planners |
| - Contractors | - History Buffs |
| - Interior Designers | - Florists |
| - Graphic Designers and Artists | - Architecture Students |

Potential Contacts:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

Economic Restructuring Committee

Economic Restructuring concentrates on strengthening the district's existing economic base while finding ways to expand its economy and introduce compatible new uses. The Opportunity & Development Committee, also known as Economic Restructuring, has the job of identifying new market opportunities for the traditional commercial district, finding new uses for buildings, and stimulating investment in property. By understanding the community's economic condition and opportunities for incremental market growth, the committee can:

- Strengthen existing businesses and recruit new ones.
- Find new economic uses for traditional downtown buildings.
- Develop financial incentives and capital for building rehabilitation and business development.
- Monitor the economic performance of the district.

Potential Committee Members:

- | | |
|--------------------------------------|-----------------------------------|
| - Merchants | - City Economic Development Staff |
| - Realtors/Mortgage Brokers | - SBDC Representatives |
| - Downtown Property Owners | - Consumers |
| - Stock Brokers | - Developers |
| - Economic Development Council Staff | - Business Students |

Potential Contacts:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

MAIN STREET



NATIONAL TRUST
for HISTORIC PRESERVATION

Special Event Planning Checklist

National Trust for Historic Preservation, 1996

Planning

- Current Calendar
- Event Purpose
- Timing
- Target Audience

- Budget
 - Income
 - Expenses

- Event Schedule

- Site Selection
 - Space
 - Cost
 - Acoustics

- Site Map
 - Vendor Locations
 - Entertainment Locations
 - Gates
 - Parking
 - Ticket Booths
 - Restrooms

- Business Tie-ins
 - Advertising
 - Window Displays
 - In-Store Displays
 - Sponsorships
 - Volunteer Efforts

- Volunteers
 - Committee
 - Civic Groups
 - Other Related Organizations
 - Businesses

- Work plan

Insurance

- General Liability
- Liquor Liability
- Weather
- Prize

Event Funding

- Sponsorships
- Donations
- Fees
- Merchandise sales
 - General
 - Commemorative

Publicity

- Sponsorships
 - Co-sponsors
 - Sponsors
 - Businesses
- Media Coverage
 - Media Releases
 - Interviews
 - On-Site Coverage
- Advertising
- Posters, Fliers, Bag Stuffers
- Banners

Vending

- Contracts
- Signs
- Regulations
- Vendor Insurance
- Food & Beverage
 - Food Booths
 - Safety
 - Tickets/Cash
- Alcoholic Beverages
 - Philosophical Issues
 - Licensing
 - Control/Safety
 - Server Training
 - Security
 - Other Organizations to Involve
- Merchandise Booths
 - Exhibitors
 - Product Booths
 - On-site sales v. Order

Prizes

- Advertising
- Gaming Regulations

Entertainment

- Contracts
- Music Licensing
- Stages
- Sound Systems
- Street Performers

Security/Crowd Control

- Fire codes/capacity
- Security Officers

Safety

- Accessibility
- Emergency vehicles
- First Aid

Parking/Traffic Management

- Parking Areas
- Shuttles
- Signs
- Traffic Directors

Sanitation

- Restroom Facilities**
- Trash Collection**

Site Set-up

- Electricity
- Water
- Tenting
- Tarps
- Seating
- Fencing
- Porta-potties
- Booths/Tables
- Vendor Locations
- Entertainment
- Staging
- Sound Equipment
- Directional Signs
- Admission gates

Implementation

- Work plan
- Pre-Event Meeting
- Walk-Through
- Drive-Through
- Communication
- Trouble-Shooting
- Last Minute Authorizations

Clean-Up

- Staffing
- Timing

Thank You's

- Volunteers
- Sponsors
- Co-sponsors
- Donors
- Media

Evaluation

- Participant
- Implementers
- Businesses

Record Keeping

- Work plans
- Bills/receipts
- List of Volunteers
- List of Vendors
- Agendas
- Publicity Materials
- Evaluations
- Wish List for Next Year

Other

-
-
-
-
-

Impact of the Buckeroo on Downtown Molalla Evaluation

Please help us evaluate the impact of the Buckeroo on downtown businesses by answering the following questions.

1.	Name of Business/Organization:								
2.	Your Name:								
3.	Hours your business was open during the Buckeroo:								
4.	Did you have an increase in foot traffic during the Buckeroo?								
5.	If so, how many customers do you estimate came through your business?								
6.	How many are 'normal' for these days of the week?								
7.	Did your sales _____ Increase _____ Decrease or _____ Have no change during the event?								
8.	By what percent? _____								
9.	Please estimate your total gross sales during the event \$ _____								
10.	Please give the "Buckeroo" an overall rating in terms of its economic and/or marketing impact for you, with 10 = Best Possible:								
1	2	3	4	5	6	7	8	9	10
11.	Please briefly make comments and give suggestions for making the "Buckeroo" better for downtown next year:								

MAIN STREET



NATIONAL TRUST
for HISTORIC PRESERVATION

Business Location and Clustering Strategy

There is an old adage in real estate: “There are only three reasons for success in retailing – location, location, location.” Today’s retailer has a multitude of location choices. The strip center, the freestanding building, the enclosed mall, and a variety of small shopping centers all compete with the downtown commercial district for tenants.

In order to attract retail tenants, the downtown manager should understand three specific elements of the retail site selection process:

- A review of how retail businesses use market data to select sites
- A review of the information required to differentiate the downtown commercial district from its competition
- A summary of techniques used to identify retail location clusters

How Businesses Use Market Data

The first step in the site selection process is to develop a customer profile for the business. Before considering site criteria differences such as traffic, visibility or cost, a business will first look at the market to identify potential areas in which to locate. Every retail business has its own unique customer profile. Even convenience stores, which offer similar products, have different customers.

Retail businesses rely on market comparisons to identify potential areas for expansion. Stores try to duplicate the success of their existing stores by locating in areas with similar market profiles. Obviously, chain store operations will have more detailed market profiles than mom-and-pop stores. The demographic information typically used to develop this comparative profile includes:

- Age
- Family size
- Household and personal (per capita) income
- Customer buying habits and points of origin
- Employment patterns
- Housing characteristics

The type of information, and the level of detail required, will vary by business. Some businesses require unique demographic information to make their site selection decisions.

A downtown manager can influence a retailer's site choice by understanding the business's unique market criteria. The program manager can also use this information to develop appropriate marketing and leasing materials for the business. Downtown retail prospects are often lost because of a failure to present pertinent information.

Additional market information is required for the final site selection, but the following examples illustrate how market information needs vary by business:

Food Stores

- Total population (identify subgroups that could distort data, i.e. group quarters, military)
- Household income

Discount Stores

- Population characteristics (primarily the blue-collar portion of the local/regional population)
- Occupation
- Household size
- Household and personal income

Home improvement centers

- Population characteristics (primarily aimed at middle-income population)
- Housing characteristics (age and ownership)

Apparel

- Population (lifestyle analysis)
- Household and personal income

Toy store

- Household composition
- Age cohorts
- Household income of parents or grandparents

Restaurants

- Resident population (exclusive of motel, interstate or tourist population)
- Daytime employment

Differentiating Downtown from the Competition

Successful leasing agents know how to successfully differentiate their projects from the competition. This ability is particularly important in a "soft" market, when there is an abundance of commercial space available in the market area at low prices. A leasing agent differentiates his or her project from other projects by identifying advantages or selling points. In order to attract

tenants, the downtown commercial district must also be differentiated from the competition. This will help the downtown solidify its position in the marketplace and facilitate leasing. The program manager must understand the inventory and leasing characteristics of both the competition's and the downtown's real estate.

Asset inventory and retail mix analysis are two essential elements of a successful downtown leasing strategy.

Asset Inventory: Program managers help lease downtown space by facilitating the development of marketing and leasing plans. These plans build on strengths and compensate for leasing weaknesses.

An asset inventory is a useful way to assess real estate. The inventory helps to identify downtown's competitive advantages. The inventory is conducted for both the downtown and the competition.

The competition is identified through consumer surveys, interviews, and fieldwork. Once the competition is identified, the following information should be obtained for each competitor:

- Location
- Physical characteristics
- Amenities
- Owner/leasing agent
- Leasing terms

In addition to assessing the competition, the downtown management program should also evaluate downtown real estate. The program should gather the following information about downtown properties:

- Ownership
- Tenants
- Leasing/sales terms
- Property maintenance
- Amenities
- Surrounding conditions

Retail Mix Analysis: A successful leasing program requires that the downtown management organization develop a marketing position that is distinct from the downtown's competition. This position is partially determined by the existing retail base. Classifying these businesses by type of goods and services sold helps determine the appropriate retail mix. The appropriate mix of goods and services will help enable the downtown to generate the maximum retail sales possible. This is accomplished either by increasing the purchases of existing customers or by attracting new customers to the downtown.

Retail mix information, used in conjunction with a market analysis, provides a framework for a retail-leasing plan. Retail businesses are classified in the following way:

- *Convenience goods and services* are goods and services that consumers buy frequently and are of a standard price and quality. Examples of convenience goods stores include: building material stores (hardware, paint and glass, garden, etc.); food dealers (grocery, delicatessen, bakery, meat and fish); eating and drinking establishments; specialty goods (florists, liquor, drug); personal services (laundry, photo, hair salon, shoe repair).
- *Shoppers goods* are also known as department store type merchandise. Stores that carry these goods are usually found in regional shopping centers. Examples of shoppers goods stores include: general merchandise (department stores, discount stores, variety); apparel stores (clothing, shoes); furniture (home furnishing and accessories, radio and TV, music); specialty stores (sporting goods, books, stationary, jewelry, hobby, toy, gift, novelty, antiques, arts and crafts).
- *Non-retail* is a generic category used to describe non-retail business. A retail store is one that keeps regular hours, is open to walk-in traffic and has a cash register. Examples of non-retail businesses include: service businesses (accountants, finance officers, lawyers, real estate agents); offices (corporations); warehouses (showrooms, wholesalers, storage).

Retail Cluster Identification

Location is very important to a retailer's success. Good merchandising and advertising can minimize – but never eliminate – the adverse effect of a bad location. Specialty retailers with limited markets are particularly vulnerable to poor locations.

While the elements that make one site more desirable than another vary according to the business, the objective is always the same: a good location is one that maximizes sales and generates a profit for the business.

In retail centers, a good location often means locating near stores that generate similar customer traffic. The more traffic, the more sales that can potentially be generated. This concept of locating stores to maximize traffic is called clustering. Clustering enables a group of businesses to attract more customers and repeat business by developing a critical mass. This critical mass generates a greater amount of traffic than any single store.

Shopping centers have long used the principles of cluster analysis to place individual stores in their facilities. Although downtown retail centers do not have leasing controls such as they do in malls, building on existing retail clusters and creating new ones through solid, long-term management and effective incentive programs can strengthen the downtown's overall retail performance.

There are many different kinds of retail clusters in the marketplace – specialty, high-end, outlet centers, hobby centers, etc. New concepts are constantly being tried as developers search for ways to attract customers to their projects. Some of the most common types of retail clusters are:

- **Customer compatible clusters.** These retail businesses share a particular market characteristic. The stores sell different products, but the customers have similar habits or preferences. Often called vertical market clusters, these clusters vary according to age, sex, income, etc. Examples of customer compatible markets are:
 - Businesses serving low-income customers – pawn shops, rent-to-own stores, thrift stores, big-lot grocery stores
 - Businesses serving elderly customers – drug stores, medical equipment stores, cafeterias, hair salons, bookstores
 - Businesses serving rural customers – feed-and-grain stores, fabric stores, western wear, music stores
 - Business serving discount oriented customers – outlet stores

- **Customer complementary clusters.** Also called companion clusters, these clusters are similar to customer compatible clusters because the businesses share the same market characteristics. The products sold by these businesses complement one another, however, unlike the compatible cluster businesses whose goods and services are unrelated. Complementary cluster businesses carry goods and services that are used in conjunction with one another. Examples of customer complementary clusters include:
 - Department store type goods cluster – jewelry store, women and men’s clothing, children’s store, linen and bath, restaurant
 - Auto care cluster – tires, car wash, body shop, insurance
 - Women’s apparel – clothing, jewelry, shoes, accessories, hair salon

- **Competitive clusters.** These businesses sell the same or similar products. They can appeal to the same or different market characteristics. This type of cluster is also referred to as the comparison cluster because the customer is able to compare goods for price and style. Examples of competitive cluster businesses include:
 - Restaurant row
 - Furniture stores
 - Auto dealers
 - Banks or financial centers
 - Shoe stores
 - Jewelry stores

Identifying Complementary Businesses

Explanation: A business recruitment and expansion program should draw upon the economic strengths of the downtown business district. For example, if there is a successful women's clothing store, there may be opportunities for shoes, jewelry, beauty supplies, hats, and accessories. Or, if there is a movie theater that attracts crowds at night there might be an opportunity for a coffee and dessert spot.

To Do: Identify existing businesses that have a strong customer base. Develop a list of potential business opportunities that would complement the goods offered in existing stores. Interview business owners and brainstorm opportunities.

Existing Downtown Business: _____

Complementary Business Opportunities:

_____	_____
_____	_____
_____	_____

Existing Downtown Business: _____

Complementary Business Opportunities:

_____	_____
_____	_____
_____	_____

Existing Downtown Business: _____

Complementary Business Opportunities:

_____	_____
_____	_____
_____	_____

Strengthening Business Clusters

Explanation: Strengthening existing business clusters through recruitment or expansion helps every business in the cluster. Knowing the current mix of businesses and cluster patterns will also help the committee guide new businesses to the optimal downtown location. Clustering businesses that share customers or have complementary goods, such as shoes and clothes, strengthens downtown's perception in the trade area as a "shopping center."

To Do: Identify business clusters in the district – list the businesses in each cluster and brainstorm additional business opportunities that would complement this cluster.

Business Cluster Type: _____

List of Businesses Currently in the Cluster:

Business Opportunities to Complement this Cluster:

Business Cluster Type: _____

List of Businesses Currently in the Cluster:

Business Opportunities to Complement this Cluster:

Defining Opportunities for Target Customer Groups

Explanation: Business opportunities can be discovered by identifying the types of customers who are or could be shopping at downtown businesses and brainstorming opportunities for businesses and products to more fully serve these shoppers. The customers who use downtown can be grouped according to their demographic profile or by the activity that brings them downtown. Examples of target customer groups are students, people at the courthouse, persons living in the elderly housing complex, people about to get married, teenagers, mothers with young children, lawyers, visitors to the museum, downtown office workers, university staff, theater goers, or tourists.

To Do: Identify current and potential target markets. Consult local business owners, the results of customer surveys, Chamber of Commerce staff and the Visitor's bureau for ideas. Choose customer groups that downtown should capture or could increase sales to. List the downtown businesses that currently serve the target market customer, look for gaps, and brainstorm additional opportunities.

Target Customer Group: _____

What businesses in the downtown currently serve this target customer?:

_____	_____
_____	_____

Additional business opportunities for this target market:

_____	_____
_____	_____

Target Customer Group: _____

What businesses in the downtown currently serve this target customer?:

_____	_____
_____	_____

Additional business opportunities for this target market:

_____	_____
_____	_____

Summary of Business Opportunities Chart

Explanation: The greater the number of market conditions a business opportunity meets the greater the chance this is a good avenue to investigate.

To Do: List the business opportunities the committee has discovered from the previous exercises across the top to the form. Put a check in each square that corresponds to the exercise where the opportunity was identified.

Business Opportunities

	#1	#2	#3	#4
Complements Existing Business				
Serves Target Customer Group				
Complements Existing Business Cluster				
Identified in Customer Survey				
Identified in Business Survey				
Gap Identified in Leakage Analysis				
Fits with Market Position Statement				

SHEDCO Action Plan –2015 DRAFT

Vision:

Mission: Provide the leadership and coordination necessary to enhance the economic viability of St. Helens while preserving the unique character of the historic core.

Implementation Activity: SHEDCO is a designated "Exploring Downtown" Oregon Main Street network community that uses the National Main Street Center's Four-Point Approach® to implement a downtown revitalization initiative.

Organization	Promotion	Design	Business Development
<p>Goal: Develop and sustain a well-managed, volunteer-driven organization with sufficient funds and resources to achieve vision.</p>	<p>Goal: Engage business and community members in marketing and creating events to promote the historic core from Hwy 30 to the riverfront as the heart and soul of St. Helens.</p>	<p>Goal: Continue to enhance the historic core to create an inviting, pedestrian-friendly experience consistent with St. Helen's unique character.</p>	<p>Goal: Strengthen existing businesses and encourage entrepreneurial spirit to enhance St. Helen's economy.</p>
<p>Objectives:</p> <ol style="list-style-type: none"> 1. Develop a communication strategy. 2. Create a three-year funding plan. 3. Develop a volunteer development program. 4. Fundraise 	<p>Objectives:</p> <ol style="list-style-type: none"> 1. Create new/enhance existing events. 2. Encourage local shopping. 3. Create brand identity for historic core from Hwy 30 to riverfront. 	<p>Objectives:</p> <ol style="list-style-type: none"> 1. Facilitate façade improvements. 2. Develop "placemaking" plan. 3. Improve wayfinding from Hwy 30 to the Riverfront. 	<p>Objectives:</p> <ol style="list-style-type: none"> 1. Identify opportunities to assist & retain existing businesses. 2. Encourage new business development. 3. Provide input for redevelopment efforts for the riverfront. 4. Advocate for more educational advancement opportunities within the county. 5. Develop connections between businesses
<p>Activities:</p> <ol style="list-style-type: none"> 1. Monthly Newsletter 2. Update website 3. Budget and create a 3-year funding plan, (membership campaign) 4. Volunteer Recruitment 5. Summer Kickoff Open Air Market 6. Rubber Duck Race 7. Main Street Networking Night 8. JRSHEDECO 	<p>Activities:</p> <ol style="list-style-type: none"> 1. Main Street Map 2. Bar Crawl 3. Restaurant Week 4. Sidewalk Sale/Independents Week 5. Fourth of July Festival 6. Farmers' Market? Open Air? 7. Small Business Saturday 8. Elf on a Shelf 9. Weekly Open Late Night 10. Treasure Hunt/ Letterboxing 	<p>Activities:</p> <ol style="list-style-type: none"> 1. Main Street banners project 2. Flower pot/main street landscape project 3. Annual Spring Clean-Up 4. Advocate at the Corridor Streetscape Master Plan meetings 5. Façade Improvement Grant Project 6. Holiday Light + 4th of July Competition 7. Retail Design Workshop 8. Parklet 9. Chalkboard Art Project 	<p>Activities:</p> <ol style="list-style-type: none"> 1. Business Recruitment Campaign 2. Business Plan Competition 3. "Food for Thought" monthly business workshops/series 4. Work with City Council to make business easier in St. Helens 5. Provide community updates on SDAT as they come 6. Promote Bicycle Friendly Business Program 7. Host a Koffee Klatch

