

Program Proposal

Main Street Milwaukee

May 2004

Prepared by

Joshua J. Bloom, Senior Program Associate
National Main Street Center
National Trust for Historic Preservation, Northeast Office
7 Faneuil Hall Marketplace, 4th floor
Boston, MA 02109
(617) 523-0885 x32
(617) 523-1199 fax
joshua_bloom@nthp.org

And

Stephanie Redman, Program Manager for Technical Services
National Main Street Center
National Trust for Historic Preservation (Headquarters Office)
1785 Massachusetts Avenue, NW
Washington, DC 20036
(202) 588-6219
(202) 588-6050 fax

In partnership with:

Nicole Robben, Department of City Development
Kathryn Berger, Local Initiatives Support Corporation

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Acknowledgements

The City of Milwaukee undertook an ambitious, comprehensive and thoughtful planning effort for Main Street Milwaukee. The City's Department of City Development (DCD) and Milwaukee's Local Initiatives Support Corporation (LISC) convened over *thirty* meetings to solicit public input and design a program that fits Milwaukee's unique environment. The first public meeting in May 2003 attracted eighty-four interested residents, business owners, developers, architects, City staff, nonprofit practitioners, and economic development professionals. Many of these individuals continued their involvement by becoming members of the working group that met over subsequent months.

In particular, we would like to acknowledge Nicole Robben, Neighborhood Development Specialist with the Milwaukee DCD, for coordinating the planning effort and providing us assistance in assembling this document. Supporting Nicole was a core group of professionals who gave enormous amounts of their time and expertise toward organizing Main Street Milwaukee. This core group included:

Mike Brodd, Manager, Neighborhood Economic Development, DCD
Leo Ries, Program Director, Milwaukee LISC
Kathryn Berger, Program Officer, Milwaukee LISC

This group worked throughout 2003 to create a new Main Street program for Milwaukee. The team researched best practices and visited other local, citywide, and statewide Main Street programs. Over the course of an extensive series of working meetings, as well as consultations with numerous elected officials and potential funders, they helped design the Main Street Milwaukee program.

In addition, we wish to acknowledge the tremendous support provided by former Commissioner Julie A. Penman and former Deputy Commissioner Michal Dawson at the Department of City Development and Assistant Executive Director Greg Shelko at the Redevelopment Authority. Grateful thanks are due to numerous city staff, including Laura Wake, Jenny Basile, Dimitri Jordan, and Tom Cheney for their support in creating the framework for the Main Street Milwaukee program.

Numerous individuals must be acknowledged for their participation in the three planning initiative sessions and many working group meetings that were held throughout the spring and summer of 2003.

The attendees at the three planning initiative sessions, which were conducted as part of Milwaukee's Commercial Revitalization Planning Initiative, are listed in a chart in Appendix A. An "X" in the date column indicates which meeting(s) each person attended. And the members of the four working group committees and leadership task force are listed in Appendix B. DCD and LISC are enormously appreciative of the talent, determination, and dedication they brought to designing Main Street Milwaukee.

Introduction

In 2003, the City of Milwaukee's Department of City Development (DCD) and Milwaukee Local Initiatives Support Corporation (LISC) partnered to undertake a planning initiative to research citywide commercial district revitalization models and practices in order to design an innovative and successful program for Milwaukee. DCD and LISC evaluated the need and potential for a Main Street-like program in Milwaukee, conducted strategic planning sessions, and then created a working group of volunteers – representing all sectors of the community – to custom-design a multi-district revitalization program for Milwaukee's neighborhoods.

This report contains the proposed recommendations that came out of the planning initiative along with recommendations and requirements from the National Main Street Center for the Main Street Milwaukee program. In particular, the report provides:

- ◆ a history of the planning process and creation of the Main Street Milwaukee program;
- ◆ a summary of the findings from the Milwaukee Commercial Revitalization Planning Initiative sessions and the working group meetings;
- ◆ a description of the Main Street Four-Point Approach[®] to commercial district revitalization and participants' reaction to the Main Street model;
- ◆ an appropriate organizational structure for the citywide coordinating program and descriptions of its administrative functions;
- ◆ staffing structure for the citywide coordinating and neighborhood programs;
- ◆ primary activities for the citywide coordinating program;
- ◆ governance for the citywide coordinating program;
- ◆ budgets and funding sources for the citywide coordinating program and for individual neighborhood programs;
- ◆ a menu of technical and financial assistance that Main Street Milwaukee should provide to the neighborhoods;
- ◆ a strategy for outcome and performance measurements; and
- ◆ a recommended process and criteria for selecting participating neighborhoods.

BACKGROUND

Methodology

In 2001 and 2002, with financial assistance from Milwaukee LISC, a group of Milwaukee community development practitioners attended two conferences: the LISC Neighborhood Main Street Initiative conference in Cleveland and an Urban Main Street Forum hosted by the National Main Street Center, LISC, and Boston Main Streets in Boston. Milwaukee attendees returned with knowledge of a well-established approach created by the National Trust for Historic Preservation, now being applied in urban neighborhoods throughout the nation.

Milwaukee attendees observed impressive results. In cities where the Main Street approach has been applied in a coordinated, multi-district effort, neighborhoods have leveraged quicker and more sustainable improvements to buildings and businesses than in other places. As leaders in this field, Boston, Baltimore, and Washington, DC, have citywide Main Street programs that designate commercial districts competitively with designees receiving a package of financial and capacity-building resources over a period of years. In many other cities such as Cleveland, Los Angeles, Detroit, and St. Paul, LISC has worked to establish programs where multiple commercial districts are designated and whose commercial districts are effectively following the Main Street model.

Following the conferences in Cleveland and Boston, the Milwaukee attendees began discussions with LISC and DCD about the potential for a similar program in Milwaukee. Thus, throughout 2003, DCD and LISC partnered to undertake an extensive planning process to evaluate the need for a new commercial district revitalization program in Milwaukee, conduct informational sessions with guest speaker experts in neighborhood revitalization, and create a working group to determine the recommended details of a new program for Milwaukee.

Findings of the Commercial Revitalization Planning Initiative

To kickoff the planning process, DCD and LISC hosted a series of three planning initiative sessions in the summer of 2003 with guest speaker experts in commercial district revitalization that presented to the community the Main Street approach, citywide Main Street programs, and variations on other citywide commercial revitalization programs. Guest speakers for the three sessions were:

- 5/13/03: Alan Levy, Director, Office of Neighborhood Commercial Revitalization, City of Detroit. Mr. Levy gave an overview of commercial revitalization initiatives currently in practice across the country.
- 5/30/03: Stephanie Redman, Program Manager for Technical Service, National Main Street Center, Washington, DC. Ms. Redman gave an overview of the National Main Street Model created by the National Trust for Historic Preservation.

- 6/13/03: William Lysaught, Deputy Director, Mayor's Office of Economic Development and International Trade, City of Denver. Mr. Lysaught spoke about the role of small business development in commercial revitalization.

The planning sessions were conducted to provide information to community representatives, gather input about neighborhood business district revitalization in Milwaukee, and gauge reaction to the idea of a citywide Main Street program. Participants provided insights into the issues and problems facing traditional commercial districts in Milwaukee and discussed their reactions to the concept of a citywide Main Street program.

Over 185 individuals attended the three planning sessions which included representatives of community development corporations (CDCs), neighborhood associations, business associations, financial institutions, technical assistance providers, related community development or neighborhood programs/associations, residents, architects, developers, investors, and city staff. A full list of strategy session participants is included in Appendix A.

Throughout the process, there was consensus among participants that revitalization of Milwaukee's commercial districts is badly needed. The group realized the immense benefits revitalized commercial districts can bring to neighborhoods, including increased jobs, increased organization among stakeholders, increased property values and increased shopping alternatives that make a neighborhood more attractive.

Strategy session participants identified the following elements as critical to a new program:

- ♦ **Coordinated citywide commercial district revitalization strategy.** Participants voiced a belief that the City's current economic development and revitalization services are scattered among several departments and agencies, leading to a lack of coordination and focus, despite good intentions. While several agencies, in particular the Department of City Development, do assist commercial districts on specific issues, participants felt the City of Milwaukee needs a more comprehensive system.
- ♦ **Means to address perceived crime and safety problems.** Participants expressed the strong need for a focused effort on crime and safety, and suggested that crime and safety be a priority in the newly developed program.
- ♦ **Partnerships that support revitalization efforts.** Participants supported the creation of a program that involved a true partnership between the City, LISC, block grant office, police department, private sector, and the neighborhood community development groups.
- ♦ **Multi-year commitment from funders.** Participants voiced a need for a program that provides funding over an extended period of time to assure success. For this reason, they recommended that the new program offer six consecutive years of

support.

- ◆ **Technical assistance for small business and local retail development.** Participants expressed a belief that local entrepreneurship was key to sustainable development of neighborhood districts. Participants expressed a need for assistance in developing *and retaining* small businesses along neighborhood commercial corridors. Participants identified the need for small retailers to be able to access one-on-one technical assistance to improve their business and address such needs as accounting, marketing, operations, language training, employee training, and computer skills.

Reaction to the Main Street concept

During the planning initiative sessions, the National Trust's Main Street model was discussed at length. Stephanie Redman, Program Manager for Technical Services at the National Trust's Main Street Center (NMSC) led one of the three large planning initiative sessions.

Participants liked the specific focus on commercial district revitalization. They were receptive to the standards that a Main Street program would require and liked the fact that specific revitalization goals would be tailored to each participating neighborhood.

The Department of City Development, LISC and certain commercial districts have been applying various principles of the Main Street model for many years. However, planning committee participants sought to leverage Milwaukee's existing resources under a more structured and coordinated program. The Main Street Four-Point Approach[®] made sense to participants as a revitalization framework because it has proven to be successful in other cities.

Potential Main Street strengths

Participants identified the following as strengths of the Main Street Approach:

- ◆ Proven systematic approach;
- ◆ Focus on historic preservation;
- ◆ Focus on traditional districts;
- ◆ Grass-roots orientation and community-driven approach;
- ◆ Incorporation of the *neighborhood's* vision and goals;
- ◆ Technical support from the NMSC;
- ◆ Recognition of the Main Street brand by retailers, developers, elected officials and potential funders;
- ◆ Best practices from the NMSC and other citywide Main Street programs;
- ◆ Recognition of incremental progress;
- ◆ Accountability among and between the district Main Street program, neighborhood stakeholders, and the city;
- ◆ Visible change;
- ◆ Economic development tool for the creation of new jobs and investment.

Potential Main Street weaknesses

While generally receptive to the idea of a citywide Main Street program, participants expressed reservations as well. Specifically, some participants were concerned that:

- ◆ The program wouldn't specifically make crime and safety a priority;
- ◆ Creating and managing four volunteer committees to work in the four Main Street points would be time-consuming and potentially difficult for a Main Street manager;
- ◆ Fundraising for the program year after year would prove difficult;
- ◆ More neighborhoods would want to participate than could be supported through the program.

Creation of the working group and their findings

From the 85 attendees present at the first planning initiative session, over 60 individuals volunteered their time to be part of a working group that would dedicate time and energy over the next four months to work on the creation of a new commercial district revitalization program for Milwaukee.

The working group was subdivided into four committees, each responsible for specific tasks in program research and design. These individuals volunteered roughly 800 hours in the creation of the Main Street Milwaukee program framework. (See Appendix C for a list of committee meetings and Appendix D for committee work plans.)

Four committees of the working group

- ♦ ***Funding & Resources Development committee*** (FRED) was charged with creating a budget for the new program and identifying potential funding sources
- ♦ ***Governing Body Structure committee*** (BARB) focused on recommending the structure and role of the Main Street Milwaukee governing body.
- ♦ ***Selection Criteria committee*** recommended application procedures for designation of Main Street districts, including eligibility requirements, expectations, and selection criteria.
- ♦ ***Program Design committee*** and the leadership task force determined operational details of the program for the coordinating agency and the district programs such as program structure, budget, staffing and benchmarks.

Committee goals

The working group members met over thirty times in a four-month period to participate in the following activities:

- ♦ Review current practices, services and resources of commercial district revitalization in Milwaukee;
- ♦ Determine unmet needs of Milwaukee's commercial district revitalization efforts;
- ♦ Research citywide Main Street and non-Main Street programs;
- ♦ Conduct one-on-one interviews with representatives of the citywide programs;
- ♦ Analyze, discuss and decide recommendations for all components of a new commercial revitalization program;
- ♦ Decide whether or not the program, as to be established in Milwaukee, would be a Main Street program and require the "Four Point Approach" advocated by the National Main Street Center (see below for description of the Four Points).

The working group members conducted interviews via teleconference calls and in-person with such individuals as John McGaw, Coordinator, Commercial Revitalization and Small Business Development Office of the Deputy Mayor for Planning & Economic Development, Washington DC; William Lysaught, Deputy Director of Small Business, Mayor's Office of Economic Development and International Trade, Denver, CO; Emily Haber, Director of Boston Main Streets, Office of Business Development, Boston, MA;

Mary Pat Fannon, Director of Baltimore Main Streets, Baltimore Development Corporation, Baltimore MA; and Stephanie Redman, Program Manager, National Main Street Center, Washington, D.C.

Necessary components of a new program

The members of the working group felt a new program must:

- ◆ Sustain through mayoral administration changes;
- ◆ Supply adequate, sustainable funding over a period of time;
- ◆ Contain consistent requirements and realistic measurements;
- ◆ Leverage block grant money and create a partnership between the public and private worlds;
- ◆ Teach the community the tools necessary to revitalize and thereby build local capacity; and
- ◆ Provide neighborhood districts a manager – in a model similar to suburban malls– who manages all aspects of the district.

Additionally, a new commercial revitalization program must meet two primary goals of DCD and LISC:

- ◆ ***Build and sustain healthy neighborhoods.*** A new program would need to build on local economic, physical, and organizational assets to create vibrant, walkable commercial districts as anchors to strong neighborhoods.
- ◆ ***Promote economic development.*** A new program would need to help develop *neighborhood* economies so residents do not leave the city to meet their shopping needs – and so those living outside the city have reason to shop in the city’s neighborhoods.

Needs and limitations in current revitalization programs

Throughout the four-month research and planning process, the members of the working group expressed their beliefs as to the needs and limitations faced by the neighborhoods themselves:

- ◆ ***Resources are limited.*** Working group participants felt a need to concentrate limited economic development resources in order to make a difference.
- ◆ ***Commercial districts need better marketing.*** Most participants felt that neighborhood business districts need to be marketed better. This includes stronger marketing efforts for individual businesses as well as entire districts in order to make the public more aware of the goods and services available.
- ◆ ***Commercial district revitalization programs and services are disjointed.*** With so many agencies currently providing some assistance to neighborhood commercial districts, it is imperative that cooperation and coordination among these organizations increase.
- ◆ ***Local leaders and practitioners need a one-stop shop for commercial district revitalization assistance.*** Users of Milwaukee’s current revitalization services are challenged to obtain the technical and financial help that they need from the many different agencies involved. A central point of contact and referral is needed to

streamline client access to revitalization services.

- ♦ ***Small business development resources are insufficient.*** Current small business development resources in Milwaukee are not targeted to meet the needs of small businesses and entrepreneurs in neighborhood commercial districts. Specialized on-site training that meets the unique challenges of individual small business owners is hard to find and expensive.

Demand for a new program

After extensive research and thoughtful analysis, the working group members began to define the details of a new revitalization program for Milwaukee called “**Main Street Milwaukee**”. The details of the program were compiled and submitted to former Commissioner of the Department of City Development, Julie A. Penman, and Program Director of Milwaukee LISC, Leo Ries, to review, revise and submit to the National Trust for Historic Preservation’s National Main Street Center (NMSC) for additional review and compilation into this program proposal. These details as created by the working group, DCD, LISC, and NMSC are described in the “Recommendations” section of this document on pages 24-40.

Throughout the planning process, participants were quite vocal about their enthusiasm for a DCD and LISC-supported neighborhood business district revitalization program. Members also provided a clear message that neighborhoods want (and need) a coordinated neighborhood revitalization strategy. All members felt that Milwaukee’s commercial corridors are ripe with potential for economic development – in large part based on their unique character.

The working group determined that the new program should follow the Main Street 4-Point approach and be designed in a way that meets the demand for commercial revitalization services and brings about the following additional benefits:

- ♦ ***Develop organizational capacity and ability to address commercial revitalization at the neighborhood level.*** While the block grant office provides funding for administration of nonprofit community development groups that engage in revitalization activity, the City does not fund technical advice to these organizations on how to develop or implement projects. Without technical support, community development groups must devote more of their private resources to figuring out appropriate procedures and strategies. A technical support mechanism will make their operations more effective by providing advice, guidance, and best practices for a variety of projects, ranging from property development and fund raising to financing small business operations.
- ♦ ***Maximize LISC’s experience in growing local revitalization capacity.*** LISC has supported the organizational development of Community Development Corporations (CDCs) throughout Milwaukee and the nation. LISC comes to the challenge of building better urban neighborhoods with a unique and growing set of resources: a network of CDCs that have effectively led revitalization efforts in commercial

districts throughout the country; access to national funding opportunities that would be difficult for local partners to tap individually; and a menu of loan, grant and technical assistance resources from the national organization that have been essential to building stronger organizations and better neighborhoods.

- ♦ ***Make trainings available to all, so revitalization skills can grow in all neighborhoods.*** Designated Main Street districts will receive a special package of funding and services, but all neighborhoods in Milwaukee – designated or not – will be able to participate in Main Street workshops and trainings. This will build a core of knowledgeable nonprofit practitioners in the field of commercial revitalization.
- ♦ ***Expand marketing of neighborhood business districts.*** The City’s marketing efforts are geared more toward marketing downtown and less toward encouraging local residents, visitors, and entrepreneurs to patronize unique neighborhood districts. The new program will make marketing Milwaukee’s neighborhood districts a priority.
- ♦ ***Provide a network of expertise to help business districts implement projects.*** Urban commercial districts face unique challenges in their revitalization efforts. The new program will provide consultants and trainings that will teach the neighborhood business districts the tools and techniques to address this broad range of challenges such as parking, merchandising, building design, and safety.
- ♦ ***Provide financial assistance to implement commercial district revitalization projects.*** Currently only a few funding sources exist to support the revitalization of neighborhood business districts. Those funding sources are important and regularly accessed, but they do not completely meet the needs expressed during the strategy sessions. A new program will provide access to additional financing for planning, studies, catalytic projects, property acquisition, and even project implementation.

While it cannot be viewed as an immediate solution to every commercial revitalization problem or issue, over time a program designed as described in the “Recommendations” section of this report would meet the needs and provide the additional benefits stated above.

Fundraising feasibility

During the months of September to December 2003, DCD and LISC staff met with numerous potential funders, such as corporations, banks, foundations, developers, and public sector officials, to propose the details of the Main Street Milwaukee program. DCD and LISC staff found that a majority of the individuals that they met strongly supported the program concept, and many requested a detailed proposal to determine whether the program would meet one or more of their strategic funding priorities.

Specifically, elements of the program that seemed to appeal to funders were:

- A systematic approach to commercial district revitalization – one that has proven successful across the country in small communities and urban neighborhoods;
- A grass-roots, community driven approach;
- Designating participant business districts through a competitive process;
- A goal to build local capacity;
- Providing multi-year funding so the programs have a real chance to succeed;
- An independent Main Street board at the citywide level that would designate areas and foster accountability among DCD, LISC, and participating districts;
- Annual work plans to benchmark goals and progress;
- Providing resources such as architectural and small business assistance to the districts.

Most important to funders were the requirements of annual work plans and progress reports, including the collection of data on new investment, new businesses, new jobs, and increased sales. Funders want to see the commercial districts develop in a sustainable manner that reflects economically supportable neighborhood needs.

Why the “Main Street” program?

The Main Street Approach® and the Eight Principles

Main Street is a community-driven approach to making incremental and sustainable changes in older, traditional commercial districts. The Main Street Approach is employed to revitalize these districts and manage them for continued physical and economic health.

The Main Street Approach® offers a comprehensive, flexible framework and structure for communities to address commercial district revitalization. Developed by the National Trust for Historic Preservation’s National Main Street Center in 1980, the methodology is community-driven and relies on the participation of a variety of stakeholders and volunteers.

For effective, sustainable revitalization, progress must be made simultaneously in multiple areas of work. These areas of simultaneous focus are known as the Main Street “Four Points.” Together, they comprise the Main Street Four-Point Approach®.

The Main Street Four-Point Approach®

Organization establishes consensus and cooperation by building partnerships among the various groups that have a stake in the neighborhood’s business district. This will allow the revitalization program to provide effective, ongoing management and advocacy of the area. Diverse groups from both the public and private sectors (i.e., residents, merchants, government, lenders, developers, business organizations, property owners, community leaders and others) must work together to create and maintain a successful program.

Economic Restructuring strengthens the existing economic assets of a commercial area while diversifying its economic base. This is accomplished by retaining and expanding existing businesses to provide a balanced commercial mix, converting unused or underutilized space into productive property, sharpening the competitiveness and merchandising skills of local business people, and attracting new businesses that the market can support.

Promotion takes many forms, but the goal is to create a positive image of a neighborhood business district in order to rekindle community pride. Promotion seeks to improve retail sales through events and festivals and to create a positive public image of older, traditional commercial areas in order to attract investors, developers, and new businesses.

Design takes advantage of the visual opportunities inherent in a commercial district by directing attention to all of its physical elements: public and private buildings, storefronts, signs, public spaces, landscaping, merchandising, displays, and promotional materials. Its aim is to stress the importance of design quality in all of these areas, to

educate people about design quality, and to expedite improvements along the commercial corridors.

The Main Street citywide coordinating program

Coordinating Main Street programs, be they city, state, or regional, form the backbone of the national Main Street movement. While neighborhoods can participate in the Main Street program individually, the challenge can be a daunting one without the support of a coordinating entity that provides resources, a network, advocacy, and encouragement for all the Main Street programs in a city. Typically housed within a government agency or a nonprofit organization, coordinating Main Street programs partner with the National Main Street Center to provide hands-on assistance to participating communities; develop resources to support revitalization activity; and serve as a full-time advocate and front-line resource for commercial district revitalization in their jurisdictions.

The primary function of coordinating Main Street programs is to provide neighborhood Main Street programs with the technical expertise necessary to establish and strengthen local revitalization efforts and to address specific commercial revitalization issues in neighborhood business districts. Some coordinating programs also offer financial assistance to support the operational budgets of neighborhood Main Street programs.

The neighborhood programs are selected to receive resources through a competitive application process that demonstrates their need, ability, resources, and goals for their Main Street effort. Typically, the citywide coordinating program provides neighborhood Main Street programs with an intensive scope of training and technical assistance for three to five years. After that start-up period, neighborhood programs have built sufficient capacity to function more independently, and coordinating programs offer a more limited array of technical assistance to them.

Citywide coordinating programs can be structured in many different ways. Regardless of their structure, they all share the common goal of helping communities develop strong revitalization programs. Each citywide Main Street program has, at minimum, a full-time, professional coordinator, often someone who has substantial experience as a local Main Street director. In addition, most have a full-time architect who provides basic design assistance to participating communities, and many have additional staff to provide other types of specialized assistance.

Providing technical assistance to neighborhoods is only one function of coordinating Main Street programs. The staff of a citywide program also performs other important functions, including:

- ◆ Building awareness of and support for commercial district revitalization;
- ◆ Building relationships and partnerships with other agencies and

- organizations;
- ♦ Serving as a liaison with the National Main Street Center; and
- ♦ Promoting preservation-based commercial district revitalization to other communities.

This cumulative scope of activities allows the citywide program to facilitate incremental improvements that has led to substantial revitalization of downtowns and neighborhood business districts across the United States.

Characteristics of a strong citywide coordinating program

A strong state, city or other Main Street coordinating program is one...

1. whose participating commercial district revitalization programs have a high reinvestment ratio, increasing incrementally each year;
2. in which local programs selected to participate remain active;
3. which is based on a strong preservation ethic and which has an excellent track record in achieving the preservation of historic Main Street buildings and other relevant historic resources;
4. which effectively harnesses existing resources from both the public and private sectors to benefit the revitalization of historic and traditional neighborhood districts;
5. whose staff is able to effectively provide basic services to communities, advocating and working towards comprehensive programs with activity in all four points of the Main Street approach;
6. which attains a high level of positive visibility and credibility within the state or city;
7. which garners bi-partisan political support;
8. with adequate and stable funding, from both public and private sources, and with a flexible organizational structure or network of partners that can accommodate funding from multiple public and private sector sources;
9. which positively shapes policies and legislation to assist the revitalization of historic neighborhood districts and the preservation of historic Main Street buildings; and
10. which encourages local revitalization programs to evolve and mature, and which evolves and matures itself, successfully tackling progressively more complex revitalization issues.

District Main Street program

Main Street's Four Points are the cornerstone of a district's Main Street work and the Eight Principles (below) embody its philosophy. In order to implement Main Street, each designated district establishes a Main Street manager, creates a broad-based governing body to oversee the operation of the program, and establishes committees to implement projects in the Four Points. In most circumstances, the National Main Street Center recommends the district revitalization program hire a full-time staff person to coordinate



and manage the effort and that the governing body establish a standing committee representing each of the Four Points. In some instances, this recommended structure needs to be adapted to neighborhood circumstances and may be modified slightly. When a neighborhood has atypical circumstances and feels an alternative organizational structure is appropriate, the local coordinating program can review the proposed structure and recommend additional modifications to adapt the Main Street program to the neighborhood's conditions.

A district Main Street program must be a volunteer-driven effort that has support and participation from a variety of stakeholders in the revitalization effort. This is important for several reasons. In order to be sustainable, changes must be identified, led, and implemented by those most closely connected to the commercial district: residents, businesses, property owners, and other key stakeholders. To be most successful, Main Street's activities should be driven by community consensus and a common vision for what the commercial district is to become. Without a variety of stakeholders represented in the program, it is impossible to obtain the broad base of input necessary to achieve consensus.

By seeking community input and involvement from the outset, the Main Street program can garner the legitimacy of community opinion and approval; when this occurs, Main Street can present a united voice and move its projects forward without having to "backtrack" and address community objections that result from exclusion or poor communication. Additionally, with the volume of work that a Main Street program undertakes, the program must include a large and varied group of individuals to have the people power and access to resources necessary for project implementation. Further, many neighborhoods have a long-standing history of factionalism and mistrust among various stakeholder groups. By being broadly inclusive, a Main Street program can provide a large tent under which many groups and individuals can come together, identify common ground, and begin to move forward to improve the commercial district.

The local Main Street governing body and four standing committees include a variety of representatives from the community, typically a mix of business and property owners, residents, city officials, financial institutions, schools, religious institutions, civic groups, preservationists, media, etc. Each district Main Street program is made up 40 to 60 active volunteers working on revitalization planning and implementation. The governing body (a board or steering committee) guides policy, funding, and planning for Main Street, and each committee plans and implements improvement activities relevant to its purview. Committees typically include 5-10 people. Depending on the circumstances of the commercial district, the program may also create issue-oriented task forces, such as a Parking Task Force. Working in tandem, the board, committees, and staff utilize the Main Street Four Point Approach as the framework around which to structure and implement projects that improve the commercial district.

The local board or steering committee hires a Main Street manager who is responsible for managing the program, coordinating volunteers, and assisting with program implementation, and acting as a primary spokesperson for the program. With the

exception of very small commercial districts, the National Main Street Center typically recommends that a district Main Street program hire, at minimum, a full-time program manager/executive director. In order to move the commercial district improvement agenda forward, paid staff is essential. Volunteers can accomplish a great deal on their own, but even that output pales in comparison to the volume of accomplishments that a revitalization program has with paid staff. By having a full-time staff person, the program creates responsibility and accountability for improving the commercial district. Among partnerships, collaborations, project planning and implementation, communication and outreach, volunteer development, and even office administration, the job typically entails much more than 40 hours per week. Experience shows that commercial districts without paid staff, or whose staff is only partially focused on Main Street program responsibilities, achieve much less and at a much slower pace.

Not unlike the manager of a shopping mall or even an industrial park, the Main Street director works to ensure that the area is clean, maintained, attractive, well-marketed, programmed with events of interest to customers, that there is a point of contact for information about the district and the revitalization effort, that businesses have the support and information they need, and much more. The Main Street director is constantly vigilant about what's happening in the commercial district and making sure that the Main Street program is responsive to and able to manage the constant change that happens in commercial districts and is acting in the best interests of the Main Street area. Without that vigilant management, the commercial district can never be everything the community desires.

The following section describes Main Street's "Eight Principles," the guiding philosophy of this incremental, neighborhood-based, economic development strategy. These underlie the Four Points, described above.

The Eight Principles of Main Street

District Main Street programs utilize the Main Street Four-Point Approach as a framework for addressing the specific needs and circumstances of their commercial districts. Rather than relying on an often overwhelming single issue or on a "big fix" development project, Main Street programs implement smaller, incremental, lasting changes that, over time, lead to a revitalized commercial district. Main Street program activities are balanced between short-term, small-scale improvements and longer-term, larger-scale activities.

In order to be successful in the application of the Main Street Four-Point Approach, communities must implement it based on eight principles that pertain to all areas of the revitalization effort:

Comprehensive. Downtown and neighborhood business district revitalization is a complex process that cannot be accomplished through a single project. For successful, long-term revitalization, a comprehensive approach must be used.

Incremental. Small projects and simple activities lead to a more sophisticated understanding of the revitalization process and help to develop skills so that more complex problems can be addressed and more ambitious projects undertaken.

Self-Help. Local leaders must have the desire and will to make the project successful. DCD and LISC provide direction, ideas, and training, but continued and long-term success depends upon the involvement and commitment of the community. The primary vehicle for community involvement in a Main Street program is participation in the district's four committees.

Public-Private Partnership. Both the public and private sectors have a vital interest in the economic health and physical viability of commercial areas. Each sector has a role to play, and each must understand the other's strengths and limitations so that an effective partnership can be forged.

Identifying and Capitalizing on Existing Assets. Business districts must capitalize on the assets that make them unique. Every district has unique qualities, like distinctive buildings and scale, which give people a sense of place. These local assets must serve as the foundation for all aspects of the revitalization program.

Quality. Quality must be emphasized in every aspect of the revitalization program. This applies equally to each element of the program, from storefront design to promotional campaigns to educational programs.

Change. Changes in attitude and practice are necessary to improve current economic conditions. Public support for change will build as the program grows.

Implementation Oriented. Activity creates confidence in the program and ever-greater levels of participation. Frequent, visible changes are a reminder that the revitalization effort is underway. Small projects at the beginning of the program pave the way for larger activities as the revitalization effort matures.

Main Street's Results

To date, nearly 1,700 cities and neighborhoods have established Main Street programs to revitalize their business districts. The program has a proven track record of success. That success is visible in the storefronts and physical characteristics of the commercial districts. It is evident in residents', businesses', and visitors' attitudes about these commercial districts. And, it is demonstrated through the increased economic health and vitality of the businesses located in the commercial corridors.

In addition to these general accomplishments, the success of the Main Street program can be measured through economic impact statistics that the National Main Street Center collects from participating local programs. Through local Main Street efforts, 231,682 net new jobs have been created, \$17.0 billion has been reinvested in Main Street commercial districts, 57,470 net new businesses have been created, and 93,734 buildings

have been rehabilitated. The average reinvestment in participating communities' commercial districts is \$9,513,151.

At the local level, Main Street's structure and approach to managing traditional commercial districts leads to impressive economic development in individual downtowns and neighborhood business districts across the nation. Most local Main Street programs achieve significant investment in the commercial district over time, including exponential growth in the number of businesses and jobs.

R E I N V E S T M E N T *on* M A I N S T R E E T

Figure 1. Average reinvestment in the physical environment over time in a local Main Street program area.

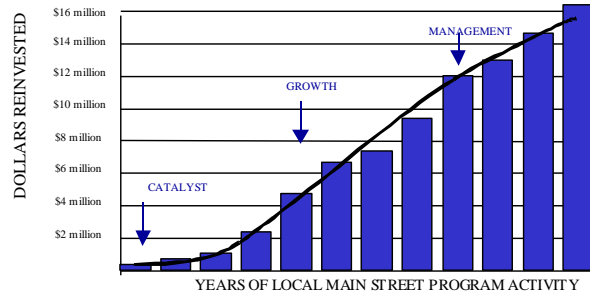


Figure 2. Average net growth in businesses over 10 years in local Main Street program areas.

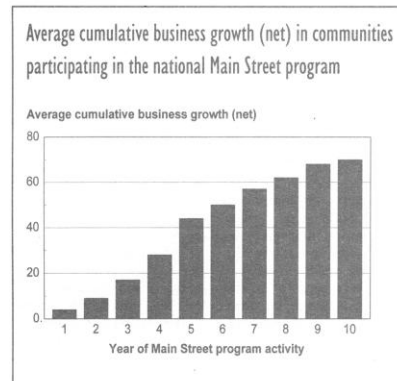
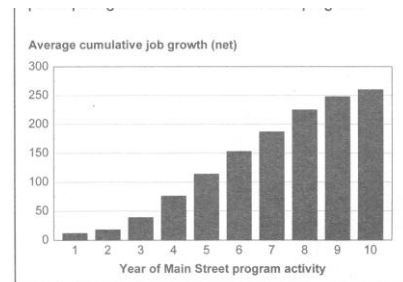


Figure 3. Average net growth in jobs in local Main Street districts over 10 years.



While Milwaukee's Main Street success is yet unwritten, there is every reason to believe that the city's neighborhoods that are selected to participate in Main Street Milwaukee

will experience similar economic revitalization. As a companion to that, commercial corridors will create employment opportunities for neighborhood residents and foster increased neighborhood pride and civic engagement.

Benefits to the City of Milwaukee

Any new or proposed government program must demonstrate a benefit to the citizenry of a city. By establishing Main Street Milwaukee, the city and its residents will gain the following benefits in addition to the potential benefits described on pages 11-12.

Commercial revitalization, as practiced according to the Four-Point Main Street Approach, yields several important, direct results for neighborhoods, including:

- ◆ An improved physical environment
- ◆ More goods and services available to neighborhood residents
- ◆ A means to identify and *implement* the neighborhood's preferred future for the commercial district
- ◆ Comprehensive revitalization, including sustainable, sensible improvements in the physical, economic, and social environment of the commercial district
- ◆ Increased employment opportunities within the neighborhood via development of market-appropriate businesses
- ◆ Increased entrepreneurial opportunities within the commercial district for neighborhood residents
- ◆ More festivals and events in the neighborhood
- ◆ Improved community cooperation
- ◆ An ongoing structure and method to solve problems in the business district

In addition to those in-neighborhood benefits, Main Street will benefit Milwaukee in the following ways.

Main Street Milwaukee will provide commercial districts with a mechanism to manage and develop themselves. In order to thrive, commercial districts require ongoing management and attention. Main Street Milwaukee would provide neighborhood business districts with the kind of tools, focus, expertise, and attention necessary to guide and direct positive change in commercial districts. The management system developed by the staff and volunteers of a local Main Street program also enables neighborhood business districts to revitalize at a faster pace and in a more comprehensive fashion, creating a stronger, more stable neighborhood economy in the long run. They will be able to address key issues of small business development, business displacement, property improvements, and other revitalization issues on a day-to-day basis in a way that government alone cannot.

Main Street identifies and builds on neighborhood goals and priorities for the commercial district. The program brings together local stakeholders to improve the commercial district. By utilizing the local decision-making structure offered by the Main Street Approach, stakeholders are more involved with guiding the development of their neighborhoods, ensuring that development happens in a way that is palatable to residents, businesses, and property owners alike.

Main Street requires – and gets – results, making optimal use of the City's



resources. Local Main Street programs are required to set and meet programmatic benchmarks. They must meet the participation criteria developed by the citywide coordinating program. In addition to being advised and assisted by professionals, local programs are evaluated annually to ensure their performance and to optimize the program's results in the future.

Specific results of Main Street Milwaukee are likely to include the following.

Improved retail sales, more jobs for residents, and increased property values lead to enhanced tax revenues for the City. Retail sales, numbers of jobs, and property values in Main Street districts increase steadily over time. Main Street districts expand the city's tax base as existing businesses are strengthened, new businesses are developed, new jobs are created, and properties are maintained, enhanced, and even built. Given the strong demand for neighborhood-oriented businesses, there is every reason to believe that Milwaukee will see similar growth, resulting in larger tax base from which to fund city services.

Increased opportunities for entrepreneurship and local business expansion. Neighborhood Main Street programs create an improved economic climate in which new businesses are more likely to be successful and existing businesses can invest with confidence. Similarly, many Main Street programs are able to work with existing businesses to capitalize on expansion opportunities and to actively encourage new business development. Overall, more locally owned businesses will prosper because of the individual and collective efforts of the designated local Main Street programs, resulting in more jobs and income (therefore increased net worth) for Milwaukee residents.

More visually appealing neighborhoods. While some commercial districts in Milwaukee are vibrant and attractive, others suffer from vacancy and a dilapidated appearance. Through strategic engagement of resources to combat deterioration, Main Street Milwaukee will help to maintain the appearance of commercial areas that are already attractive and will help to improve the appearance (and vitality) of districts whose physical appearance is somewhat tarnished.

Improved networking and solution-sharing among neighborhood business districts. Through Main Street Milwaukee, commercial districts can meet regularly to discuss common problems and solutions. This networking function provides a ready venue for learning from the successes and challenges of other Main Street districts. The program creates an organized, accessible peer network whose experiences can benefit other districts by preventing and/or solving problems already encountered by others. Similarly, because Main Street Milwaukee and the local Main Street programs would be affiliated with the National Main Street Center, they would have access to a network of hundreds of local programs across the United States.

Stronger liaison and linkage with neighborhood businesses, other development organizations, and City agencies. Neighborhood Main Street programs will serve as a streamlined way for city agencies and other development organizations to gather feedback and/or disseminate information to local businesses. Similarly, businesses will have a spokesperson and liaison (the Main Street manager) who can refer input and concerns to relevant city agencies and organizations such as funders.

Historic preservation with flexibility. Milwaukee's neighborhoods are an asset to the city, and the architecture and historic character of the commercial and residential buildings in the neighborhoods is part of what makes the neighborhoods unique. Main Street Milwaukee will encourage the reuse and preservation of historic commercial buildings, enabling commercial districts to retain their identity and character. The Main Street model advocates a pragmatic, cost-effective approach to historic preservation.

Better monitoring of economic data for neighborhood business districts. Local Main Street programs will be required to establish a baseline inventory of jobs, businesses, and physical conditions in their commercial districts. They will also be required to measure and report growth in those areas over time to track the success of their efforts. These data will help the City understand overall patterns of growth and investment in commercial areas.

A more engaged citizenry. Because the Main Street Approach is based on grass-roots development and requires the involvement of neighborhood residents in order to be successful, it does engage people in the neighborhood community. These individuals learn the process of making positive change in their neighborhoods. Very often, they will continue that engagement in other areas, making positive contributions to other aspects of the neighborhood that need to be improved.

Recommendations

How Main Street Milwaukee looks at the citywide level

The multi-district, citywide, coordinating Main Street revitalization program, called “**Main Street Milwaukee**,” (MSM) will be established as a unique partnership between the City’s Department of City Development (DCD) and Milwaukee Local Initiatives Support Corporation (LISC). The program will be managed by DCD with LISC operating as a coordinating partner and the fiscal agent for monies raised from the private sector. DCD and LISC will carry out program responsibilities as outlined in an annual memorandum of understanding (MOU).

This arrangement will bring the benefit of private-sector funding to a DCD program and will help the neighborhood-based Main Street programs access a range of city resources and services more efficiently. DCD staff will be able to supplement LISC’s financial support through improved linkage with existing city programs and services. In addition, designated districts would receive access to other LISC resources that include predevelopment, construction and mini-perm financing for real estate projects.

In order to increase coordination among departments and agencies, Main Street Milwaukee will establish a task group of representatives from Department of City Development, Milwaukee Economic Development Corporation, Department of Neighborhood Services, Department of Public Works, Police Department, etc. The task group will meet several times per year to identify opportunities for increased collaboration and identify packages of services or resources to provide to the Main Street districts.

Number of districts

Depending upon funding availability, quality of applications, and interest, Main Street Milwaukee will designate up to four Main Street districts in the first year and 1-2 additional districts in each subsequent year. There will be a maximum of ten (10) districts in the program at any one time. Districts that have completed their initial six years of participation will continue their operation and will be affiliated with Main Street Milwaukee as “graduate programs.”

Primary activities of the coordinating program

The Main Street Milwaukee program will provide a package of technical and financial assistance to competitively selected neighborhood commercial districts. Each designated district must establish and implement an ongoing, comprehensive revitalization program based on the Main Street Four-Point Approach[®]. The Main Street Milwaukee office’s primary role is to support and guide the districts in planning and implementing of their Main Street programs. The office will coordinate the delivery of City services and

technical assistance necessary to carry out district plans.

The responsibilities of the Main Street Milwaukee coordinating office are as follows:

1. Staff the Main Street Milwaukee Partners Board, whose duties are described on pages 26-28;
2. Develop a working relationship with each district Main Street program;
3. Provide technical assistance directly from Main Street Milwaukee staff and coordinate the delivery of outside consulting services to designated districts;
4. Coordinate the delivery of financial assistance to district Main Street programs;
5. Execute annual performance agreements with designated districts;
6. Monitor progress and outcomes of designated districts as described on pages 47-49;
7. Provide public relations and publicity about Main Street Milwaukee;
8. Refer individuals or organizations to the appropriate agency or program for economic development and small-business services, based on their issue or need;
9. Build relationships with other city agencies and programs and help coordinate efficient delivery of programs and services to Main Street districts;
10. Conduct annual work plan development for the citywide program and assist in work plan development for the designated districts;
11. Produce training workshops and conferences;
12. Provide information on commercial revitalization to non-designated commercial districts;
13. Serve as an advocate for Milwaukee's neighborhood commercial districts on a citywide level (e.g. promote better planning, land-use, and economic development practices on a citywide level);
14. Serve as a liaison with the NMSC and other organizations devoted to commercial district revitalization, community development, and historic preservation;
15. Administer the citywide program's planning, budgeting, record-keeping, reporting, and contracting.

Governance of the citywide program

Partners Board

Main Street Milwaukee will have a governing and oversight board that represents the public-private partnership between the City and LISC. This body will be called the Main Street Milwaukee Partners Board. There are four primary reasons for its creation:

1. LISC and the City are jointly funding and staffing Main Street Milwaukee. That collaboration needs a management entity that represents the partnership's stakeholders.
2. An independent board with cross-sector representation has proven to be the most effective body to objectively evaluate districts' applications and performance.
3. Main Street Milwaukee will, over the long term, require funding in addition to what the City and LISC initially allocate. The Partners Board will have

- responsibility for developing additional resources from the private sector.
4. An independent board will provide continuity and sustain the program during changes in administration within the City.

Partners Board structure and composition

As a decision-making body for Main Street Milwaukee, the Partners Board will consist of nine members. Its oversight function will require the skills and credibility that come with high-level participation.

The Partners Board will be composed of nine members to include:

1. Two members of the Common Council appointed by the President of the Common Council;
2. Three members appointed by the Mayor; and
3. Four representatives appointed by LISC.

LISC and DCD will confer in advance regarding appointments to the Partners Board, with the final decision as to appointments resting with the party responsible for the appointment, to ensure that the composition represents a diversity of interests and provides a potential for cross-sector support.

Partners Board functions

The Partners Board's primary functions are designating districts to participate in the program, monitoring the performance of the program and individual districts, and providing guidance, oversight and monitoring to DCD's and LISC's performance of duties. To carry out these functions, the Partners Board will have the following duties:

1. Formally approve the Main Street Milwaukee program proposal;
2. Approve future changes to program structure or processes;
3. Review annual application for designation;
4. Nominate a Main Street district selection Review Panel;
5. Approve or deny Review Panel recommendations on district selection;
6. Review and approve terms of annual DCD/LISC MOU which shall include an annual program plan with defined outcomes, activities and a funding plan;
7. Contingent upon funding availability and funding commitments, determine on an annual basis the number of new districts to be designated and level of services to be provided;
8. Monitor the overall program activities according to desired outcomes defined in terms of dollars of reinvestment, net growth in businesses, net growth in jobs, number of improved facades and streetscapes, and number of citizens engaged in Main Street committees and projects;
9. Review and assess districts' progress annually and, if circumstances require it, de-designate any Main Street Milwaukee districts that consistently fail to perform according to annual work plan and terms of participation agreement.
10. Play a leadership role in securing financial resources for the citywide program and designated districts;
11. Plan for program sustainability;

12. Advocate for public policies citywide and programs that support community development and the strengthening of traditional neighborhood business districts;
13. Develop and adopt Board policies and guidelines (i.e. term length, how to replace members who move or change employment, when to increase numbers, voting and quorum rules, etc.)

With respect to staffing of the Partners Board, DCD will fulfill the administrative functions, and LISC will have input in the creation of the agendas and facilitation of meetings.

Funding the citywide program

The Main Street Milwaukee program will be funded by a collaborative arrangement among public and private sector partners. Funding sources will include the City of Milwaukee's Community Development Block Grant (CDBG) appropriations and private sector resources administered by LISC. The level of funding that the partners will be required to secure will be described in an annual Memorandum of Understanding between DCD and LISC.

LISC will administer private-sector funds that would constitute approximately a dollar for dollar match to funds provided by the City of Milwaukee for the Main Street Milwaukee program. LISC funds will be used for technical services to the designated areas over the 6-year period. These technical services will be contracted by LISC and will include such things as trainings, workshops, planning services, architectural services, small business development assistance, consulting services, and limited grants. (Details of services with estimated amounts are listed on page 31).

This program requires a large and sustained fundraising effort. NMSC recommends that Main Street Milwaukee staff, together with the Partners Board, create and implement a master fundraising plan that sets levels and target numbers for private sector funding to support the program as laid out in this proposal. An early, large, multi-year commitment from one funder is necessary to ensure that MSM is able to provide at least a baseline level of services. In addition, this commitment will attract and leverage the smaller financial commitments and in-kind contributions that would provide the level of services necessary for optimal results. Below is an example of such a plan:

Level	Amount of funds needed	Target # of funders	Target Funders	Receive
Champion	\$200,000/year minimum 3 years	1		Logo and name on all MSM marketing materials, mentioned at all events, included in all press releases
Gold	\$100,000/year minimum 3 years	1 to 2		Recognition in MSM marketing materials
Silver	\$50,000/year	3		Recognition in MSM marketing materials
Bronze	\$25,000/year	1-4		Mentioned in MSM materials

Corporate Buddy	\$10,000/year annually	Dependent upon number of districts in program		Districts will be required to list their corporate buddy on all materials and mentioned at all events; seat on district steering committee
In-kind partner	In-kind services on a program-wide basis		Universities, firms, (advertisement, media, design, architectural, etc.)	Recognition on projects

On an annual basis and based upon funding availability, the Common Council will provide CDBG funds to DCD for program administration and operating support grants for the designated districts. Funds will be administered by DCD to the designated areas as operating support (staff salary/fringe, programmatic overhead, and eligible program expenses) as illustrated in the table below. Total annual funding required from CDBG will increase over the course of the program to support the designation of additional districts. A proposed budget indicating the required private sector and CDBG support for the first six years of the program is attached as Appendix E.

If the necessary funds for the recommended level of services cannot be raised, the MSM staff and Partners Board will assess whether quality in-kind services can be secured to fill the gaps. If the program would suffer in quality due to insufficient funds and/or a great reliance on in-kind services, the future of the program should be thoroughly reexamined by the Partners Board. The NMSC strongly recommends the level of services as listed on pages 29-31 and outlined in the budget.

If either partner does not raise its annual share of funds, the Partners Board will be required to re-assess the roles and responsibilities of the partners. The Partners Board will also determine on an annual basis the level of services to be provided and the number of districts to be designated based upon funding availability. New districts should not be added to the program if as a result the districts already in the program cannot be supported at adequate levels.

To lead districts toward self-sustainability, the level of CDBG funding for a designated district and the level of technical assistance and services provided by LISC will decrease over the six-year period of their participation. The following table illustrates the ideal funding levels for a district over the six-year period.

Sample Funding Support for Designated District.						
	1 st year	2 nd year	3 rd year	4 th year	5 th year	6 th year
CDBG funding	\$70,000	\$70,000	\$50,000	\$50,000	\$40,000	\$40,000
LISC services	\$80,000	\$80,000	\$60,000	\$60,000	\$50,000	\$50,000
<u>Min. District fundraising</u>	<u>\$10,000</u>	<u>\$10,000</u>	<u>\$30,000</u>	<u>\$30,000</u>	<u>\$40,000</u>	<u>\$40,000</u>
Total	\$160,000	\$160,000	\$140,000	\$140,000	\$130,000	\$130,000

Block grant funds for operating support for a designated district are decreased every two years, thus over the course of six years, each receives:



- ◆ 100% for Years One and Two (i.e., \$70,000 per year);
- ◆ 72% for Years Three and Four (i.e., \$50,000 per year); and
- ◆ 57% for Years Five and Six (i.e., \$40,000 per year).

In order to produce the desired results in terms of investment, job creation and new businesses by year 3, the technical assistance and services provided by LISC are front-loaded in years 1 and 2 of designation. The intensive services provided in years 1 and 2 involve program and district planning assistance with the intention to build the necessary capacity within the organization, district and stakeholders to implement a successful neighborhood Main Street program.

Throughout participation in the MSM program each designated district will be required to raise funds to supplement their Main Street programs to cover the costs of the Main Street Manager and the various projects and activities undertaken by the four Main Street committees. It will be expected that each district work towards self-sufficiency throughout the six years of the program. If designated districts do not raise adequate funds to supplement their Main Street budgets, work towards self-sufficiency, or achieve satisfactory progress on an annual work plans, the Partners Board will consider de-designation of that district.

Once a district “graduates” from the program after the completion of year six, the district will be expected to continue to achieve progress by keeping the Main Street manager hired and the committees active. In order to accomplish this, each district will need to have a fundraising mechanism in place. Funding options include:

- ◆ Maintaining or creating a Business Improvement District (BID);
- ◆ Memberships and annual appeals (e.g., from business owners, property owners, or residents);
- ◆ Fundraising or special events that yield surplus for program operations;
- ◆ Ownership or development of property;
- ◆ In-kind contributions of goods or services;
- ◆ Grants (e.g., from corporations, foundations or government);
- ◆ Earned income (e.g., from promotional/fund-raising events, contracts to provide services, real estate development fees, etc.);
- ◆ Commercial district management contracts (e.g., cleaning, marketing and promotion).

Technical services to designated Main Street districts

Main Street Milwaukee will provide a comprehensive range of services as expert guidance to districts. These services will vary by the year of the designated program and the readiness to receive certain services. As would be expected, neighborhoods begin at different levels. In general, services begin by building the Main Street organization’s skills – its staff and volunteers – and then move quickly onto market research and market-based work plans. This list breaks out by year a recommended menu of services to be provided throughout the six years of participation in the program:

Year one services

- ◆ Main Street 101 training
- ◆ Main Street manager training
- ◆ On-site board of directors orientation
- ◆ Regularly scheduled CRAG (Commercial Revitalization Affinity Group) trainings
- ◆ Start-up consultation and needs assessment
- ◆ Vision development with SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats)
- ◆ Committee work planning assistance
- ◆ Annual program review

Years two to six services

- ◆ Market analysis training workshop
- ◆ Market analysis assistance/guidance, including customer survey assistance
- ◆ Annual program evaluation
- ◆ Annual work-plan development

Available on an as-needed basis in the first year and beyond

- ◆ Architectural & design assistance
- ◆ Façade design assistance
- ◆ Building design assistance
- ◆ Window display design assistance
- ◆ Signage design assistance
- ◆ Store layout design assistance
- ◆ Building evaluation
- ◆ Historic property assessment
- ◆ Small business assistance
- ◆ Business planning
- ◆ Marketing consultation
- ◆ Merchandising
- ◆ Business software
- ◆ Web-site development
- ◆ Issue-specific technical consultation to the district
- ◆ Historic District application assistance
- ◆ Traffic and parking analysis
- ◆ Infrastructure assessment
- ◆ Urban planning
- ◆ Streetscape design
- ◆ District design guidelines
- ◆ Design of zoning overlay district
- ◆ Comprehensive district revitalization plan
- ◆ Catalytic feasibility study
- ◆ Promotion and marketing of district
- ◆ Assistance with business recruitment
- ◆ Assistance with manager hiring & training
- ◆ Training materials and publications

- ◆ Assistance with corporate sponsorship
- ◆ Technical assistance visits

Beyond year six: services for “graduate districts”

- ◆ Annual program evaluation and work-plan development
- ◆ Board, manager and volunteer training as requested
- ◆ Limited design assistance
- ◆ Limited business assistance
- ◆ Limited issue-specific technical consultation to the district
- ◆ Workshops on business recruitment and retention
- ◆ Workshops on fundraising and funding mechanisms
- ◆ Monthly technical assistance workshops (CRAG format)
- ◆ Connection to the Main Street Milwaukee program

Example of services provided in Year One:

In the following chart, the operating support grant is supported by CDBG funds while all other services and grants amounting to \$80,000 in value will be provided with funds raised by LISC from the private sector.

Grant values (per district, year one of designation)

Operating support grant	\$70,000
Conference scholarships	1,000
Historic preservation grant	1,000
Promotion and marketing grant	2,000
Façade grants for small projects	2,000

Per district value of shared services (approx.)

Architectural & engineering services	20,000
Trainings and workshops	12,550
District and program planning services	25,000
Technical assistance to businesses within district	10,000
District-specific technical assistance	6,000
National Main Street Network membership grant	200
Training materials	250
Total	\$150,000

*In the second year of designation, each district will be provided roughly the same services as listed above but with an additional \$20,000 worth of urban planning services.

Explanation of financial assistance above:

- ◆ Operating support grant is provided to the districts to support the Main Street Managers salary and fringe benefits along with administration fees, programmatic overhead, professional development, and other eligible program expenses.
- ◆ Conference scholarships will be used by managers to attend related training opportunities, such as the National Main Street Conference and the LISC Urban Forum.



- ◆ Historic preservation grant can be used in flexible ways to preserve historic buildings in the district. This could, for example, take the form of assistance to a property owner in listing a building on the National Register or to offset costs of a reuse feasibility study.
- ◆ Promotion and marketing grant is intended for activities related to the work of the promotion committee, which include special events and publications.
- ◆ The façade grant would be used for small projects such as signage, paint and awnings that the City's façade grant program does not cover.
- ◆ Architectural and engineering services will be provided by design consultants retained by Main Street Milwaukee. The primary aim of these services will be to help stimulate physical design improvements in the districts.
- ◆ Trainings and workshops will be provided to build capacity in the Main Street managers and committee members. These services will teach participants the necessary skills and tools within the 4-points to achieve revitalization success.
- ◆ District program planning services will help the Main Street governing boards and committees develop vision, assess needs, and create effective, implementation-oriented work plans.
- ◆ Entrepreneurship support and business-specific consultations will help build stronger independent businesses in the districts.
- ◆ District-specific technical assistance can be used flexibly for a high-priority need or project within the district.
- ◆ National Main Street Network Membership is a membership program of the National Main Street Center, providing publications, networking resources, online database, listserv, and product and conference discounts.
- ◆ Training materials will be purchased from the National Main Street Center and provided at trainings and workshops.

Other services and programs available to designated districts

In addition to the services provided through Main Street Milwaukee, Main Street districts will be eligible for funding through other DCD and LISC programs. These funds will be provided to specific projects brought forward by the districts. Project funding available to districts should include:

- ◆ Special consideration, preference, and/or terms in the allocation of the façade grants and Retail Investment Fund grants (grants to assist in business creation and expansion).
- ◆ Extra effort by MEDC to make loans to businesses located in designated Main Street districts (for example, to create or expand business or finance façade improvements not covered by grant).
- ◆ Spot acquisition funds (to assemble development parcels).
- ◆ LISC loans (for CDC-sponsored real estate projects)
- ◆ LISC recoverable grants (for CDC-sponsored real estate projects)
- ◆ Renewal Community tax credits
- ◆ New Market Tax Credits
- ◆ Public improvements funds

After “graduation,” designated districts *remain* a part of the designated Main Street Milwaukee program. They will not continue to receive financial assistance, but they will be expected to participate fully in Main Street Milwaukee trainings and programs, regularly report investment statistics, and receive regular program evaluations.

Technical services to non-Main Street districts

In an effort to build the capacity of non-designated areas located within the block grant boundaries, the Main Street program will provide regularly scheduled technical assistance workshops in a CRAG format (Commercial Revitalization Affinity Group). Non-designated neighborhoods may also attend Main Street trainings and workshops offered by Main Street Milwaukee for a nominal fee, and will be offered one-on-one assistance from the Revitalization Specialist to help those areas prepare for a possible future Main Street designation.

Staffing the Main Street Milwaukee citywide program

The Main Street Milwaukee citywide coordinating office should be staffed according to the number of participating districts and the technical assistance needs of participating districts. In order to provide the quantity and quality of technical assistance needed by the designated districts, the staffing for Main Street Milwaukee will begin operation with two professional program staff and one administrative support staff. Program staffing will expand as additional districts are designated.

Up to four districts will be designated in the first year, depending on the quality of the applications received and the amount of funding secured. To provide sufficient technical support to the first four districts, Main Street Milwaukee will plan to hire:

- ◆ One citywide Main Street Milwaukee Coordinator, employed by DCD
- ◆ One Revitalization Specialist, employed by LISC
- ◆ Full-time equivalent support staff (possible to have support staff as intern), employed by DCD

By year three, Main Street Milwaukee will include up to eight (8) designated districts. Staffing of the citywide program will require a second revitalization specialist, to be funded by the City.

Role of the Main Street Milwaukee Coordinator or Program Director

The coordinator handles overall administration of the program (including management of other Main Street staff and contracts). As part of his/her duties, the Coordinator also:

- ◆ Staffs the Main Street Milwaukee Partners Board and assists in the designation of the Main Street areas;
- ◆ Develops a working relationship with each district Main Street program;
- ◆ Coordinates the delivery of financial assistance to district Main Street programs;
- ◆ Executes annual performance agreements with designated districts;
- ◆ Monitors progress and outcomes of designated districts;

- ◆ Provides public relations and publicity about Main Street Milwaukee and its designated districts;
- ◆ Refers individuals or organizations to the appropriate agency or program for economic development and small-business services, based on their issue or need;
- ◆ Builds relationships with other city agencies and programs and helps coordinate efficient delivery of programs and services to Main Street districts;
- ◆ Conducts annual work plan development for the citywide program and assists in work plan development for the designated districts;
- ◆ Serves as an advocate for Milwaukee's neighborhood commercial districts on a citywide level;
- ◆ Serves as a liaison with the NMSC and other organizations devoted to commercial district revitalization, community development, and historic preservation;
- ◆ Administers the citywide program's planning, budgeting, record-keeping, reporting, and contracting;
- ◆ Works closely with Mayor, Common Council, DCD Commissioner, LISC and funders in regard to Main Street program;
- ◆ Builds partnerships with funders and continuously works in partnership with LISC to seek additional funding to continue the existence of the program;
- ◆ May recommend to the Partners Board the de-designation of one or more Main Street districts for poor performance; and
- ◆ Continuously works to develop specific projects and programs for the designated districts.

Role of the Revitalization Specialist(s)

The Revitalization Specialist(s) will be an employee of LISC but housed at DCD and will be the primary technical services provider to the designated Main Street districts. Specifically, the Revitalization Specialist will:

- ◆ Provide technical assistance, much of which is delivered on site in Main Street Milwaukee neighborhoods, in all four points of the Main Street approach;
- ◆ Coordinate the delivery of outside consulting services to designated districts;
- ◆ Schedule and facilitate trainings and workshops;
- ◆ Provide information on commercial revitalization to non-designated commercial districts;
- ◆ Compile documentation of results from districts;
- ◆ Manage projects such as CRAG meetings, annual conferences, awards ceremonies, and/or a newsletter; and
- ◆ Serve as a one-stop-person at DCD for all designated areas, helping Main Street districts connect effectively to other city departments and programs.

As a LISC employee, the specialist will be responsible for certain LISC-related duties that require office hours at LISC. The Revitalization Specialist must be accessible to the Milwaukee LISC Program Director for administration, underwriting, and attendance at the LISC Local Advisory Committee meetings and credit and capacity-building committee meetings.

Role of Architect or Design Consultant

An architect/Main Street design specialist will be contracted on retainer to provide design services to the designated Main Street districts. The following activities should be the responsibility of the Design Specialist:

- ◆ Help property owners develop interior and exterior building improvement and façade drawings;
- ◆ Help business owners develop better window displays and sign design;
- ◆ Conduct design committee training for district programs;
- ◆ Help businesses design better store layouts;
- ◆ Write construction documents for façade and building improvements;
- ◆ Evaluate buildings and infrastructure;
- ◆ Develop a design guidelines template for use by Main Street Milwaukee districts; and
- ◆ Assess historic properties and assess National Register eligibility.

Role of Administrative Assistant

This person should provide administrative assistance with scheduling, mailing, travel arrangements, meeting logistics, procurement, reporting, record keeping, etc., and should facilitate communications between Main Street Milwaukee, the individual districts, and the Main Street Milwaukee Partner Board.

Benchmarking and measuring results

Main Street Milwaukee will require the investment of substantial human and financial resources – both at the city and neighborhood levels – in order to succeed. The logical next question is, “How will city and neighborhood leaders *know* they have succeeded?”

The progress and results of each designated Main Street district will be measured using the tools developed by the National Main Street Center as well as other state and citywide coordinating programs. However, Main Street Milwaukee will treat all neighborhoods as the unique places they are, each with its own set of goals.

Three ways of tracking results

1. Work plans

All participating neighborhoods will be required to craft full work plans each year for each of the four Main Street committees. Work plans will be based on *measurable goals* established by the local Main Street leadership group. Sample goals might include:

- ◆ **Business retention:** “Assist five businesses with merchandising and inventory management.”
- ◆ **Promotional events:** “Attract at least 2,000 new people to the district through three different, market-specific special events.”
- ◆ **Façade improvements:** “Stimulate five new façade improvements of at least \$3,000 each.”

Those goals will be turned into actionable work plans by the respective committees by mapping each “goal” into specific tasks, including timeline, budget, and person responsible.

2. Annual program evaluations

All designated Main Street Milwaukee districts will be evaluated annually. Neighborhoods will not be compared to one another because they will all have different resources and goals. The National Main Street Center does not recommend setting *uniform* benchmarks for all districts. Rather, local programs should be evaluated on their ability to increase local capacity and make measurable progress on “realistically ambitious” work plans. (A further description of evaluation criteria is included under “Evaluation of district Main Street programs,” on page 48-49.)

3. Data gathering

A primary function of each neighborhood Main Street program will be to track economic progress in the commercial district. Typically, no one else is monitoring such day-to-day developments on a local level. The data provide strong local evidence that the Main Street program is having an impact – and that the district is moving in a positive direction. (Evidence every local program will need as it seeks to raise awareness and build its own sustainable future financial support.) At the citywide level, the data – especially the leverage of private investment – help justify the investment of public resources. It will be the responsibility of the Main Street Manager to provide the necessary data to the staff of the Main Street Milwaukee program on a monthly basis throughout the six years of participation. The members of the Main Street Milwaukee Partners Board will also examine districts’ data on an annual basis. It is recommended that Main Street Milwaukee consider developing an easy-to-use online data-gathering and reporting tool for convenience and efficiency.

The NMSC requires that all Main Street programs track:

- ◆ Private and public investment in buildings
- ◆ Business openings and closings
- ◆ Job gains and losses
- ◆ Private and public investment in infrastructure or streetscape improvements
- ◆ Cost of running the local Main Street program

In addition, the NMSC recommends Main Street Milwaukee track:

- ◆ Business relocations
- ◆ Business expansions
- ◆ Retail sales
- ◆ Property tax base
- ◆ Crime statistics
- ◆ New housing units created
- ◆ Commercial real estate sales
- ◆ Population and demographic shifts

- ◆ Technical services provided to businesses
- ◆ Promotional activities and related metrics (e.g., number of businesses participating; number of people attending special events)
- ◆ Media placements
- ◆ Volunteer hours contributed
- ◆ Membership
- ◆ In-kind donations
- ◆ Number of building and facade rehabilitations
- ◆ Number of new business sign improvements
- ◆ Assessed values of properties along district at start of program and at regular intervals thereafter
- ◆ Vacancy rates at start of program and at regular intervals thereafter
- ◆ Total commercial square footage
- ◆ Retail rents as gathered or estimated
- ◆ Revenues of local businesses

Predicted results for Main Street Milwaukee

Based on results in Boston – the longest-running multi-district, citywide Main Street program – we can make some educated predictions about expected reinvestment in Milwaukee neighborhoods. We describe in the tables, below, reasonable expectations in three areas of neighborhood investment.

While we have used Boston’s reinvestment data as an experiential guide, we have taken a conservative approach by reducing expectations by 40%. We made this reduction because construction costs in Milwaukee are expected to be lower than in Boston and because Boston’s real estate and economic development environment has outpaced almost every major city in recent years.

Any number of external factors can affect – positively or negatively – how closely actual outcomes will track these projected benchmarks. For example:

- ◆ The state of the economy as a whole – and entrepreneurs’ confidence in the economy’s future – will determine how readily they invest in businesses and buildings throughout Milwaukee.
- ◆ Developments outside city or neighborhood control can dramatically influence consumers’ shopping habits. This is especially true as big-box stores increasingly move into urban neighborhoods.

In addition, a wide variety of internal factors can have strong positive or negative effects on outcomes. For example:

- ◆ Size of the designated Main Street Milwaukee districts – number of buildings and businesses – will be the single largest determinant in predicting investment results. Smaller districts will produce fewer absolute reinvestment increases, even though their progress might equal larger districts on a percentage-growth basis.
- ◆ A neighborhood’s economic condition at the time it launches its Main Street program will be different for all neighborhoods. If severely disinvested neighborhoods are

- designated, their start-up investment curve will be longer and shallower.
- ◆ Organizational readiness varies from neighborhood to neighborhood. Some Main Street programs charge ahead and others falter for a time on local squabbles or unexpected staff transitions.

Building improvements

In newer Main Street programs, local building improvements are often stimulated by leveraging a modest subsidy (usually a matching grant) to encourage private owners to make exterior improvements. Later in the revitalization curve (especially years four and beyond), many building improvements will take place without subsidy. The following tables reflect private investment in building improvements.

Private investment in building improvements, by maturity of local program

	Boston Main Streets (per district, per year)	Conservative estimate (60%)
Year 1	\$1,800	\$1,080
Year 2	71,000	42,600
Year 3	36,000	21,600
Year 4	327,000	196,200
Year 5	27,000	16,200
Year 6	14,000	8,400

Cumulative investment in building improvements

	Number of districts at their respective length of operation						Cumulative total
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	
2005	4 (x \$1,080)						\$4,320
2006	2 (x 1,080)	+ 4 (x \$42,600)					176,880
2007	2 (x 1,080)	+ 2 (x 42,600)	+ 4 (x \$21,600)				350,640
2008	2 (x 1,080)	+ 2 (x 42,600)	+ 2 (x 21,600)	+ 4 (x \$196,200)			1,266,000
2009		+ 2 (x 42,600)	+ 2 (x 21,600)	+ 2 (x 196,200)	+ 4 (x \$16,200)		1,851,600
2010			+ 2 (x 21,600)	+ 2 (x 196,200)	+ 2 (x 16,200)	+ 4 (x \$8,400)	2,353,200

Net new businesses created

These figures account for business closings – which always occur, even in times of net growth.

Net new businesses created, by maturity of local program

	Boston Main Streets (per district, per year)	Conservative estimate (60%)
Year 1	0	0
Year 2	3.4	2
Year 3	3.1	1.9
Year 4	3	1.8
Year 5	4.9	2.9
Year 6	0.7	0.4

Cumulative net new business openings

	Number of districts at their respective length of operation						Cumulative total
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	
2005	4 (x 0)						0
2006	2 (x 0)	+ 4 (x 2)					8
2007	2 (x 0)	+ 2 (x 2)	+ 4 (x 1.9)				19.6
2008	2 (x 0)	+ 2 (x 2)	+ 2 (x 1.9)	+ 4 (x 1.8)			34.6
2009		+ 2 (x 2)	+ 2 (x 1.9)	+ 2 (x 1.8)	+ 4 (x 2.9)		57.6
2010			+ 2 (x 1.9)	+ 2 (x 1.8)	+ 2 (x 2.9)	+ 4 (x 0.4)	72.4

Net new jobs created

These tables track new jobs created – whether because of business expansion or new business openings. They account for job losses during the respective periods.

Net new jobs, by maturity of local program

	Boston Main Streets (per district, per year)	Conservative estimate (60%)
Year 1	1	0.6
Year 2	13	7.8
Year 3	14.5	8.7
Year 4	11.1	6.7
Year 5	16.5	9.9
Year 6	13.7	8.2

Cumulative net new jobs created

	Number of districts at their respective length of operation						Cumulative total
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	
2005	4 (x 0.6)						2.4
2006	2 (x 0.6)	+ 4 (x 7.8)					34.8
2007	2 (x 0.6)	+ 2 (x 7.8)	+ 4 (x 8.7)				84.6
2008	2 (x 0.6)	+ 2 (x 7.8)	+ 2 (x 8.7)	+ 4 (x 6.7)			145.6
2009		+ 2 (x 7.8)	+ 2 (x 8.7)	+ 2 (x 6.7)	+ 4 (x 9.9)		231.6
2010			+ 2 (x 8.7)	+ 2 (x 6.7)	+ 2 (x 9.9)	+ 4 (x 8.2)	315

While Main Street should be considered a *permanent* management program for each

commercial district, it should also be noted that as the districts succeed in filling vacancies, *net* new job and business creation will level off. This is because, with reduced vacancies, any *new* business will likely represent a turnover of an *existing* business.

The above predictions are based on experience in Boston, conservatively reduced by 40% to acknowledge Boston's super-heated economy over the last eight years. It is impossible to know with any certainty how Milwaukee's results will compare to the above estimates. We provide these figures for the Partners Board to use as a *reference point* rather than a measuring stick when setting expectations for Milwaukee's Main Street districts.

How Main Street Milwaukee looks at the district level

District Main Street programs are locally governed and administered. The comprehensive Main Street Approach provides a framework that is both structured and flexible: working within the Four Points, each local program determines its own priorities of work. To ensure a collaborative, community-driven approach to revitalization, the four Main Street committees established in each district must include a cross-section of representation from both the public and private sectors (i.e., residents, merchants, government, lenders, developers, business organizations, property owners, community leaders and others).

Rather than relying on an often overwhelming single issue or on a “big-fix” development project, Main Street programs implement smaller, incremental, lasting changes that, over time, lead to a revitalized commercial district. Main Street program activities are balanced between short-term, small-scale improvements and longer-term, larger-scale activities.

The Main Street Milwaukee program is structured so that the applicant and fiscal agent must be an existing 501(c)(3) nonprofit corporation. Applicant nonprofit corporations may include a community development corporation (CDC), a merchant association, community based organization, or another type of economic/community development organization. Although the applicant is a single entity, throughout application and implementation of a Main Street program a successful applicant should establish formal partnerships with its BID, merchant association, CDC, and/or any other neighborhood-based community organizations in order to achieve the optimal results.

Regardless of where the district Main Street program is housed, it must be a volunteer-driven effort that has support and participation from a variety of stakeholders in the revitalization effort.

Description of program and structure

Based on federal and city funding requirements, all Main Street Milwaukee program structures must meet these two requirements:

1. The Main Street program must be organized and housed within a 501(c)(3) corporation.
2. The nonprofit host organization must have been in existence at least two (2) years prior to being designated a Main Street Milwaukee district.

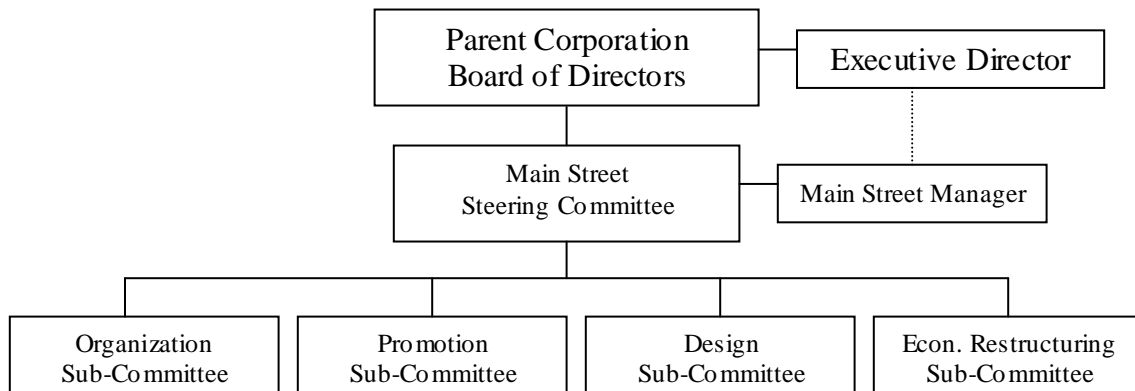
If the host organization is *not* a 501(c)(3) corporation, such as a merchants’ associations or BID, it can become an eligible applicant for Main Street Milwaukee if:

1. it has a track record of at least 2 years of financial statements; and
2. it forms a subsidiary corporation that receives 501(c)(3) status.

Structure within a local Main Street organization will be based on the following organizational charts. Either model is acceptable for participation in Main Street Milwaukee and each has unique advantages. There may be slight variations (e.g., additional committees or combined committees), which can be arranged by agreement with Main Street Milwaukee.

Program in an existing organization

Figure 4: District Main Street program established within an existing local organization. This organization is assumed to have programs in addition to Main Street (e.g., housing development, neighborhood organizing, social services, etc.).

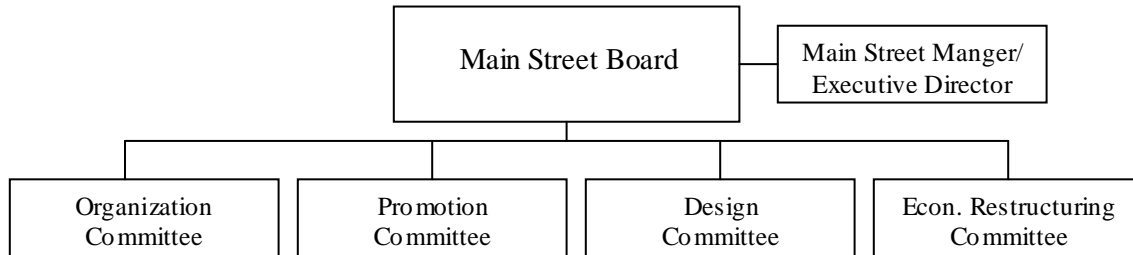


An existing organization that adds Main Street to its program menu can offer the advantage of stability, staff resources, and greater community and/or fundraising reach. Nevertheless, it is critical that the Main Street program have its own steering committee, comprised of a variety of stakeholders (i.e., businesses, residents, property owners, etc.). There should be some overlap (two or three individuals) between the Main Street steering committee and the parent organization’s governing board, with the Main Street steering committee reporting to the governing board. The Main Street manager should report jointly to the Main Street steering committee and the executive director. The Main Street steering committee must take lead responsibility for the Main Street program’s finances and fundraising.

As part of an existing organization, the program can (and should) maintain relative autonomy, but must coordinate projects and fund-raising efforts with the parent organization. Similarly, Main Street staff in an existing organization often has an indirect (or direct) reporting requirement to the parent organization’s executive director. While the Main Street program must live by the established operational policies of the parent organization, it is important that the program retain key elements: strong volunteer leadership throughout the program, a broad-based governing body, a comprehensive set of activities in each of the Four Points, a program director assigned specifically to the Main Street program, and standing committees that address Main Street’s Four Points.

Program as a separate organization

Figure 5: District Main Street program where an existing organization has reorganized itself entirely around the Main Street model. This figure shows a “stand-alone” Main Street model, where the entire focus of the organization is Main Street revitalization.



This model assumes an existing organization *becomes* the new district Main Street program, and thus satisfies the two-year track record requirement for receiving Block Grant funds. The organizational change may require amendments or changes to the organization’s name, charter and its 501(c)(3) status.

An independent Main Street organization has the advantages of a high level of autonomy and the ability to focus solely on revitalization of the neighborhood business district. A Main Street program chartered as an independent organization has leaders who are directly accountable to the community they serve, the program’s funders, and its volunteers. In this model, the Main Street manager is the executive director and reports directly to the board of directors.

Role of a Business Improvement District (BID)

Most neighborhood business improvement districts (BID) are not eligible to apply as an applicant to house a Main Street program (except in the case in which a BID forms a 501(c)(3) subsidiary as explained on page 41). BIDs are quasi-public entities that generally do not have the necessary 501(c)(3) status. Yet, given the selection criteria, a local BID could add tremendous value to a neighborhood’s application. BIDs have the potential to demonstrate a high level of organization, proven financial track record, large number of committed stakeholders, and economic development success stories. These qualities are scored high in the application process.

Main Street Milwaukee will select districts that show true partnerships among all existing entities. Main Street Milwaukee strongly encourages BIDs and nonprofit applicants to devise an agreement in which BID property owners play a critical role in the implementation of the Main Street program by participating in the four committees and by assisting in filling the funding gap over the 6 years of the program and beyond. The application will ask that such agreements be submitted as proof of collaboration and partnership.

In fact, a designated district that does not currently have a BID will be strongly encouraged to work towards creating a BID during its participation in the Main Street program. It is required that all Main Street districts be self-sufficient by the sixth year of the program, and thus Main Street Milwaukee will be encouraging the creation of a BID to assist in achieving self-sufficiency.

District program governance

Each district Main Street program establishes a broad-based governing board of directors (or “steering committee,” if Main Street is housed in a parent organization). This body is comprised of community representatives and typically includes business and property owners, residents, developers, public officials, financial institutions, schools, religious institutions, civic groups, preservationists, media, city economic development staff, etc. The governing body guides policy, funding, and planning for each district Main Street organization. A typical neighborhood Main Street program has a leadership group of nine to fifteen people and in addition often has 40 to 60 active volunteers on the subcommittee level working on all aspects of revitalization planning and implementation.

The district’s Main Street governing body (board of directors or steering committee) elects an executive committee consisting of officers (e.g., chair, vice-chair, secretary, treasurer) and also establishes standing committees that correspond to the four points of the Main Street Approach: organization, economic restructuring, promotion, and design. On average, committees are composed of 5 to 10 people who plan and implement activities that improve the commercial district in each of the four points. Depending on the circumstances of the commercial district, the program may also create issue-oriented task forces, such as for crime and safety.

The Main Street governing body hires a Main Street manager who is responsible for managing the district Main Street program, coordinating volunteers, assisting with program implementation, and serving as primary spokesperson for the district’s Main Street program. The Main Street manager is accountable to and reports directly to the board or steering committee. Depending on local needs and resources, the Main Street manager may hire additional professional staff, as authorized by the governing body. Often, additional staff will focus on one aspect of revitalization, for example business development, property development, or coordination of promotional activities.

Suggested budget

The following chart illustrates a sample budget with estimated sources and uses of funds for the first two years of a district Main Street program in Milwaukee. *Actual figures will vary by district according to priorities and resources.*

Uses

Director salary (<i>minimum</i>)	\$35,000
Benefits	12,000
Rent/utilities	9,000
Overhead/Administrative	8,000
Promotion/marketing materials	4,000
Professional development	2,000
*Program implementation fund	10,000
Total Expenses	\$80,000

Sources

CDBG grant	\$70,000
Private sources	10,000
Total Revenue	\$80,000

* The program implementation fund is raised at the district level. It is needed for projects and/or staffing not supported through resources provided by Main Street Milwaukee. Districts must provide increasing amounts of their own funding each year of participation for two reasons: (1) they will have projects that require money beyond what is supported by Main Street Milwaukee; and (2) Block Grant funding tapers over the six years of participation. By the end of the sixth year of participation, when Main Street Milwaukee funding ceases, districts must have funding in place to support the continuation of their Main Street efforts. Sources of district-raised funding for neighborhood Main Street programs are listed on page 29.

In the first few years of a district's operation, contributions from business and/or property owners are voluntary. In later years, as support for Main Street builds and profitability in the district increases, the program may create "earned income" opportunities (e.g., development fees), and/or contributions may be established through the commitment of business improvement district funds (existing or newly established) to support the Main Street manager position and other program costs.

"Corporate Buddy" concept

District Main Street programs working with Main Street Milwaukee are encouraged to emulate a "Main Street Corporate Buddy" program first started in Boston in 1995. Initiated collaboratively with the mayor, the neighborhood and the city together work to recruit a partner corporation for an individual Main Street district. Likely corporations include banks, utility companies, supermarkets, insurance companies, or any large corporation with a headquarters or significant presence in the city of Milwaukee. The corporate buddy becomes a financial and programmatic partner for a specified period of time – usually four years. During that time, the Corporate Buddy makes a significant financial commitment (often \$10,000 per year) and it typically also holds a seat on the district Main Street program's governing board. The corporate buddy may also contribute (depending on their own capacity): access to internal management training programs, office and computer equipment, design or printing services, etc.

Expectations

Being designated a Main Street Milwaukee district will be an exciting event and a coveted distinction. However, designation as a Main Street district is not an end in itself. While the selected districts will receive financial assistance from DCD and LISC to run their local revitalization programs, Main Street Milwaukee *is not merely a grant program*. Arguably, grants are the smallest factor in a Main Street program's success. The National Main Street Center has found that it is the ongoing guidance and the logical structure of the Main Street Approach that lead to successful revitalization.

Main Street Milwaukee districts will receive funds and benefits not available to all neighborhoods. The designation recognizes a district's unique potential for future achievement as demonstrated through the application process. At the same time, funders and other supporters of the citywide and district program will expect to see visible, measurable results. Therefore, designation comes with both benefits *and* responsibilities.

In order to receive funding and services, each neighborhood program will enter into an annual contract with Main Street Milwaukee outlining mutual expectations. These include:

1. Structure a Main Street program within a nonprofit corporation that has been in existence for a minimum of two years;
2. Adopt the Main Street Four Point Approach[®] to commercial district revitalization and work comprehensively and simultaneously in the four points;
3. Establish a broad-based governing body and the four (4) Main Street committees;
4. Hire a full-time manager, who will work solely on the Main Street District revitalization effort;
5. Plan to maintain an active Main Street program for a minimum of six years;
6. Establish and monitor an annual Main Street budget;
7. Fund a portion of the Main Street program's operating expenses and programming costs with the expectation of being self-sufficient by the end of the sixth year after designation;
8. Develop and submit to MSM a long-term funding plan by the end of the second year of operation;
9. Follow established Main Street work plan and report on progress on a monthly basis to the Main Street Milwaukee Coordinator;
10. Locate Main Street office in a visible, accessible location within the Main Street district;
11. Attend Main Street training and workshops conducted by Main Street Milwaukee.
12. Help mentor future Main Street managers;
13. Promote participation in the program by linking promotional efforts and signage to the Main Street Milwaukee program. District programs should also acknowledge all sponsors in Main Street literature;
14. Create corporate partnerships to assist with program funding. Such partnerships should be recognized in promotional and other materials;

15. Complete required federal documentation for the Department of Housing and Urban Development (HUD) if district receives Community Development Block Grant (CDBG) or HUD Section 4 funds.

Flexibility

As noted throughout this document, the comprehensive Main Street Approach provides a framework that is both structured and flexible: working within the Four Points, each district program determines its own priorities of work. Examples of flexibility within the program are as follows:

- ◆ Organizational format is chosen locally;
- ◆ Leadership is chosen locally;
- ◆ Staff is hired and managed by local leadership;
- ◆ Priorities are based on neighborhood needs;
- ◆ Projects and work plans are based on needs and goals established by program leaders;
- ◆ Committee structure is somewhat flexible and may be arranged in consultation with Main Street Milwaukee.

Reporting requirements

Main Street Milwaukee is supported using federal monies *and* privately raised funds. HUD regulations necessitate special reporting requirements and LISC and other private funders will require evidence that the program is, in fact, achieving the promised results on the street. Therefore, recipients will be required to provide regular progress reports and a final report regarding its use of funds. Reporting requirements will be determined according to the scope and duration of the project. See “Data Gathering” on pages 37-38 for a list of items to be included in reporting.

Evaluation of district Main Street programs

District Main Street programs will be evaluated annually according to annual work plans, expectations as outlined on page 47-48, and nationally established criteria. The nationally established criteria include:

1. Broad-based public and private-sector support for the revitalization program;
2. Vision and mission statements in place;
3. Comprehensive Main Street work plans in place, up-to-date, and followed;
4. Historic preservation ethic;
5. Active leadership board and active committees in (minimally) the four Main Street points;
6. Adequate operating budget consistent with the staffing and goals of the district program;
7. Paid, professional program manager focusing solely on the Main Street effort;
8. Ongoing training for staff and volunteers; and
9. Reporting of key statistics to the coordinating program;
10. Current member of the National Main Street Network and attendee of the National Main Street Conference.

Benchmarks and work plans

Over its first year of operation, the activities of a neighborhood Main Street program will focus on committee development, data gathering, and planning, all laying the groundwork for visible results beginning in year two. Each committee develops annual work plans based on priorities established by the Main Street board or Main Street steering committee. Satisfactory progress, as determined by the Main Street Milwaukee Partners Board, on annual work plans is a condition for the continued participation of designated districts. (See Appendix F for an example of a Design Committee work plan.)

Expected results of a designated district during the first eighteen months of participation will include the following:

Organization

- ◆ Establish the program with appropriate legal and financial accounting structures
- ◆ Hire staff
- ◆ Raise funds to match citywide program funding
- ◆ Establish the Main Street governing board and four committees
- ◆ Recruit 40 board and committee members
- ◆ Establish a website
- ◆ Develop printed informational pieces about the program
- ◆ Establish a mission statement
- ◆ Design and publish a quarterly newsletter
- ◆ Hold four educational events about the Main Street program

Economic Restructuring

- ◆ Analyze existing market data
- ◆ Update and maintain district's commercial property inventory
- ◆ Gather baseline statistics about jobs, income, businesses, and sales
- ◆ Collect new data on customer perceptions through surveys
- ◆ Define the district's trade area and primary customers
- ◆ Survey 100 percent of business operators in the district to determine their needs
- ◆ Provide technical assistance consultants to 4 business operators
- ◆ Provide 2 to 4 educational seminars for business operators
- ◆ Connect business operators to financial incentives for building rehabilitation and/or business development

Promotion

- ◆ Develop a promotional calendar
- ◆ Produce one new special event
- ◆ Produce 3 to 4 new retail/business promotions
- ◆ Produce one image-enhancing event
- ◆ Involve at least 50 percent of businesses in promotional activities
- ◆ Target specific markets to attract through promotions

Design

- ◆ Train design committee in historic preservation
- ◆ Hold 1 to 2 clean up events in the commercial district
- ◆ Coordinate design assistance to 6 to 8 property owners
- ◆ Facilitate 2 to 4 simple design improvements, such as storefront painting/awnings or flower planting
- ◆ Evaluate the architectural and historic significance of the buildings in the district
- ◆ Evaluate condition of public amenities and streetscape
- ◆ Educate property owners about appropriate building maintenance practices
- ◆ Develop a plan for design improvements

Safety and security

Safety and security are critical to revitalizing urban neighborhood commercial districts – and safety and security are integral to *all* Four Points. If a Main Street program wishes to create an additional Safety and Security Committee, it must only do it if it can carve out an area of work that is *different* from the other four committees. For example:

- ◆ Design works on better lighting, elimination of storefront grates, graffiti removal, and cleanliness.
- ◆ Promotion brings more people to the district. Promotion works to change *perceptions* through image-development campaigns, because it's often perceptions that keep shoppers away. Promotion also helps get the *right message* to the media.
- ◆ Economic Restructuring provides assistance to business owners so they can develop better security practices in their stores. It might also help establish a business-neighborhood watch program.
- ◆ Organization builds more productive collaboration with public safety officials and neighborhood associations/neighborhood. The organization committee can work with watch groups in conducting safety walk-throughs and identifying nuisances to safety officials.

Staffing the district program

As a condition of participation in the program, district Main Street programs must hire a full-time Main Street manager whose sole job is management of the district Main Street program. The following will be incorporated into the hiring procedure:

- ◆ DCD's Main Street Milwaukee coordinator will participate in the interview and selection process for new Main Street managers.
- ◆ If applicant organization has a staff person that would be shifted into the Main Street manager position, they must submit to Main Street Milwaukee the resume of the staff person along with current job duties and a narrative explaining how the new Main Street manager fits the position requirements.
- ◆ The salary for each Main Street manager should be commensurate with abilities and negotiated by the district Main Street governing body.

Job requirements

The Main Street manager is the key individual responsible for coordinating the revitalization program and managing the commercial district. He/she does not do the work single-handedly, but rather manages a wide range of projects and programs that are implemented primarily through the Main Street board and committees. Main Street managers come from all walks and a vast range of experiences. In general, the following are considered necessary minimum requirements:

- ◆ College degree or extensive experience in economic development or a related field;
- ◆ Experience in economic development, community development, business development, or commercial district revitalization;
- ◆ Basic understanding of business development, real estate development, business finance, architecture, historic preservation, or urban design with an emphasis in at least one;
- ◆ Marketing or advertising skills highly desirable;
- ◆ Experience organizing or managing volunteers and/or *being* a volunteer.

Manager attributes

- ◆ Organized with excellent follow-up skills;
- ◆ Strong ability to work with volunteers and motivate and lead volunteers;
- ◆ Self-motivated, results-oriented with ability to work independently;
- ◆ Desire to work with community-based leaders on community-led revitalization;
- ◆ Demonstrated leadership and entrepreneurial ability;
- ◆ Strong verbal and written communication skills;
- ◆ Ability to perform multiple tasks;
- ◆ Ability to implement plans and programs devised by others, as well as the ability to develop and recommend activities and strategies;
- ◆ Creative problem solver;
- ◆ Ability to develop and master new skills;
- ◆ Able to facilitate groups;
- ◆ Able to help multiple interest groups achieve consensus.

Manager duties

The Main Street Manager job description should reflect the following:

- ◆ Creates, coordinates, and manages the activities of the four Main Street program committees.
- ◆ Provides technical assistance to small business owners. The manager should spend a substantial amount of his/her time (approximately 30%) working one-on-one with business owners, property owners, residents, and other stakeholders.
- ◆ Conducts quarterly meetings of the district Main Street governing body.
- ◆ Attends all board and committee meetings for at least the first year or until the committees are strong enough to meet independently.
- ◆ Manages all administrative aspects of the program: including maintaining an appropriate data system for record keeping, purchasing, preparing reports, documenting all physical changes, retaining information on job creation and business

retention, and submitting information to the Main Street Milwaukee program on a monthly basis.

- ◆ Supervises support staff, if any (e.g., promotion coordinator, administrative assistant, interns).
- ◆ Works with the Main Street governing body to develop strategies for commercial district improvements in the areas of: design, promotion, organization, and economic restructuring. Works with Main Street governing body and committees to write and follow annual work plans.
- ◆ Develops and conducts public awareness and education programs. Through speaking engagements, media interviews and appearances, keeps the program highly visible.
- ◆ Provides advice and guidance to individual tenants or property owners regarding property improvements.
- ◆ Actively works to recruit new businesses to the district and provides one-on-one technical assistance to entrepreneurs.
- ◆ Provides advice and information to business owners on marketing and events.
- ◆ Serves as a resource for information on all revitalization issues.
- ◆ Helps build strong, productive working relationships with appropriate public agencies at the local, citywide, state, and national levels.
- ◆ Coordinates recruitment and management of an active volunteer force.
- ◆ Fulfills monthly and annual reporting requirements for Main Street Milwaukee.
- ◆ Participates in meetings, workshops, and events as required from time to time by Main Street Milwaukee.
- ◆ Participates in appropriate community organizations.

Main Street district selection

The most important component for successful district programs is competitive selection of participating neighborhood business districts. While it may seem ideal – and even “fair” – to provide the same range of services and funding to *all* Milwaukee neighborhoods, that would not necessarily be prudent use of city funds even if the city had the budget to serve every commercial district in Milwaukee. Not every neighborhood is interested in commercial district revitalization. Among those that are, not all currently have the organizational capacity and level of collaboration to be able to successfully assemble an on-going Main Street program. Additionally, not every district can be revitalized through the Main Street Approach. This is especially true in neighborhoods where there have been enormous losses of original fabric due to demolition and where the only viable alternative is full-scale redevelopment.

Main Street’s philosophy is to work in-depth with a smaller number of neighborhoods in a concentrated, on-going way in order to expand local capacity to address commercial district revitalization and to establish an on-going, sustainable revitalization program that can, in the long run, function with less city intervention. The competitive selection process is the first step toward realizing that goal. To maximize the City’s investment and resources, a competitive selection process for Main Street participation ensures that Main Street Milwaukee will be working with neighborhoods and organizations that are most prepared to make the best use of the City’s technical and financial resources to achieve optimal success by following this proven commercial revitalization model.

A competitive application process assures:

- ◆ Neighborhood applicants will educate themselves about the Main Street program and the work involved – so they know what they are getting into;
- ◆ Limited funding and technical resources are focused in a limited number of defined geographic areas;
- ◆ Limited funding and technical resources are awarded on a merit basis (rather than being based on politics or personal relationships);
- ◆ District Main Street programs value what they receive, and thus will treat those resources as more valuable; and
- ◆ The Main Street “brand” is respected and recognized as something that works – not “just another city program.”

The National Main Street Center recommends the following requirements, guidelines, and characteristics be employed in the competitive selection of participant districts:

Participation requirements

District Composition/Building Use

1. More than 60 percent of buildings in the Main Street district must be zoned as commercial or mixed-use buildings, and
2. More than 50% of the commercial buildings in the district should be 50 years old or older.

District Sponsorship

1. Any existing nonprofit may sponsor only one (1) district for Main Street Milwaukee during an application cycle.
2. Existing nonprofit organizations seeking to be designated a Main Street must have IRS 501(c)(3) status as a charitable corporation and show documentation (including financial statements) that it has been in existence for a minimum of two (2) years.
3. Only one application per neighborhood will be accepted for consideration. If multiple organizations in the same neighborhood are interested, those organizations should collaborate to submit a single application. If, unexpectedly, more than one application is received from a single neighborhood, those applications will be returned to the applicants with recommendations for resubmission.

District Location

The district, in its entirety, must be within the limits of the City of Milwaukee and, in order to receive Federal Community Development Block Grant (CDBG) money for operating expenses, the area must be located within the block grant boundaries.

District geography guidelines

Any traditional business district within Milwaukee's block grant area is eligible to apply for Main Street designation. When selecting district boundaries, the applicants should take the following into consideration:

“Traditional” business district

Traditional business district means the area within the proposed Main Street boundaries is:

- ♦ Walkable;
- ♦ Pedestrian-friendly/pedestrian-scale;
- ♦ Mixed-use buildings, even if not currently occupied with a range of uses;
- ♦ Concentrated commercial-type buildings, with a majority of the buildings contiguous and forming a common “street wall”;
- ♦ A predominance/concentration of retail/commercial uses on ground floors (vs. institutional, industrial, or residential uses);

- ◆ Buildings of historic value and/or architectural character;
- ◆ Few “set back” buildings;
- ◆ Few “front-loaded” parking lots (i.e., parking areas in fronts of buildings);

Size of proposed Main Street districts

Districts proposed for Main Street designation must be an identifiable, distinct and cohesive and they should contain primarily retail and retail-service businesses. Neighborhood applicants should propose district boundaries based on their own research and findings. Main Street Milwaukee, in considering an application, may suggest changes to the proposed boundaries.

1. Proposed districts may consist of a single street, a portion of a street, or several contiguous or intersecting commercial streets.
2. Proposed districts should be of a size that can be managed by the number of staff that will be dedicated to the neighborhood’s Main Street program. District boundaries should be justified by the applicant. The district boundaries should be drawn in a way that allows the potential Main Street program to make evident, demonstrable physical and economic change within the 6-year timeframe.
3. Proposed districts’ boundaries should coincide with neighborhood residents’ and shoppers’ concept of the district. Opinions of residents, property owners and business owners should be considered in establishing district boundaries.

Review panel

To assure impartial selection of the most qualified applicants, Main Street Milwaukee applications will be read, reviewed and scored according to the objective selection criteria below by a review panel established by the Main Street Milwaukee Partners Board. The review panel may also conduct interviews as part of the evaluation process. The review panel will present scoring and recommendations to the Partners Board for review and approval. The review panel is composed to bring diverse and objective evaluative skills to the process and consists of:

- ◆ One National Main Street Center staff
- ◆ One City staff
- ◆ One LISC staff
- ◆ An additional representative designated by the Main Street Partners Board.

No elected officials will serve on the review panel.

Selection criteria

National Main Street Center’s long history in revitalization efforts has shown that business districts that show a combination of the following qualities are best positioned to implement a successful revitalization program: *(1) district compatibility with the Main Street Program (baseline economic activity and physical cohesion) (2) organizational capacity, and (3) an advance commitment among stakeholders to the Main Street Approach.* Following is an explanation of factors that will be evaluated in the Main Street application process:



District compatibility with the Main Street program

- ◆ The application should be for a distinctive commercial district, with an emphasis on retail and retail services, containing historic, traditional and/or architecturally significant buildings. Whether buildings are unified in structure or eclectic, the district should be visually discernible with logical boundaries. As indicated in the eligibility requirements, the district must be of a manageable size.
- ◆ Demonstrated need for district revitalization must be shown. Declines in small-business sales, deteriorating properties or buildings, job losses, creeping blight, and declining occupancy may be taken into consideration. Photos, data, and testimonials may be helpful in demonstrating revitalization need.
- ◆ There must be a demonstrated capacity for economic growth within the district. Beyond *need* for revitalization, applicants should demonstrate that there is opportunity for economic growth. For example, opportunity may exist in the building stock, unmet market demand, demonstrated retail leakage, demonstrated consumer desire, redevelopment momentum, or current community demographics, such as business mix, housing, size, and position of the commercial district.
- ◆ There should be an existence of local historic preservation activity and architecturally or historically significant commercial buildings in the commercial district, including buildings or districts in the local or National Register of Historic Places.
- ◆ Applicant should demonstrate the likelihood that change will occur in the commercial district as a result of the community's participation in Main Street Milwaukee.

Demonstrated organizational capacity

- ◆ Applicant must be a neighborhood-based non-profit 501(c)(3) corporation able to house the Main Street program. This entity, with community input, must be able to establish goals and implement programs and projects.
- ◆ The application should demonstrate the financial health of an existing organization, the ability to properly manage finances, as well as the ability to receive and use the financial assistance offered effectively.
- ◆ Applicants should demonstrate the ability to carry out projects as well as create and meet long-term goals along with presenting a history of commercial district revitalization efforts and community and economic development efforts.
- ◆ Applicants must demonstrate the ability to raise funds to maintain a full-time Main Street program manager and a fully functioning revitalization effort for the six (6) years of the program. The district Main Street program will bear an increasing share of the costs of staff and program operations throughout participation in the program.
- ◆ Applicants must demonstrate financial ability to sustain the Main Street program and staff beyond the sixth year of the program. Applicants should propose in broad strokes how the program could be funded after the six year period.
- ◆ Applicants should present a budget that reflects the needs of the district and the scale of projects that will need to be addressed along with evidence of commitments to fund the district program for a minimum of six years.
- ◆ Applicants should present a track record of collaborative, action-oriented work. The

neighborhood should show it has the ability to mobilize volunteers, raise funds, and maintain a strong connection among business owners, property owners and residents. Examples to demonstrate this ability may include both commercial and residential efforts.

- ◆ Applicants may demonstrate the capacity for collaboration in the initiative by submitting memoranda of understanding with various neighborhood partners including BIDs, residents associations, merchant associations and other neighborhood groups.
- ◆ Applications must demonstrate past collaborative efforts with other local organizations and institutions.

Commitment to Main Street approach

- ◆ Applicants should demonstrate broad neighborhood familiarity and support from public and private entities for *this* Main Street initiative to revitalize the neighborhood commercial district. Organizers should be educating property owners, business owners, residents, neighborhood institutions and organizations, and elected officials about the Main Street Four Point Approach[®] to commercial district revitalization.
- ◆ Applicants should demonstrate familiarity with historic preservation, recognition of the district's historic assets, and the intention to use district's historic character and resources throughout revitalization efforts.
- ◆ The application should show a strong core of volunteers, a broad-based foundation of merchant organizations, neighborhood organizations, schools, religious institutions, property owners, residents, civic groups, lending institutions, and representatives, who are ready and willing to serve on committees and who can commit a significant amount of time and energy to the project.
- ◆ Applicant must specify how and where they would locate the Main Street manager's office in a visible, accessible location within the Main Street district.
- ◆ Applicants should demonstrate the community's readiness to begin a Main Street program and community familiarity with the concepts and principles of the Main Street Approach.
- ◆ Applicants must provide evidence of a commitment by the community to employ a paid Main Street manager for at least six years.
- ◆ Applicants should provide a vision for the neighborhood and a plan for implementing the Main Street program

Timeline

In a typical cycle, the application and selection process fills approximately six months prior to the initiation of district Main Street programs. Thus when this program is adopted, the timeline, counting back from the start of district programs is as follows:

- ◆ Six months prior: Coordinating program conducts at least three Application Workshops. Application Workshops will be held on a variety of days (including at least one weekend session) and times (including at least one evening) and they will be held at a variety of locations throughout the city. ***Applications will only be distributed at the Application Workshops***, which will be conducted by Main Street Milwaukee. If a neighborhood is interested in applying, it *must* have representatives present at one application workshop so applicants will have a minimum level of information. This will also help to give the neighborhoods equal opportunity to ask questions and to ensure that they get similar, consistent information. The additional benefit of this application and information distribution process is that it is more efficient for Main Street Milwaukee staff, rather than having to explain the application process to each neighborhood individually.
- ◆ Five months prior: Applicants submit a non-binding letter of intent to apply. (This will help staff plan the selection process accordingly.)
- ◆ Three months prior: Applications submitted to the Main Street Milwaukee office.
- ◆ Two months prior: Applicants must be available for interviews, via phone or in-person, by members of the Review Panel.
- ◆ One month prior: Review Panel presents recommendations regarding district selection to the Main Street Milwaukee Partners Board for approval and adoption of the appropriate number of districts into the Main Street Milwaukee Program
- ◆ The Mayor announces the newly designated Main Street Milwaukee districts.

Appendices

Appendix A: Milwaukee's Commercial Revitalization Planning Initiative sessions

Appendix B: Working Group members

Appendix C: Working Group meeting dates

Appendix D: MSM working group work plans

Appendix E: Proposed Main Street Milwaukee budget

Appendix F: Sample (design) committee work plan

Appendix A: Milwaukee's Commercial Revitalization Planning Initiative sessions

Name	Organization	5.12.03	5.30.03	6.13.03
Alan Larsen	PyraMax Bank	X		
Allyson Neme c	Uptown Crossing & Quorum Architects	X	X	X
Amoun Sayaovong	Milwaukee Governor's Office		X	
Amy Marino	Engberg Anderson Design Partnership			X
Angie Tornes	NPS			X
Ann Wilson	HACM	X	X	X
Benji Timm	City of Milw-DCD	X		
Beth Nicols	BID #21	X		
Bill Orenstein	Williams Development	X		
Bill Zafferos	City of Milw-DCD	X		
Blair Williams	Mandel Group, Inc	X		
Bob Gintoff	NMIDC		X	
Calvin Lee	City of Milwaukee		X	
Cathi Janchan	Wells Fargo	X		
Charles Reese	Mayor's Office	X	X	
Charles Vang	HWCC	X	X	X
Charlotte John-Gomez	LBWN	X		X
Connie Pukaite	WHEDA	X		
Crystal Graf	Alderman D'Amato's Office			X
Damon Dorsey	NACDC		X	
Dan Diliberti	Milwaukee County Supervisor	X		
Dave Misky	City of Milw-Health Depart	X		
Delores Clayton	MEDC	X		
Delores West	West Foundation			X
Dick Lincoln	Irgens Development	X		
Don Sargent	NMIDC	X		
E. G. Chacon	Jim Doyle's office			X
Ed Mack	State Farm	X	X	X
Eldeen Carpenter	WMBOC & UWM		X	X
Geoff Nauth	M&I Bank		X	
Gerard Toliver	UEDA			X
Glen Mattison	City of Milw-CBGA	X		X
Greg Shelko	City of Milw-DCD	X	X	
Helen Hermus	LBWN	X	X	
James Sayers	City of Milw-DCD	X		
James Wilson	YMCA CDC		X	X
Janet Grau	City of Milw-DCD			X

Name	Organization	5.12.03	5.30.03	6.13.03
Jason Valerics	Sarup-UWM			X
Jeff Polenske	City of Milw-DPW	X	X	
Jenny Basile	City of Milw-DCD	X	X	
Jeremy Soika	Milwaukee Alliance		X	
Jesse Greenlee	YMCA CDC		X	
Jim Engle	Dept of Commerce – Main Street Program	X	X	
Jim Hiller	Burleigh St. CDC	X	X	X
Jim Schenkelberg	LBWN	X	X	X
Joe Davis	Common Council		X	X
Joe Dudzik	Common Council	X	X	
Joe Weirick	The Polacheck Company			X
Joe Wilson	Greening Milwaukee		X	
Johanna Howard	City of Milw-RACM	X		
John Hennessy	Hennessy Group	X		
John Kesselman	Kesselman Real Estate	X		
Judith Keller	GMSA	X		
Julia O'Connor	MTNA	X	X	X
Julie Penman	Commissioner, DCD	X		
June Moberly	Avenues West	X	X	X
Karen Mierow	City of Milw-DCD	X		
Karen Taylor	City of Milw-DCD	X		
Kathryn Berger	LISC	X	X	X
Kein Burton	MWSCDC	X	X	
Keith Terry	KBTC Inc	X		
Kent Bergeman	Wells Fargo	X		
Kim Porter	Harambee		X	
Larry Moore	MPRA	X	X	
Laura Wake	City of Milw-DCD	X	X	
Leni Siker	WBRC/WMBOC	X		
Leo Ries	LISC	X	X	X
Linda Ryan	Tri Corp	X	X	X
Lois Smith	Northwestern Mutual	X	X	
Marcia Theusch	MEDC			X
Mark Eppli	Marquette	X		
Mark Phillips	Metcalfe Park Residents' Association (MPRA)	X		X
Marlene Johnson-Odom	Common Council		X	X
Marsha Sehler	Uihlein Wilson Architects	X		
Mary Dowell	Johnson Controls	X		
Mary Perich	Dept. of Commerce			X
Matt Haessly	City of Milw-DCD	X		
Mayor John Norquist	Mayor's Office	X		
Michael Bersch	BayView Business Association	X	X	
Michael Weiss	General capital	X		

Name	Organization	5.12.03	5.30.03	6.13.03
Michal Dawson	City of Milw-DCD	X		
Mike Brever	Tri-Corp	X	X	
Mike Brodd	City of Milw-DCD	X	X	X
Mike Phillips	Tri-City bank			X
Mike Veith	NIDC	X		X
Mike Wisniewski	City of Milw-DCD		X	
Neil White	Lincoln Village Business Association			X
Nicole Robben	City of Milw - DCD	X	X	X
Pam Anderson	US Bank	X		
Pat Mueller	WEVSBA	X	X	
Paul Fons	WHEDA	X	X	
Preston D. Cole	City of Milw- DPW	X		
Ray Harmon	WHEDA	X		
Ray Isaacs	Sarup-UWM			X
Richard W. Lincoln	Irgens Development Partners, LLC		X	
Robert B. Monnat	Mandel Group, Inc		X	
Ryan Horton	UWM		X	X
Sally Peltz	Legacy Redevelopment Corp.	X		
Sandy Folaron	WEVSBA	X	X	X
Sheila Aldrich	Milwaukee County Supervisor			X
Stacie Callies	Westown Association	X		
Stephanie Harling	Havenwoods	X	X	X
Stephanie Sherman	Westown Association	X		
Steve Adams	Making Connections	X	X	X
Steve Reinhold	La Causa	X		
Steven Mahan	City of Milw-CBGA	X		
Suzanne Choren	Onyx	X		
Teig Whaley-Smith	Michael Best & Friedrich	X	X	
Terry Toporsh	Tri-Corp	X	X	X
Theo Lipscomb	Westend Development Corp	X	X	X
Theresa Lins	NWSCDC	X	X	
Tiffany Royster	M&I Bank	X	X	
Tim McMur	Alderman Hines' Office			X
Tim Russell	Milwaukee County Executive Office		X	
Tom Barrett	Reinhart	X		
Tom Bruett	LISC	X		
Tom Cheney	City of Milw-DCD	X	X	X
Tom Hofman	Engberg Anderson Design Partnership			X
William Steele	The Polacheck Company			X
Willie Hines Jr.	Common Council	X		
Willie Wade	Common Council	X		
	Total Number of Attendees	85	55	47

Appendix B: Working Group members

Funding & Resource Development Subcommittee (FRED)

Kathryn Berger, LISC (staff for subcommittee)
Nicole Robben, DCD (staff for subcommittee)
Alan Larsen, PyraMax Bank & Greater Mitchell Street Assoc.
Charles Vang, HWCC (vice-chair of subcommittee)
Damon Dorsey, NACDC
Dimitri Jordan, DCD
Don Sargent, NMIDC
Eldeen Carpenter, WMBOC & UWM
Linda Ryan, Tri Corp (chair of subcommittee)
Mary Perich, Department of Commerce
Michael Phillips, Tri City National Bank
Paul Fons, WHEDA
Sally Peltz, Legacy Bank/Legacy Redevelopment Corp.
Steve Adams, Making Connections
Teig Whaley-Smith, Michael Best & Friedrich (vice-chair of subcommittee)

Governing Body Structure Subcommittee (BARB)

Nicole Robben, DCD (staff for subcommittee)
Laura Wake, DCD (staff for subcommittee)
Ann Wilson, HACM (chair of subcommittee)
Delores West, West Foundation
Eldeen Carpenter, WMBOC & UWM
Joe Davis, Common Council
Joe Wilson, Greening Milwaukee
John Kesselman, Kesselman Real Estate
Judith Keller, GMSA
Mark Anthony Phillips, Metcalf Park
Michael Bersch, Bay View Business Association
Ryan Horton, DCD & UWM
Sandy Folaron, WEVSBA

Selection Criteria Subcommittee

Nicole Robben, DCD (staff for subcommittee)
Charles Reese, City of Milwaukee – Mayor’s Office
Eldeen Carpenter, WMBOC & UWM
Jeremy Soika, Milwaukee Alliance
Jim Schenkelberg, LBWN
June Moberly, Avenues West (chair of subcommittee)
Kein Burton, MWSCDC
Laura Wake, DCD
Neil White, Lincoln Village Business Association (vice-chair of subcommittee)
Robert B. Monnat, Mandel Group

Stephanie Harling, Havenwoods
Terri Toporsh, Tri-Corp
Tony Tagliavia, DCD

Program Design Subcommittee

Mike Brodd, DCD (staff for subcommittee)
Nicole Robben, DCD (staff for subcommittee)
Allyson Nemec, Uptown Crossing Quorum Architects
Damon Dorsey, NACDC
Delores Clayton, MEDC
Eldeen Carpenter, WBMOC & UWM
Helen Hermus, LBWN
Jason Valerics, Sarup-UWM
Jeff Polenske, DPW
Jenny Basile, DCD
Jim Engle, Department of Commerce
Jim Hiller, Burleigh Street CDC
Julia O'Connor, MTNA
Marcia Theusch, MEDC
Mark Ernst, Engberg Anderson
Mike Veith, NIDC
Pat Mueller, WEVSBA
Ray Isaacs, Sarup-UWM
Stacie Callies, Westown Association
Stephanie Harling, Havenwoods
Teig Whaley-Smith, Michael Best & Friedrich
Theo Lipscomb, Westend Development Corp (chair of subcommittee)
Theresa Lins, NWSCDC (vice-chair of subcommittee)
Tom Cheney, DCD

Leadership Task Force Members

Allyson Nemec, Uptown Crossing Quorum Architects
Eldeen Carpenter, WMBOC & UWM
Jenny Basile, DCD
Jim Hiller, Burleigh Street CDC
Kathryn Berger, LISC
Laura Wake, DCD
Linda Ryan, Tri Corp
Mike Brodd, DCD
Nicole Robben, DCD
Ryan Horton, DCD
Teig Whaley-Smith, Michael Best & Friedrich
Theo Lipscomb, Westend Development Corp
Tom Cheney, DCD

Appendix C: Working Group meeting dates

Group/Meeting	Date
Planning Initiative Public Meeting with guest speaker Alan Levy (City of Detroit)	5/12/03
Planning Initiative Public Meeting with guest speaker Stephanie Redman (National Main Street Center)	5/30/03
Selection Criteria	6/5/03
FRED	6/11/03
Planning Initiative Public Meeting with guest speaker Bill Lysaught (City of Denver)	6/13/03
Program Design	6/17/03
Working Group Meeting with guest speaker Lauren Adkins (National Main Street Center)	6/19/03
Program Design	6/24/03
FRED	6/24/03
BARB	6/25/03
Selection Criteria	6/26/03
DCD Staff programs & Program Design Members	6/30/03
Program Design	7/1/03
FRED	7/1/03
Selection Criteria	7/9/03
FRED	7/14/03
Program Design	7/15/03
Selection Criteria	7/21/03
BARB	7/23/03
FRED	7/28/03
Selection Criteria	8/4/03
FRED	8/5/03
BARB	8/6/03
Task Force	8/6/03
FRED	8/7/03
Selection Criteria	8/11/03
Task Force	8/12/03
Task Force	8/14/03
Task Force	8/19/03
Selection Criteria	8/20/03

Appendix D: MSM working group work plans

JANUARY 1, 2003 TO DECEMBER 31, 2003

MISSION STATEMENT OF WORKING GROUP:

The mission of Milwaukee's Commercial District Planning Initiative's working group is to consist of a diverse community of stakeholders
to research the best practices of other citywide programs in an effort to create the components
of a new comprehensive and collaborative commercial district revitalization program
that will leverage public and private resources to provide financial and technical assistance to Milwaukee's commercial
districts.

Four Subcommittees

BARB

Program Design

FRED – (Funding & Resource Development)

Selection Criteria

2003 Priorities:

Create a working group

Create a workplan for the working group

Research best practices of other citywide commercial district revitalization programs

Recommend components of a citywide Milwaukee program

Identify potential funding resources

Lobby/Negotiate for resources

Set a deadline for implementation

Summary Listing of Goals

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BARB

Mission: To formulate a recommendation for the structure, roles, and traits of a governing body to oversee the proposed commercial district revitalization program in Milwaukee. The members will represent a cross-section of Milwaukee’s economic development community, lend their expertise, provide access to resources, & champion the Initiative.

B1 – Decide the Name and Role of BARB Committee

Step	Date Due	Lead	Partner(s)	✓
Pick either a new name or stay with “BARB”	5/30/03	Laura Wake		✓
Create mission statement	5/30/03	Laura Wake		✓
List and assign specific roles for committee members along with due dates in workplan	5/30/03	Laura Wake		✓

B2 – Conduct research on other Citywide Programs

Step	Date Due	Lead	Partner(s)	✓
Develop a list of questions for research	6/13/03	Robben & Wake		✓
Divide cities among committee members	6/13/03	Laura Wake		✓
Acquire other city’s governing body documents, such as member database, bylaws, meeting notes, roles, etc.	6/30/03	Laura Wake		✓
Coordinate research efforts with other Initiative Committees	6/19/03	Nicole Robben		✓

B3 – Determine Traits of Governing Body

Step	Date Due	Lead	Partner(s)	✓
Research traits of other citywide program’s governing body members	6/30/03	Committee members		✓
Create a list of character traits needed for governing body	7/15/03	Laura Wake		✓
Determine number of each type of representative	7/15/03	Laura Wake		✓

B4 – Determine Roles of Governing Body

Step	Date Due	Lead	Partner(s)	✓
Research other citywide programs’ governing body roles	6/30/03	Committee members		✓
Determine whether it is a Governing Body or Advisory Committee	7/15/03	Committee members		✓
Determine whether the governing body is also the selection committee	7/15/03	Committee members		✓

List specific types of potential roles for Board – ie. fundraising	7/15/03	Laura Wake		✓
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B5 –Determine Representation Process

Step	Date Due	Lead	Partner(s)	✓
Work with FRED to determine main funders of new program	8/1/03	Nicole Robben		✓
Identify “resource” people	8/1/03	Laura Wake		✓
Identify specific people with the necessary traits	8/1/03	Laura Wake		✓
Determine how the governing body will be created – who will nominate the members, who will approach potential members?	8/1/03	Laura Wake		

B6 – Recommend a Governing Body structure with potential names

Step	Date Due	Lead	Partner(s)	✓
Written document to explain the methodology that was employed to arrive at said conclusions	8/15/03	Ryan Horton		✓
Written report with recommended governing body structure with potential names	8/15/03	Ryan Horton		✓
Recommend structure to other Committee members	8/15/03	Nicole Robben		✓
Approach potential governing body members	8/15/03	Nicole Robben	LISC	

Program Design

Mission: To develop a concise recommendation for a comprehensive and feasible program for commercial district revitalization by August 4th, 2003

PD1 – Determine the Optimum Purpose of the Committee

Step	Date Due	Lead	Partner(s)	✓
1. Create Mission Statement	5/30/03	Mike Brodd	Committee Members	<input type="checkbox"/>
2. Select a convener or chair person	5/30/03	Committee members	Committee Members	<input type="checkbox"/>
3. Review preliminary Goal Statements	5/30/03	Mike Brodd	Committee Members	<input type="checkbox"/>

PD2 – Establish Effective Communication System

Step	Date Due	Lead	Partner(s)	✓
1. Distribute phone and email lists to all	5/30/03	Mike Brodd	Robben	✓
2. Establish listserv for Committee	6/4/03	Theo Lipscomb	Brodd	✓
3. Set up meeting schedule (day, time and place)	5/30/03	Mike Brodd	Committee Members	✓
4. Set up procedure for communicating with the other Committees	5/30/03	Mike Brodd	Robben	✓

PD3 – Research the Attributes of Existing Urban “Main Street” type Programs

Step	Date Due	Lead	Partner(s)	✓
1. Distribute program materials from other cities	5/30/03	Mike Brodd	Robben	✓
2. Although everyone should read everything, establish principal review responsibilities among various committee members	5/30/03	Mike Brodd	Committee Members	✓
3. Send comments on each City Program to Theo	6/10/03	Committee members	Committee members	✓
4. Next meeting of Committee	6/13/03	Committee members	Committee members	✓
5. Committee Meeting	6/17/03	Committee members	Committee members	✓
6. Committee meeting	6/24/03	Committee members	Committee members	✓
7. Discussion on pros & cons of other cities' programs	6/30/03	Committee members	Other Cities	✓
8. Develop preliminary outline of the new Milwaukee Program	6/3/03	Committee members	Committee Members and reps from other cities	✓
9. Finalize draft recommendation to large group	7/12/03	Committee members	Committee members	✓

PD4 – Finalize Outline and Put Meat on the Bones

Step	Date Due	Lead	Partner(s)	✓
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1. Evaluate outline for completeness	7/15/03	Nicole Robben		✓
2. Add any missing elements	7/15/03	Nicole Robben		✓
3. Prepare draft report	8/4/03	Nicole Robben		✓
4. Obtain comments on report from Advisory Committee	8/25/03	Nicole Robben		✓
5. Prepare Final Report	9/1/03	Nicole Robben		✓
6. Create strategy for Council approval	10/1/03	Nicole Robben		✓

Funding & Resource Development - FRED

Mission: To formulate a recommended budget and potential funding sources for the new commercial district revitalization program

FRD1 – Work with Program Design Committee to Identify and Create a Budget

Step	Date Due	Lead	Partner(s)	✓
Review other citywide commercial district program budgets – ie. Boston, Baltimore, DC, Detroit	6/13/03	Committee members		✓
Conduct research	7/1/03	Committee members		✓
Determine how many groups will be designated, amount of funding each will receive, number and types of services, trainings, etc. each will receive	7/15/03	Teig Whaley-Smith		✓

FRD2 – Identify Resources

Step	Date Due	Lead	Partner(s)	✓
Identify and define government services	6/13/03	Teig Whaley-Smith		✓
Identify and define private sector resources:				
financial institutions	6/13/03	Alan Larsen		✓
Corporate donors	6/13/03	Charles Vang		✓
Corporate investment	6/13/03	Paul Fons		✓
Identify and define foundations	6/13/03	Donald Sargent		✓
Identify and define others	6/13/03	Linda Ryan		✓

FRD3 – Develop Resource Materials to Present to our Funding Partners

Step	Date Due	Lead	Partner(s)	✓
Work with program design committee to develop presentation materials (such as pamphlets, PowerPoint, and other supporting documentation)	9/03	Nicole Robben	DCD, LISC	✓

FRD4 – Secure Funding Resources

Step	Date Due	Lead	Partner(s)	✓
Determine a “lead” person to meet with funders	7/03	Nicole Robben	DCD, LISC	✓
Meet one-on-one with potential funders	10/03	Nicole Robben	DCD, LISC	✓

Selection Criteria

Mission: To formulate a recommendation for an application for designation including a comprehensive, objective selection criteria for the designation of areas/groups for the new commercial district revitalization program.

SC1 – Review Criteria from Local and Main Street Programs

Step	Date Due	Lead	Partner(s)	✓
Gather citywide and state Main Street selection criteria and application for designation – ie. Boston, Baltimore, DC, and WIDOC	6/30/03	Committee members	DCD	✓
Identify other program criteria from DCD, UEDA, INRS, etc.	6/30/03	Committee members	DCD	✓
Review RFP processes of other programs and agencies	6/30/03	Committee members	DCD	✓
Review other citywide commercial district revitalization applications for designation – ie. Baltimore & Denver	6/30/03	Committee members	DCD	✓

SC2 – Select Appropriate Criteria for Milwaukee

Step	Date Due	Lead	Partner(s)	✓
Identify attainable criteria based on organizations capacity in Milwaukee	6/13/03	Stephanie Harling		✓
Identify measurements/weighing process within criteria	6/19/03	Stephanie Harling		✓

Create a rough draft of appropriate criteria	7/15/03	Tony Tagliavia		✓
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SC3 – Develop Draft Application for Designation

Step	Date Due	Lead	Partner(s)	✓
Identify questions appropriate for evaluation of criteria	7/1/03	Nicole Robben		✓
Coordinate rough draft with Program Design Committee	7/1/03	Nicole Robben		✓
Acquire introduction information from PDC	7/15/03	Nicole Robben		✓
Rough draft of application for designation	8/1/03	Tony Tagliavia		✓

SC4 – Determine Timeline for Applications and Workshops

Step	Date Due	Lead	Partner(s)	✓
Review other city’s timelines for submittal of applications	7/15/03	Nicole Robben		
Review other city’s timelines for workshops	7/15/03	Nicole Robben		
Create a rough draft of a timeline and schedule for workshops	8/1/03	Nicole Robben		

Appendix E: Proposed Main Street Milwaukee budget

	2004*	2005	2006	2007	2008
total number of districts in program		4	6	8	10
SOURCES					
City of Milwaukee (CDBG funds)	\$ 70,475	\$ 355,000	\$ 497,000	\$ 560,000	\$ 665,000
City of Milwaukee (DCD in-kind)	\$ 10,225	\$ 13,000	\$ 13,000	\$ 76,500	\$ 76,500
LISC - Private sector funds	\$ 92,100	\$ 437,200	\$ 617,100	\$ 684,000	\$ 795,000
LISC (HUD Section 4 funds)	\$ 70,000				
Total Sources	\$ 242,800	\$ 805,200	\$ 1,127,100	\$ 1,320,500	\$ 1,536,500
USES					
Program Administration					
Program Coordinator & clerical support	\$ 77,200	\$ 80,000	\$ 83,000	\$ 86,000	\$ 89,000
Revitalization specialist (LISC staff)	\$ 30,000	\$ 60,000	\$ 62,000	\$ 64,000	\$ 66,000
Revitalization specialist (DCD staff)				\$ 60,000	\$ 62,000
Training Services for Coordinating Agency	\$ 10,600	\$ 8,400	\$ 8,400	\$ 12,400	\$ 13,000
Office Expense	\$ 3,500	\$ 7,000	\$ 7,000	\$ 10,500	\$ 10,500
Marketing & Promotion Expenses	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Professional Development^	\$ 3,500	\$ 7,000	\$ 7,000	\$ 10,500	\$ 10,500
LISC administrative fee	\$ 14,000	\$ 43,000	\$ 60,000	\$ 68,000	\$ 79,000
Total Program Administration	\$ 148,800	\$ 215,400	\$ 237,400	\$ 321,400	\$ 340,000
Program Support to Specific Districts					
District managers - salary & fringe	\$	\$ 280,000	\$ 420,000	\$ 480,000	\$ 580,000
Architectural & Engineering Services (\$20,000/district)		\$ 80,000	\$ 120,000	\$ 160,000	\$ 200,000
Trainings and Workshops	\$ 40,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
District and Program Planning Services	\$ 16,000	\$ 90,000	\$ 86,000	\$ 91,000	\$ 104,000
Urban Planning Services**			\$ 80,000	\$ 40,000	\$ 40,000
TA to Businesses in Districts (\$10,000/district)	\$ 25,000	\$ 40,000	\$ 60,000	\$ 80,000	\$ 100,000
District-Specific TA consultant (\$6,000/district)	\$ 12,000	\$ 24,000	\$ 36,000	\$ 48,000	\$ 60,000

Promotion/Marketing Grants (\$2,000/district)	\$	8,000	\$	12,000	\$	16,000	\$	20,000		
Façade grant - small projects (\$2,000/district)	\$	8,000	\$	12,000	\$	16,000	\$	20,000		
Historic Preservation (\$1,000/district)	\$	4,000	\$	6,000	\$	8,000	\$	10,000		
Conference Scholarships (\$1,000/district)	\$	4,000	\$	6,000	\$	8,000	\$	10,000		
Main Street Membership Fees (\$200/district)	\$	800	\$	1,200	\$	1,600	\$	2,000		
Training Materials (\$250/district)	\$	1,000	\$	1,000	\$	500	\$	500		
Total: Direct District Support	\$	94,000	\$	589,800	\$	889,700	\$	999,100	\$	1,196,500
Total Projected Uses	\$	242,800	\$	805,200	\$	1,127,100	\$	1,320,500	\$	1,536,500

*2004 assumes designation of **4 districts in August** with start-up in January 2005

^Professional Development includes travel, hotel, registration

**Urban planning services will be offered to districts in their second year of designation

Appendix F: Sample work plan

Design Committee, Centre/South Main Streets, Jamaica Plain, Boston)

CSMS Design Committee - 2002 Work Plan (Draft as of July 11, 2002)

Goal Statement

To guide the growth, and to preserve and enhance the funky & functional character of Centre / South district through the education of area stakeholders, local advocacy and public and private realm physical improvement actions.

Assessment	Realm	Start	End	Leader	Team Members	Consult / Resource
Field Trip / tour of district	Pub/Priv			Katie Nesse	Karen Wepsic	
Develop Overview of Existing Physical Conditions	Pub/Priv			Ed Ahigian	Scott Hoffert, Katie Nesse, Sara Freeman, John Dalzell	
- Digitally document existing street wall conditions						
- Digitally document existing streetscape conditions						
- Map street scapeconditions						
Research other like MS and Commercial Districts	Pub/Priv					
Identify other partners and resources	Pub/Priv			Bea Apel	Polly Selkoe	BMS, Jamaica Pond Assoc., Browne Fund, Jamaica Hill Assoc.
Education and Advocacy	Realm	Start	End	Leader	Team Members	Consult / Resource
Create Business Advisory Group to identify needs	Pub/Priv					BAPA
- Research like projects, funding and programs						
- Identify public space improvement						
Illustrative Design Guidelines	Pub/Priv			John Faiman	Polly Selkoe, Terry Bruce, Katie Nesse, John	BMS

						Dalzell	
- Meet w/ BMS and research like comm. District guidelines							
- Create Business District Design Guidelines							
Transportation - Private Vehicles and Parking	Pub/Priv						
- Assess current parking conditions and needs							
- Bide and Pedestrian							
Transportation - Streetcars and Buses	Public				Karen Wepsic	Elizabeth Fixler, Terry Bruce, Edwina Cloherty	
- Participate in MBTA Streetcar Restoration meetings							
- Report out to DC and FB as necessary							
- Advocate for C/SMS interests							
Improvement Action	Realm	Start	End	Leader	Team Members	Consult / Resource	
Storefront Improvement Program	Private			John Dalzell	John Faiman, Polly Selkoe, Katie Nesse	BMS	
- Meet with BMS Design Staff to review process							
- Review and develop program funding							
- Determine focus of first efforts							
- Craft and announce Storefront Improvement Program							
Public Realm Beautification, Art and Open Space	Public			Sara Freeman	Karen Wepsic, Bea Apel, Daryl Bichel, Scott Campbell		
District Strategic Planning	Pub/Priv						
District Clean Up	Public						