

Main Street® Downtown Assessment

Main Street Four Point Approach®



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History of the Main Street Movement

MAIN STREET

A Project of the
National Trust for
Historic Preservation

To encourage downtown
economic development
within the context
of historic preservation

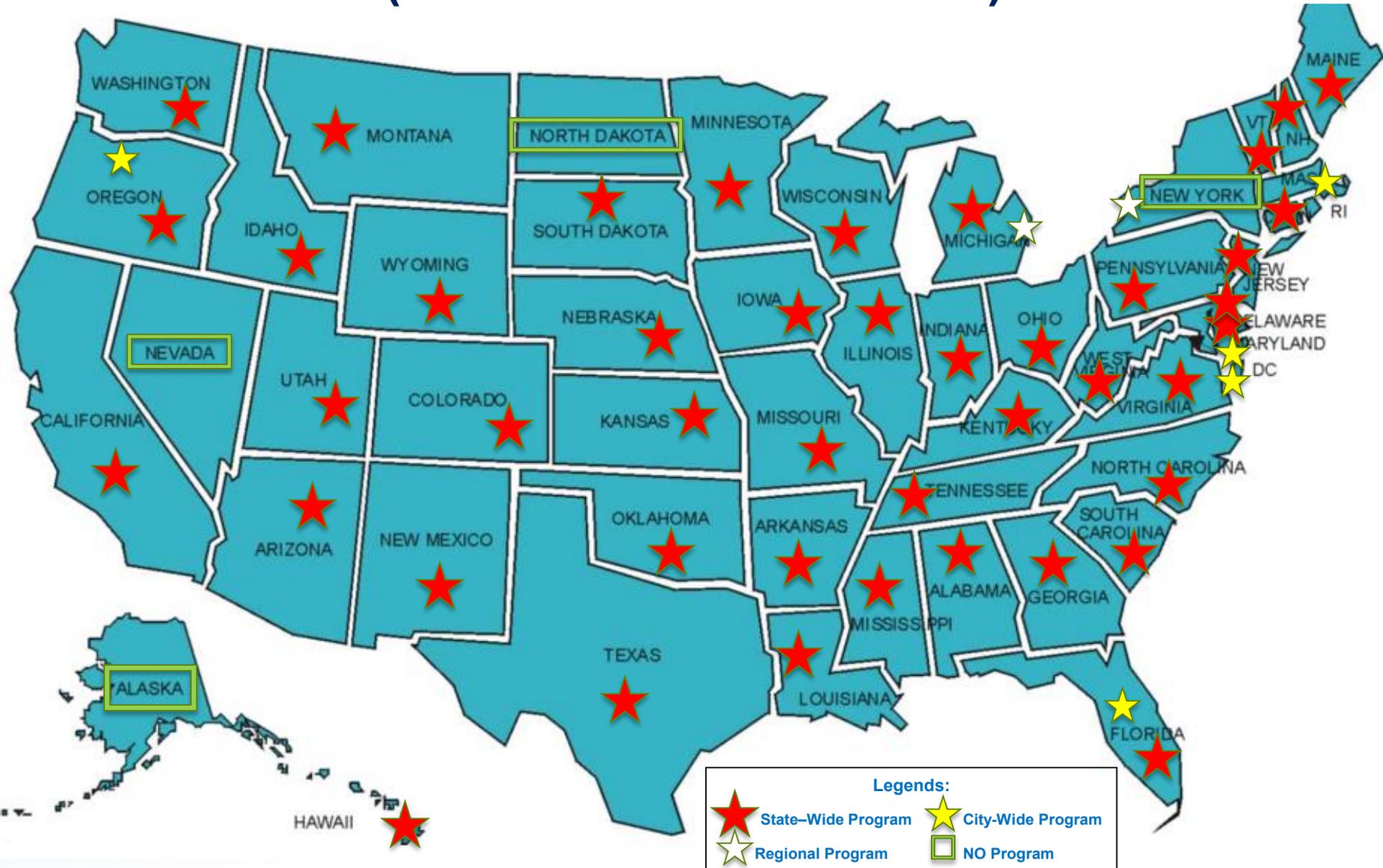
Three communities are
national models for this
goal: Galesburg, Illinois,
Madison, Indiana, & Hot
Springs, South Dakota

With the assistance of grants from the National Endowment
for the Arts, Wood & Sons, Inc., and the Bush Foundation



Main Street Coordinating Programs

(established since 1980)



Reinvestment on Main Street

The cumulative estimates are based on statistics gathered from 1980 to December 31, 2017, for all designated Main Street America communities nationwide.

2017 Reinvestment Statistics

\$74.73 billion Reinvestment in physical improvements

138,303 Net new businesses created

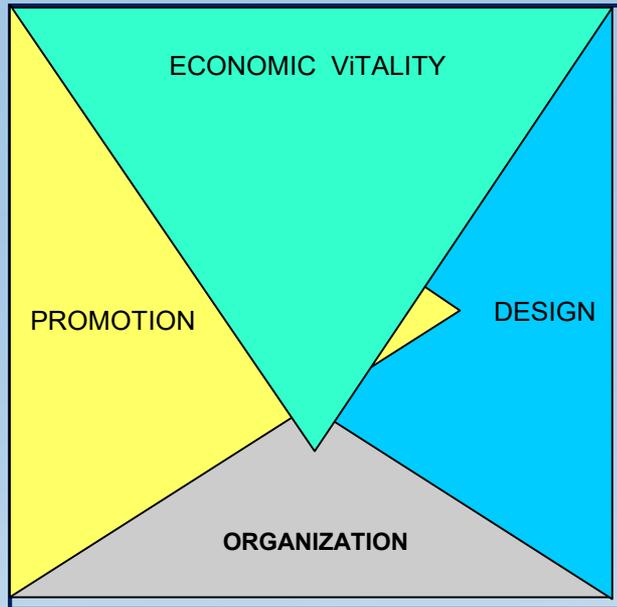
614,716 Net new jobs created

276,790 Buildings rehabilitated

\$32.56 : \$1 Reinvestment Ratio: *The Reinvestment Ratio*

measures the amount of new investment that occurs, on average, for every dollar a participating community spends to support the operation of its Main Street program, based on median annual program costs reported to the National Main Street Center by its coordinating programs. This number is not cumulative and represents investment and organization budgets from January 1, 2017 to December 31, 2017.

Main Street's Four Point Approach and Eight Guiding Principles



1. Comprehensive
2. Incremental
3. Community-driven
4. Public-Private effort
5. Builds on existing assets
6. Quality
7. Change
8. Implementation-Oriented



Organization

Design

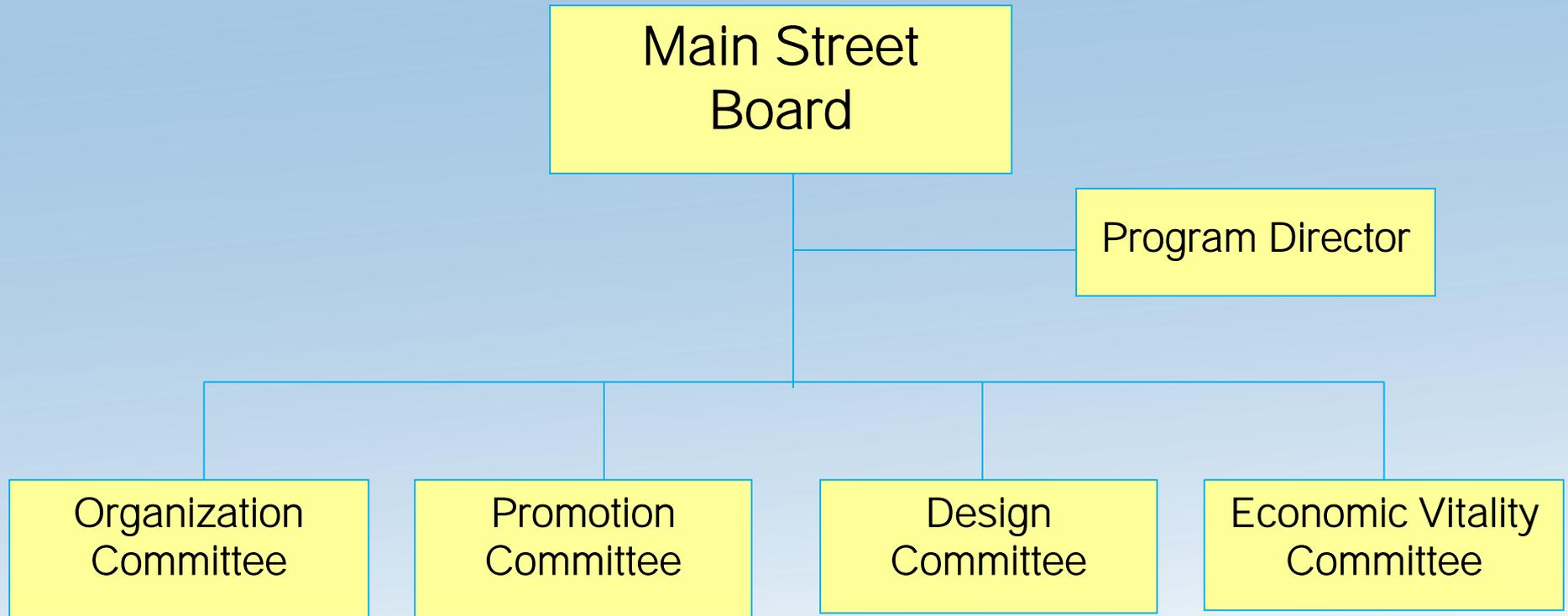
Economic
Vitality

Promotion

This is how Main Street works – This is what Main Street is all about!



Organizational Structure



Revitalization Partners



- business owners
- property owners
- government
- residents/consumers
- civic organizations
- chamber of commerce
- preservationists
- economic & community development corporations
- financial institutions
- utilities
- schools
- social service agencies
- religious institutions
- media
- regional planners
- realtors

Main Street® Downtown Assessment

Assessment Description

An on-site analysis of the challenges, issues and opportunities of a community pursuing a comprehensive plan for downtown revitalization activities.

The process for facilitating a Main Street® Downtown Assessment is grounded in the Four Point Approach and follows the Eight Guiding Principles developed by the National Trust for Historic Preservation's National Main Street Center 40 years ago.

Main Street® Downtown Assessment

Purposes

The Downtown Assessment focuses on issues and objectives cited by the community and its particular needs because every community has challenges that are unique from other communities. The Assessment defines a step-by-step action plan that:

- Analyses the issues affecting the revitalization of the community's downtown district
- Recommends strategies that are responsive to the challenges confronting the district
- Serves as a blueprint for revitalization activities

Main Street® Downtown Assessment

Preliminary to Visit

- Electronic and phone communications with Realtor® Association representatives, local government leaders, and community volunteers
- Research, data gathering and review of prior revitalization activities
- Development of a schedule and agenda for visit
- Creation of Stakeholder Core Group to help coordinate Visit

Main Street® Downtown Assessment

On-site Visit

Two-day on-site visit to the community which incorporates:

- Tours of the downtown district and surrounding locations
- Interviews with key stakeholders from the public and private sectors
- Meetings with a broad range of community constituents and organizational representatives with an interest in improving the economic and social vitality of the downtown district

Main Street® Downtown Assessment

Assessment Visit Report

A written comprehensive report with a step-by-step action plan that provides findings and recommendations leading to the following outcomes:

- Economic development strategies that would encourage entrepreneurial development and create businesses that are responsive to the needs of the local community and to new markets that may be available.

Main Street® Downtown Assessment

Assessment Visit Report (cont.)

- A marketing plan that would promote a positive image of the community; increase promotional activities within the downtown district; and provide community-focused events that appeal to the community's diverse population.

Main Street® Downtown Assessment

Assessment Visit Report (cont.)

- Increased organizational capacity for managing a program of downtown revitalization activities by detailing best practices and resources to encourage volunteer participation in revitalization efforts. The Main Street® Specialist's report will also help to facilitate a broad consensus of key stakeholders, residents, developers, employees, town officials and institutional partners on future development priorities and strategies.

Main Street® Downtown Assessment

Community's Preparatory Steps for Assessment

1. Appoint a Project Coordinator. This person can be someone from the Realtor® Association, City, or a Community organization
2. Select downtown stakeholders to form a Stakeholder Core Group which will be meeting with the Main Street® Specialist, participating in downtown tours, and assisting in coordinating activities prior to and during the Specialist visit.

Main Street® Downtown Assessment

Preparatory Steps for Assessment (cont.)

3. Gather information for the Main Street® Specialist to review prior to the visit, such as:

- Design studies
- Recent market/demographic/feasibility studies
- Downtown planning documents
- Relevant sections of downtown zoning ordinances and building codes
- Downtown/community maps
- Lists of downtown businesses
- List of downtown promotional activities

Main Street® Downtown Assessment

Preparatory Steps for Assessment (cont.)

4. Develop the agenda for the on-site visit in concert with the Main Street® Specialist
5. Secure facilities for meetings and interviews
6. Contact individuals and organizational representatives to set up times for meetings and interviews
7. Market and promote the Assessment and on-site visit

Main Street® Downtown Assessment

Rural Projects Funded through the NAR's Smart Growth Grant Program

- Medina County Board of REALTORS®
- Carbon County Board of REALTORS®
- Greater Lehigh Valley REALTORS®
- Pocono Mountain Association of REALTORS®

Seville, Ohio

Medina County Board of Realtors®

Main Street® Downtown Assessment - July, 2012

Issues: reduction of vacancies; re-use of school building; brownfield conditions (vacant gas station); organizational blueprint to undertake needed projects



Seville, Ohio

Downtown Assessment Report

Brownfields Remediation

The report provided strategies for evaluating remediation steps in the re-use of two vacant gas stations on a key entranceway into the downtown district and made recommendations for determining mitigation steps relative to underground tanks.



Seville, Ohio

Downtown Assessment Report

Re-use of Vacant School Building

Report included recommendations for:

- Developing community consensus for redevelopment
- Determining community priority for re-use of school building
- Engaging School District officials in redevelopment process
- Creating partnerships with area development agencies
- Leveraging school building's strategic location advantage



Seville, Ohio

Downtown Assessment Report

Business and Property Development

Recommendations were made for:

- Creating a building and business Inventory
- Diversifying “Regional Destination Retail” cluster
- Fostering emerging local entrepreneurs vs. “recruitment”
- Exploring “Catalyst” property redevelopment options
- Developing a façade improvement incentive
- Implementing a basic parking management plan
- Nominating the downtown as a National Register District



Seville, Ohio

Downtown Assessment Report

Promoting the Downtown District

Recommendations were made for:

- Partnering with Chamber on special events
- Establishing a menu of retail-related promotions
- Positioning the Downtown Business Association as the responsible group for overseeing all promotional activities in downtown
- Creating special events to attract families with young children into the downtown district
- Promoting and telling the stories of the good businesses in downtown
- Decorating empty storefront windows



Seville, Ohio

Downtown Assessment Report

Organizational Development

Recommendations were made for:

- Restructuring ad hoc revitalization committee into a stand-alone “Main Street Steering Committee”
- Reaching out to community members to keep them apprised of the Steering Committee’s progress
- Setting up a process for fundraising for the program
- Drafting articles of incorporation and bylaws
- Forming board composition and selecting officers
- Creating four standing committees and developing work plans for each committee based on recommendations in the Assessment report.



East Stroudsburg, Pennsylvania

Pocono Mountain Association of Realtors®

Main Street® Downtown Assessment - June, 2014

Issues:

- Partnering and collaborating with East Stroudsburg University
- Developing businesses that respond to student/faculty market
- Rehabbing and re-using vacant and underutilized downtown buildings
- Marketing plan that promotes positive image of downtown, increases retail sales, and creates special events for Borough's diverse population
- Restructuring the organization for Eastburg Community Alliance (a Main Street® program designated in 2002)
- Recruiting new volunteers; and fundraising for ECA's program support



Lehigh, Pennsylvania

Carbon County Board of Realtors®

Main Street® Downtown Assessment – June 2013

Issues: negative image; lack of retail; commercial vacancies; deteriorated buildings/absentee landlords; need for riverfront development and connection from river to downtown; gateway improvements; by-pass/one-way main street; organizational capacity building.



Lehigh, Pennsylvania Downtown Assessment

Downtown Lehigh's Decline

In the early to mid-1980s, a one-way bypass roadway was constructed, starting at the intersection of S. 1st Street and Bankway Street. The purpose was to by-pass Lehigh's Main Street (1st Street) to more quickly move traffic traveling in a northerly direction toward Jim Thorpe.

At the same time that the bypass was constructed, 1st Street was converted, at the northerly intersection of 1st Street and the bypass, from a two-way to a one-way. This converted traffic flow caused 1st Street to become a speedway that acted simply as a conduit for traffic traveling in a southerly direction from Jim Thorpe, through downtown Lehigh, to the Pennsylvania Turnpike.

Lehigh, Pennsylvania Downtown Assessment

Downtown Lehigh's Decline (cont.)

It was during this period of time that a major anchor, Bright's Department Store, departed 1st Street and, following that occurrence, many other long-time businesses moved off of 1st Street.

Coinciding with these negative occurrences, strip development began along Route 443, bringing into the retail mix major big box stores, such as a Walmart Supercenter and a Lowes.

All of these conditions contributed to the declining economic health of Lehigh's downtown business district, with particular deleterious effects on the 1st Street corridor.

Lehigh, Pennsylvania Downtown Assessment Report

The Assessment Report made recommendations in the following areas:

- Reducing the number of vacancies in downtown commercial buildings
- Encouraging investment in downtown properties
- Marketing downtown through expanded special events, and image development activities for young families
- Developing the riverfront area and integrating access from the riverfront to the downtown commercial district
- Improving the appearance and functionality of the 1st Street corridor, including the gateways into downtown
- Developing organizational capacity and sustainable district management initiatives

Return to Lehigh, Pennsylvania

May, 2018 – Email from Lehigh Borough Manager Nicole Beckett ...

“Hello Teresa. Hope all is well.

I wanted to touch base and let you know good things are happening in Lehigh. The trail has become popular, the Lehigh Outdoor Center opened, we have a some new successful businesses. Things have definitely turned around. We are still facing similar challenges as in 2013 with blight, marketing, etc. However, the negative image is changing day by day.

When we completed the Assessment, we discussed a Phase II. How would the application process for Phase II work and what would be the suggestions for proceeding with a Phase II?

I thought it was appropriate for an update being all good things are happening! We have a lot of momentum.”

Notable Lehighton Projects

Undertaken since Downtown Assessment

- Interpretive signage program installed throughout Borough
- Delaware & Lehigh National Heritage Corridor system extended
- Partnership formed with DLNHC on Lehighton Trailhead Project, bordering downtown district
- Consultant hired to assess downtown vacant/blighted buildings
- Christmas Trees in the Park program hosted by Parks & Recreation Dept.
- Lehighton Downtown Initiative (LDI) inaugurated Lehighton Farmers Market held downtown



Lehigh, Pennsylvania

Follow-up to Downtown Assessment

Main Street® Organizational
Development Services

Lehigh, Pennsylvania

Organizational Development Phase I - July, 2018

Purposes: to move downtown revitalization efforts to a higher level of effectiveness by initiating a process for establishing a community-based, comprehensive, volunteer-driven organization based on the Main Street Four Point Approach®.



Lehigh, Pennsylvania

Organizational Development - Phase I (cont.)

- Creation of Lehigh “Main Street” Steering Committee
- On-site 2.5-day visit to provide:
 - Training sessions in the Main Street Four Point Approach® and committee work planning;
 - Guidance on establishing a downtown organization responsible for the management of the revitalization process.
- Visit summary report with next-step recommendations for steering committee and four work area committees



Lehigh, Pennsylvania

Organizational Development Phase II – February, 2019

Purposes: A continuation of Main Street® Specialist organizational development services to complete the establishment of a fully-functioning Lehigh downtown revitalization organization that utilizes the Main Street Four Point Approach® in implementing its comprehensive program of work.



Lehigh, Pennsylvania

Organizational Development - Phase II (cont.)

- A 2-day, on-site specialist visit on April 23-24
- Establishment of “Main Street” Board, selection of Officers and Board training
- Formation of 4 standing committees with chairs and one-year work plan for each committee
- Development of bylaws, incorporation papers, and process for establishing non-profit 501 (c)(3) tax status
- Creation of a fundraising plan and a public relations campaign to promote organization to broad audience



Questions?

Thank you! Call or email me any time. A PDF of this presentation will be made available to you on request.

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