

2020 CALENDAR

Jan 2	5:30 PM	OTAC General Business Meeting <i>Rouss City Hall, Exhibit Hall</i>
Jan 9	12:00 PM	Lunch 'N Learn: What is Main Street? <i>Rouss City Hall, Cameron Conference Room</i>
Jan 28-30		VMS Directors Retreat <i>Farmville, VA</i>
Feb 6	5:30 PM	OTAC General Business Meeting <i>Rouss City Hall, Exhibit Hall</i>
Feb 13	12:00 PM	Lunch 'N Learn: Using Social Media to Tell Your Downtown Story <i>Rouss City Hall, Cameron Conference Room</i>
March 5	5:30 PM	OTAC General Business Meeting <i>TBD</i>
	6:30 PM	Old Town Stakeholder Meeting <i>TBD</i>
March 12	12:00 PM	Lunch 'N Learn: Economic Development & Main Street <i>Rouss City Hall, Cameron Conference Room</i>
April 2	5:30 PM	OTAC General Business Meeting <i>Rouss City Hall, Exhibit Hall</i>
April 9	12:00 PM	Lunch 'N Learn: Volunteer Management on Main Street <i>Rouss City Hall, Cameron Conference Room</i>
May 7	5:30 PM	OTAC General Business Meeting <i>Rouss City Hall, Exhibit Hall</i>
May 14	12:00 PM	Lunch 'N Learn: Market Your Main Street <i>Rouss City Hall, Cameron Conference Room</i>
June 4	5:30 PM	OTAC General Business Meeting <i>Rouss City Hall, Exhibit Hall</i>
June 11	12:00 PM	Lunch 'N Learn: TBD <i>Rouss City Hall, Cameron Conference Room</i>
July 2	5:30 PM	OTAC General Business Meeting <i>Rouss City Hall, Exhibit Hall</i>
July 9	12:00 PM	Lunch 'N Learn: TBD <i>Rouss City Hall, Cameron Conference Room</i>
July 27-29		Virginia Main Street: Downtown Intersections <i>Bristol, VA</i>
August 6	5:30 PM	OTAC General Business Meeting <i>Rouss City Hall, Exhibit Hall</i>
August 13	12:00 PM	Lunch 'N Learn: TBD <i>Rouss City Hall, Cameron Conference Room</i>
Sept 3	5:30 PM	OTAC General Business Meeting <i>TBD</i>
	6:30 PM	Stakeholder Meeting <i>TBD</i>
Sept 10	12:00 PM	Lunch 'N Learn: TBD <i>Rouss City Hall, Cameron Conference Room</i>

2020 CALENDAR

Oct 1	5:30 PM	OTAC General Business Meeting <i>Rouss City Hall, Exhibit Hall</i>
Oct 8	12:00 PM	Lunch 'N Learn: TBD <i>Rouss City Hall, Cameron Conference Room</i>
Nov 5	10:00 AM	Annual OTAC Board Retreat <i>TBD</i>
	2:30 PM	OTAC General Board Meeting <i>TBD</i>
Nov 12	12:00 PM	Lunch 'N Learn: TBD <i>Rouss City Hall, Cameron Conference Room</i>
Dec 3	5:30 PM	OTAC General Business Meeting <i>Rouss City Hall, Exhibit Hall</i>
Dec 10	12:00 PM	Lunch 'N Learn: TBD <i>Rouss City Hall, Cameron Conference Room</i>

COMMITTEES & MAIN STREET

The four OTAC committees are taken directly from the Main Street America **Four Points**: four comprehensive areas of work identified to encompass downtown revitalization efforts and help direct transformation efforts.



ECONOMIC VITALITY focuses on capital, incentives, and other economic and financial tools to assist new and existing businesses, catalyze property development, and create a supportive environment for entrepreneurs and innovators that drive local economies.

DESIGN supports a community's transformation by enhancing the physical and visual assets that set the commercial district apart.

PROMOTION positions the downtown or commercial district as the center of the community and hub of economic activity, while creating a positive image that showcases a community's unique characteristics.

ORGANIZATION involves creating a strong foundation for a sustainable revitalization effort, including cultivating partnerships, community involvement, and resources for the district.



TEN STANDARDS OF PERFORMANCE FOR LOCAL MAIN STREET PROGRAMS.

1. Broad-based community support. At its best, a local Main Street program represents and involves a coalition of organizations, agencies, businesses, and individuals from throughout the community — not just those who own property or businesses in the commercial district or who have a direct economic tie to it, but *all* members of the community who are interested in the community's overall health. Involvement by both the public and private sectors is critical as well; neither sector can revitalize the commercial district without the skills and vantage points of the other. Ideally, both sectors will participate in the revitalization process by providing funding, leadership, and ideas, and by encouraging collaboration between existing programs to assist the revitalization process. By actively involving a broad range of interests and perspectives in the revitalization process, the Main Street program leverages the community's collective skills and resources to maximum advantage. The overall goal is for a broad range of constituencies from both sectors to understand and be philosophically committed to the revitalization process and, to that end, to commit the maximum resources possible to achieve the goal of revitalizing the commercial district.

2. Vision and mission statements. A mission statement communicates the Main Street organization's sense of purpose and overall direction. A vision statement communicates the organization's long-term hopes and intentions for the commercial district. Be mindful that a vision statement *is not* a slogan. Both statements should be developed with broad participation by the board, committees, program volunteers, and with community input. In addition, both statements should be reviewed, revised and reaffirmed on an annual basis.

3. Comprehensive work plan. A comprehensive annual work plan provides a detailed blueprint for the Main Street program's activities; reinforces the program's accountability both within the organization and in the broader community; and provides measurable objectives by which the program can track its progress. A formal work plan process should also be developed and instituted so that the board of directors and committees work together in devising and implementing yearly work plans.

4. Historic preservation ethic. Historic preservation is central to the Main Street program's purpose. The historic buildings and public spaces of a traditional commercial district enrich civic life and add value on many levels to the community. Developing a historic preservation ethic is an ongoing process of

education and discovery for a community and for a local Main Street program. Main Street programs that have embraced a strong historic preservation ethic are successful in saving, rehabilitating, and finding new uses for traditional commercial buildings and in intensifying the uses of the district's buildings, through both specific building improvement projects and through policy and regulatory changes, which make it easier to develop property within the commercial district.

Some Main Street programs purport to support preservation values, but do not fully understand that preservation is an ethic, not just an activity or group of activities. Historic preservation involves not only the process of rehabilitating, restoring, or renovating older commercial buildings but also the process of adopting planning and land use policies that encourage full use of existing commercial centers before new development takes place, removing the regulatory and other barriers, which sometimes make it difficult to attract investment to historic commercial districts.

5. Active board and committees. Main Street revitalization is an ongoing process of changing a community's attitudes about its traditional commercial district(s). The direct involvement of an active board of directors and committees is key to this process. The Main Street director is responsible for facilitating the work of volunteers, not for single-handedly revitalizing the commercial district. In some areas, and in communities of some sizes, local Main Street programs have been launched by or have merged with other organizations, which have a broader agenda (such as a chamber of commerce or a community development corporation). A local Main Street program in one of these circumstances has a better chance of long-term success if it maintains focus on its particular purpose and if its mission statement, work plan, budget, and governing body remain distinct from that of the larger organization in which it is contained. In Michigan, the boards of downtown development authorities and non-profit organizations are typically responsible for implementing and managing the Main Street effort.

6. Adequate operating budget. In order to be successful, a local Main Street program must have the financial resources necessary to carry out its annual and evolving program of work. The size of a program's budget will change as the program matures (in its early years, it may need less money than in its growth years). In addition, program budgets are likely to vary according to regional economic differences and community size. For Michigan DDA's monies must be expressly used for revitalization activities in its traditional downtown commercial district.

7. Paid, professional DDA/Main Street Program Director. Coordinating a successful Main Street program requires a trained, professional staff person. While Main Street directors come from a broad range of academic and professional backgrounds, the most successful executive directors are those who are good communicators; who can motivate volunteers; and who have good

project management skills, being able to keep the revitalization program's many activities moving forward on schedule and within budget. In most instances, the Main Street executive director's position is full-time (generally 40+ hours per week). In small towns without the resources to hire a full-time executive director, a part-time director is usually acceptable (generally 20+ hours per week). In order to meet this criteria, Main Street Oakland County requires that the Main Street Manager/Director hold the same position and title of DDA Executive Director, if the program is housed within a local downtown development authority.

8. Program of ongoing training. In order to meet new challenges and ensure a strong organization, Main Street program participants need ongoing training. Participants — both staff and volunteers — need different skills in different phases of the revitalization process; for that reason, the skills a program's participants learn in the program's *catalyst phase* are rarely adequate for the *growth or management phases*. As staff and volunteer turnover occurs, new staff members and new volunteers will need basic Main Street training. Moreover, all program participants should stay current on issues that affect traditional commercial districts and on new revitalization techniques and models. Training can take place at the local level, through the local Main Street program, and by attending training opportunities at the regional, state and national levels.

9. Reporting of key statistics. Tracking statistics — reinvestment, job and business creation, and so on — provides a tangible measurement of the local Main Street program's progress and is crucial to garnering financial and programmatic support for the revitalization effort. Statistics must be collected on a regular, ongoing basis.

10. Main Street Network membership. Participation in the National Main Street Network membership program connects local programs to their counterparts throughout the nation, providing them with valuable information resources.

[Login](#)

[Contact Us](#) | [About Us](#) | [Main Street America Programs](#) | [Main Street Impact](#) | [Members Area](#)
[Join](#) | [Renew](#) | [Donate](#)



MAIN STREET AMERICA®

**Revisit Your Community's Unique
Assets: Connecting Asset-Based
Economic Development to Community
Transformation Strategies**



Solano's Boot & Western Wear, Raton, New Mexico

The Main Street Four Point Approach has been leveraging unique, local assets to achieve economic revitalization success in historic downtowns and commercial districts for decades. But with the recent introduction of the refreshed Four Point Approach, many programs will find the need to make some strategic changes in their approach and planning for both short- and long-term projects and activities. This need for change results from the heavy emphasis on three components of the refreshed Main Street Approach: identification of the community vision for success, development of community transformation strategies, and measurement of the impacts of the program's work.

This move toward more integrated work across the Four Points, versus keeping each point in a silo, creates the opportunity for a more thoughtful and strategic approach to the work we are doing in our communities, as does revisiting the community vision and market realities for the district. As you identify your community vision and develop your Community Transformation Strategies, it is important that each individual community conduct an asset inventory to help guide that process.

Asset-Based Economic Development

Conducting an asset inventory is a key step in implementing an asset-based approach to economic development. Classic economic development is traditionally a large-scale, “top down” approach, endeavoring to recruit employers in industries such as manufacturing and technology, to relocate their businesses (and jobs) to a new state or community. Asset-based economic development is a “bottom up”, community-driven approach that focuses on utilizing existing assets in a community to positively impact its economy. The latter is a concept that Main Street practitioners should be very familiar with, though they may not be familiar with the terminology.

Asset-based economic development is based on two main principles:

1. Appreciating and mobilizing individual and community talents, skills and assets; and
2. Community driven development, rather than development driven by external agencies.

There are five keys to asset-based economic development:

1. **Appreciative Inquiry:** Identify and analyze the community's past successes.
2. **Social Capital:** Leverage the power of associations and informal linkages within the community.
3. **Participatory Approaches:** Build empowerment and ownership in the community economic development process.
4. **Collaboration:** Establish community economic development practices that place priority on collaborative efforts.
5. **Civic Engagement:** Engage people as citizens (rather than clients) in development and how to make local governance more effective/ responsive.



(c) New Mexico MainStreet

Carlsbad Downtown Farmers' Market, Carlsbad, New Mexico

Conducting an Asset Inventory

An asset inventory provides the basis for bringing your community's vision to fruition.

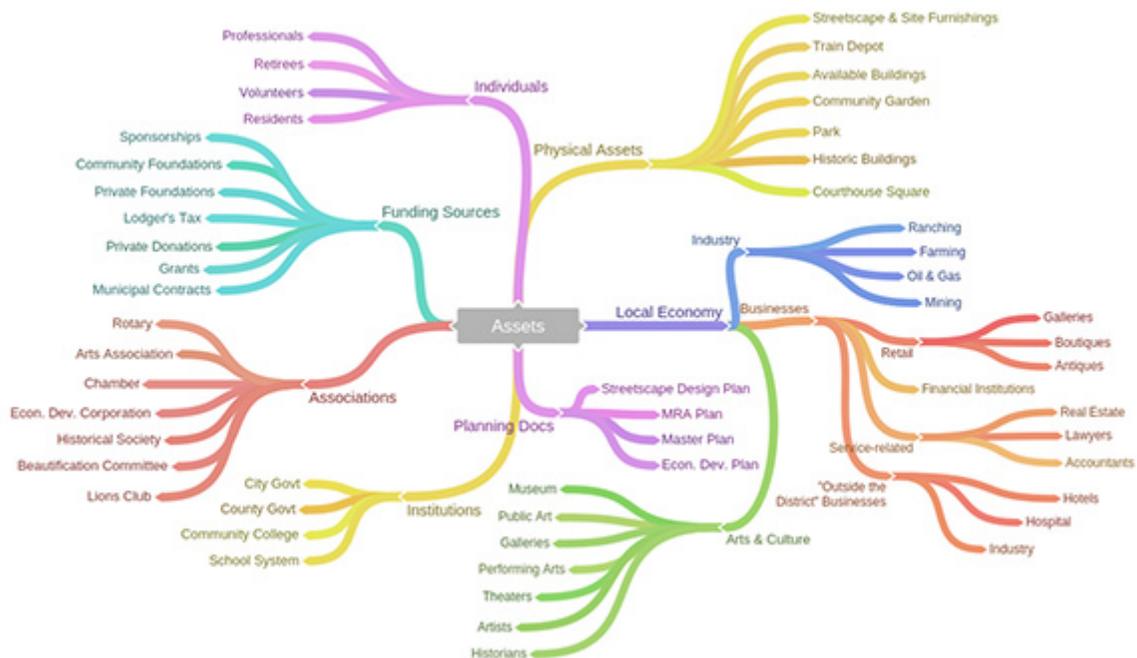
There are at least six categories of assets in every community: individuals, physical assets, associations, institutions, local economies and history/plans. When implementing Main Street work, an additional asset category of funding sources should be included, as asset-based economic development (like all economic development) requires dollars for success.

Asset Categories

<p>Individuals</p> <ul style="list-style-type: none"> • Volunteers • Residents • Youth/Seniors 	<p>Physical Assets</p> <ul style="list-style-type: none"> • Nat. Resources • Buildings • Infrastructure 	<p>Associations</p> <ul style="list-style-type: none"> • Chambers • Youth Groups • Civic Clubs
<p>Institutions</p> <ul style="list-style-type: none"> • Government • Educational • Public Services 	<p>Local Economy</p> <ul style="list-style-type: none"> • Cultural • Art/Artisans • Agriculture • Services 	<p>History/Plans</p> <ul style="list-style-type: none"> • Econ. Dev. • Infrastructure • Growth

Engaging community members, district stakeholders, board members and volunteers in the inventory process can increase the likelihood that all potential assets are captured.

The website coggle.it can help your organization create a visually attractive asset diagram that can be edited by multiple users, shared electronically and downloaded as a PDF or PNG to be easily inserted into presentations and documents. This diagram provides an example of some of the assets that a Main Street district might identify to help guide its work.



Graphic generated by coggle.it

After conducting the inventory, your organization will want to evaluate the identified assets and their potential benefit by:

1. Looking at how the assets can be leveraged
2. Determining what the value of developing a particular resource or asset will be
3. Determining who the development of a particular asset will benefit
4. And evaluating what additional inputs will be needed to fully leverage the asset.

Mobilizing Your Assets

If your organization is undertaking a Community Transformation Strategy that involves expanding the district business mix, you might want to focus on assets that would support a project such as a business incubator program.

Asset Inventory for Business Incubation Program

Individuals <ul style="list-style-type: none">• Home business owners/ entrepreneurs• Property owners• Attorneys• Accountants	Physical Assets <ul style="list-style-type: none">• Vacant buildings• Central location of district	Associations <ul style="list-style-type: none">• Chamber• Revitalization Organization
Institutions <ul style="list-style-type: none">• SBDC• City• County• Community college	Local Economy <ul style="list-style-type: none">• Services	History/Plans <ul style="list-style-type: none">• Master Plan• Annual Work Plan

Your organization can then mobilize those assets into the following actions:

1. Create a network of experts for entrepreneurs to consult with for free or reduced rates
2. Negotiate reduced rent rates with interested vacant property owners
3. Utilize volunteers and donated goods where possible for physical improvements to buildings
4. Work with City/County to develop recruitment incentives, such as reduced fees and taxes
5. Create a list of, and solicit, existing businesses or new entrepreneurs to move into the space



WPA-era Eddy County Courthouse, Carlsbad, New Mexico

Measuring Your Project Success

Determining the success of your project can be achieved by developing measurable outcomes for your actions.

For a business incubator program, those might include:

- Number of vacant building(s) filled
- Number of new employees in the district
- Number of additional businesses in the district
- Number of additional customers drawn to the district
- Increase in Gross Receipts Tax
- Increase in Property Taxes
- Number of incubated businesses that hire additional employees
- Number of incubated businesses that expand into bigger spaces

Conclusion

Asset-based economic development encourages developing a comprehensive inventory of your district and community assets, and then allowing those assets to guide your organization's strategies, projects and activities. As your organization revisits its community vision and develops its Community Transformation Strategies, an asset inventory will assist your organization as it introduces the refreshed Main Street Approach to its board and

volunteers.

For an in depth analysis and examples of asset-based economic development at work, visit the [ICMA website](#) for a briefing paper from the ICMA Center for Sustainable Communities titled *Asset-Based Economic Development: Building Sustainable Small and Rural Communities*.

Amy M. Barnhart has been a Program Associate with the New Mexico MainStreet program since July 2013, providing organizational support to local MainStreet organizations, Arts & Cultural Districts and Frontier Communities across the state. For three years prior to this, she was the executive director of Carlsbad MainStreet, a Main Street America Accredited program in southeast New Mexico. Amy has a passion for helping communities utilize their assets to achieve success in revitalizing their historic commercial districts and transform their communities as a whole. Amy can be reached at ambconsultingnm@gmail.com.

#Blogs

Permalink

<https://www.mainstreet.org/blogs/national-main-street-center/2017/05/25/revisit-your-communitys-unique-assets>

Contact Us

P 312.610.5611

F 202.588.6050

mainstreet@savingplaces.org

The National Main Street Center, Inc.

53 West Jackson Blvd., Suite 350

Chicago, IL 60604

About Us

Main Street America has been helping revitalize older and historic commercial districts for more than 35 years. Today it is a network of more than 1,600 neighborhoods and communities, rural and urban, who share both a commitment to place and to building stronger communities through preservation-based economic development. Main Street America is a program of the nonprofit National Main Street Center, Inc., a subsidiary of the National Trust for Historic Preservation.

MAIN STREET AMERICA	OUR WORK	HOW WE CAN HELP	GET INVOLVED	THE POINT
The Movement	Meet the Team	Main Street Now Conference	Become a Member	
The Approach	Project Spotlight	Main Street America Institute	Subscribe	
The Programs	Partners & Supporters	Resource Center	Career Center	
Main Street Awards		Technical Services		
State of Main: Winter 2018		UrbanMain		
		Main Street Insurance		
		Allied Services Directory		
		Members Area		



A PROVEN ECONOMIC DEVELOPMENT STRATEGY

By Edward T. McMahon

Amazon recently announced the location of its second global headquarters, (HQ2). It will be split between Crystal City, Virginia, a first ring suburb of Washington, D.C., and Long Island City, a New York City neighborhood in Queens. Almost 240 U.S. and Canadian cities bid for the headquarters, offering as much as \$8 billion in economic incentives, but in the end, it all came down to one criteria: the ability to attract and retain talent workers. So, what are the lessons learned for the hundreds of communities that weren't chosen?

Ed McMahon is a Senior Resident Fellow at the Urban Land Institute in Washington, D.C. and Chairman of the National Main Street Center's Board of Directors.

One lesson is that economic incentives are not as important as community assets. Both DC and NYC have highly educated populations, easy access to an international airport and functioning mass transit systems. Moreover, they both have the kind of walkable, mixed-use environments that attract young, talented workers. Cities hoping to recruit top talent should focus on building a great place.

Now there is nothing wrong with pursuing an economic development homerun, but the truth is, most cities will never succeed in attracting the equivalent of an Amazon headquarters. What's more, the strategy of throwing money at big business is completely unrealistic for the clear majority of smaller cities and towns. **So, what is a better, more viable method of building a strong local economy?**

THE MAIN STREET APPROACH

Dollar for dollar, pound for pound, Main Street is one of the most effective economic development programs ever created. Developed over 35 years ago, the Main Street four-point framework has a proven record in over 2,000 communities of creating new jobs and businesses while also rehabilitating countless historic buildings and revitalizing thousands of main streets and disinvested commercial corridors.

MAIN STREET IMPACT

DOLLARS REINVESTED*:	\$74.73 BILLION	NET GAIN IN JOBS:	614,716
BUILDINGS REHABILITATED:	276,790	NET GAIN IN BUSINESSES:	138,303
REINVESTMENT RATIO**:		\$26.42:\$1	

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

*Total reinvestment in physical improvements from public & private sources.
 **This number is not cumulative and represents investment and organization budgets from January 1, 2017, to December 31, 2017.



FOUR POINTS OF THE MAIN STREET APPROACH

ECONOMIC VITALITY focuses on capital, incentives, and other economic and financial tools to assist new and existing businesses, catalyze property development, and create a supportive environment for entrepreneurs and innovators that drive local economies.

ORGANIZATION involves creating a strong foundation for a sustainable revitalization effort, including cultivating partnerships, community involvement, and resources for the district.

DESIGN supports a community's transformation by enhancing the physical and visual assets that set the commercial district apart.

PROMOTION positions the downtown or commercial district as the center of the community and hub of economic activity, while creating a positive image that showcases a community's unique characteristics.



.....

Since its inception, Main Street communities have seen almost \$75 billion in new investment. What's more, in 2017, every \$1 of public money invested in Main Street communities leveraged over \$26 of private investment. This is economic development as if return on investment (ROI) mattered.

Main Street's wholistic, incremental approach to community revitalization works—this has been proven time and time again. Now, let's take a closer look at *why* it works:

.....

THE POWER OF SMALL

Main Street was developed with the understanding that small steps, small businesses, small deals and small developments can add up to big impact. Building small is sometimes harder, more time consuming and less flashy than building the one big thing, but it is also more realistic, more cost effective and more durable than putting all your eggs into one or two baskets.

Ironically, Main Street's ability to understand and leverage the power of small is one of its greatest strengths, but also why it receives relatively little public funding or acknowledgment from state policy makers and traditional

economic development professionals. Public officials like nothing better than announcing big projects, the bigger the better. Traditional economic development was about business recruitment and "elephant chasing." City officials would, for example, build an industrial park on the edge of town and then try like crazy to attract some plant, factory or distribution center to move there.

However, successful economic development is rarely about the one big thing. American communities are littered with projects that were sold as the "silver bullet" solution to a city's economic woes. Whether it was a convention center,

a casino, a new factory or a big box store out on the highway, city after city has followed the copycat logic of big project mania. Cities would be much better off to dedicate their time and efforts toward smaller things that work synergistically together in a plan that makes sense.

THE POWER OF PLACE

The Main Street Approach is also about creating better places. This is important because the link between quality of place and the ability to attract and retain residents and talent is becoming increasingly clear. Mick Cornett, the four-term mayor of Oklahoma City says that “economic development is really the result of creating places where people want to be.” Similarly, Steve McKnight, a Pittsburgh based economic development consultant says that in today’s economy, “new investment is increasingly seeking locations based on the *quality of place* rather than the *utility of location*.”

In fact, the unique characteristics of place may be the only truly defensible source of competitive advantage in a world where people can choose to live or work almost anywhere. In 2017, the Lincoln Institute for Land Policy released a report on *Revitalizing America’s Smaller Legacy Cities*. The report examined the unique challenges of smaller, older industrial centers, primarily in the Midwest and Northeast. It described the trends affecting small and midsized cities: changing economies, declining manufacturing, growth in health care, increasing specialization, diverging trajectories. It then set out promising strategies for success. Most of the strategies were unsurprising, but two stood out: “focus regional efforts on rebuilding a strong downtown and build on an authentic sense of place.”

The Lincoln Institute recognized, just as Main Street managers do, that downtowns play an outsized role in revitalizing America’s communities because they are the first-place people will evaluate when judging the health of a community. This is true, even if the people doing the evaluating plan to locate their home or business outside of the downtown.

IN SIMPLE TERMS, IF YOU DON’T HAVE A HEALTHY DOWNTOWN, YOU DON’T HAVE A HEALTHY CITY OR TOWN.



The Main Street Approach was developed with the understanding that small, incremental improvements, when taken together, provide momentum for long-term economic transformation and improved quality of life in a community. Photo Credit: Ellensburg Downtown Association

DID YOU KNOW?

Most new jobs are in small businesses, while most of state economic incentives go to big business. The U.S. Small Business Administration says that “small business generated 64% of new jobs over the 15-year period between 1993 and 2011. They also say that middle market companies (those with revenues of less than \$1 billion) produce 3 out of 5 jobs in high growth industries. Even in high-tech job centers, like North Carolina’s Triangle Research Park, most jobs are in small businesses. In 2018 it was reported that 60 percent of companies located there have 25 employees or less.

DID YOU KNOW?

The traditional economic development strategy was about cheap land and cheap labor. It was about shotgun recruitment and low-cost positioning. In the old economy, quality of place didn't really matter and the most important infrastructure investment was roads. Today, successful economic development is about laser recruitment and high value positioning. Today, highly trained talent is more important than cheap labor and investing in education and workforce development is far more valuable than widening the highway. Today, we live in a world where capital is footloose. People and businesses can locate anywhere. Communities and regions are in a global competition to attract and retain talented workers. Unlike in previous generations, these workers are choosing where they want to live first and figuring out their job situations later.

Downtowns outsized role in regional economic development was illustrated in another 2017 report entitled *Core Values: Why American Companies are Moving Downtown*. The report by Smart Growth America and Cushman Wakefield listed 500 major American companies that have either relocated to, expanded or open new offices in “walkable downtown locations” in the past 5 years. Some of the Fortune 500 companies that have announced moves from suburban sites to downtowns include Motorola, McDonald's, Marriott, Quicken Loans, GE, Caterpillar, Con Agra and Walgreens, among many others.

When asked why they were moving, the number one reason was “to attract and retain talented workers,” next was “to build brand identity and corporate culture.” A third reason was “to support creative collaboration.” So, there you have it. Downtowns are coming back to life because this is where *both* businesses and talent want to be.

THE POWER OF HISTORIC ASSETS

Often a community's greatest asset is its historic building stock. Main Street leverages the value of historic buildings, ensuring that they are kept in use contributing to a community's future. Here again, many public officials underestimate the value and importance of historic preservation. Some even see older buildings as an impediment to revitalization. So, what is the value of historic buildings and neighborhoods?

First, historic buildings physically connect us to the past. They tell us who we are and where we came from. A city without a past is like a man without a memory. Daniel Webster recognized this when he said that “the man who feels no sentiment or veneration for the memory of his forefathers is himself unworthy of kindred regard and remembrance.” At its essence, saving a community's historic buildings is about saving the heart and soul of a community.

Sentimentality aside, historic preservation is also an extraordinarily important tool for economic revitalization. Literally dozens of studies over several decades have documented that preservation is good for the economy.

ECONOMIC DEVELOPMENT

20TH CENTURY MODEL

Public sector leadership

Shotgun recruitment strategy

Low cost positioning

Cheap Labor

Focus on what you DO NOT have

Quality of life unimportant

Driven by transactions

Key infrastructure = Roads

21ST CENTURY MODEL

Public/Private Partnerships

Laser recruitment strategy

High value positioning

Highly trained talent

Focus on what you DO have

Quality of life critical

Driven by an overall vision

Key infrastructure = Education



Main Street is an asset-based approach to economic development. It focuses on reusing and restoring the assets a community already has, rather than focusing on what it doesn't have. In Waterloo, Iowa, a Main Street America community, the former John Deere factory just reopened as a Marriott Courtyard Hotel.

PRESERVATION POSITIVELY AFFECTS JOBS, PROPERTY VALUES, TOURISM, DOWNTOWN AND NEIGHBORHOOD REVITALIZATION, AFFORDABLE HOUSING AND ENVIRONMENTAL SUSTAINABILITY.

What's more, while renovation and redevelopment are not new, today's market is embracing older space with new fervor. In 2016, for example, the Urban Land Institute reported in its annual *Emerging Trends in Real Estate Report* that "office space in rehabilitated industrial buildings (like former textile mills or warehouses) is now commanding rents above new Class A product." When asked why, a ULI spokesman said it was because both employers and employees love space with authenticity and character. Historic industrial buildings also have large, open floor plans that make them flexible and adaptable: key attributes in a rapidly changing economy.

While it was once common to find corporate headquarters in sprawling suburban office parks, it is now just as common to find corporate offices in iconic historic buildings. Starbucks corporate offices, for example, are in a former Sears warehouse distribution center. Under Armor, the

sports apparel company, has located its offices in a former detergent plant in Baltimore. Similarly, Converse Inc.'s offices are in a beautifully restored, but once derelict wharf on the Boston waterfront and Ford Motor Company recently announced plans to restore the monumental, but long abandoned, Detroit Train Station for its new world technology center.

The hospitality industry has also caught on to the advantages of historic buildings. In Milwaukee, the former Pabst Brewery is now the Brewhouse Inn and Suites. In Buffalo, guest rooms have replaced patient rooms at the H.H. Richardson designed state mental hospital, which has been transformed into the luxurious Henry Hotel. And in Boston, the infamous Charles Street Jail is now the swanky Liberty Hotel.

The trend of adaptively reusing historic buildings for lodging facilities is not restricted to big cities or high-end brands. In Waterloo, Iowa, the former John Deere factory just reopened as a Marriott Courtyard Hotel. In Petaluma, California, an abandoned silk mill has morphed into a Hampton Inn and in Grand Rapids, Michigan, a vacant downtown office building has been reborn as a Home-wood Suites Hotel.

WHAT CHOICE WILL YOU MAKE?

Economic development is about choices. Communities can spend all their time and money on business recruitment or they could focus on expanding existing businesses. When considering your community's approach to economic development, ask yourself this question: what makes more sense? Is it a better strategy to provide subsidies and tax breaks for big businesses or would it be wiser to invest in creating a great place and educating a skilled workforce?

In considering this question, it is essential to recognize that the big business subsidy approach often pits one community against another. It moves economic activity around. Businesses often leave or threaten to leave after the subsidies run out and if you give a big subsidy to one

company, every other company will likely demand the same treatment. At the end of the day, taxpayers will end up subsidizing huge global corporations and communities will have few options if the market shifts or the company flounders.

On the other hand, the Main Street Approach of investing in people and working to create a great place builds lasting assets that will pay dividends long after the initial investment. This approach also helps existing businesses. It helps create diverse, durable local economies and it is a more realistic strategy for smaller cities and towns. And, at the end of the day, taxpayers end up investing in themselves rather than subsidizing big businesses.

WHAT MAKES MORE SENSE?

SUBSIDIES FOR BIG BUSINESS

Pits one community against another

Moves economic activity around

Businesses leave or threaten to leave after subsidies run out

Puts all the eggs in one or two baskets

Taxpayers subsidize big business

INVESTING IN A GREAT PLACE

Creates lasting assets that will pay dividends long after initial investment

Helps existing businesses

Creates diverse, durable local economies

Communities invest in themselves

A more realistic strategy for smaller cities and towns

So, rather than spending millions trying to attract a big corporation or “silver bullet solution,” consider devoting just a small percentage of this amount to an economic development program with a proven track record of success and real return on investment. After all, for most communities, hitting an economic development homerun is a lot harder than hitting a bunch of singles that can add up to even more.

OTAC project timeline

PROJECT: App Video Project

COMMITTEE: Promotions

DATE: 2/7/2020

TASK	PERSON RESPONSIBLE	TARGET DATE	INCOMPLETE	IN PROGRESS	COMPLETE	NOTES:
Collect 2019 usage stats for app	Holly	1/10/20			✓	
Write script for video	Shirley + Alex	1/31/20			✓	3 minutes, 4 pages
Enlist volunteer actors	Sarah	1/31/20			✓	3 yes, 1 no
Survey Chocolate Escape attendees	Alex + Sarah	2/20/20	✓			
Get permission to film on location	Shirley	2/6/20			✓	Espresso Bar: yes Make Nest: yes
Ask about equipment donations	Holly	2/6/20		✓		Holly called, waiting on response
Organize filming schedule + coordinate shoot	Alex	3/3/20		✓		Alex is waiting on equipment confirmation to schedule date
Edit film or outsource editing	Sarah	3/25/20	✓			
Reach out + thank volunteers/donors	Shirley + Holly	3/31/20	✓			Will complete after video is done

FOLLOW-UP TASKS: Promoting video, follow-up survey, analyze app usage stats again

OTAC project timeline

PROJECT: _____

COMMITTEE: _____

DATE: _____

TASK	PERSON RESPONSIBLE	TARGET DATE	INCOMPLETE	IN PROGRESS	COMPLETE	NOTES:

FOLLOW-UP TASKS:

VOLUNTEER DEVELOPMENT WORKSHEET

Board and committee members should complete this form to help identify new potential volunteers. Do not enter the same name on multiple lines. Do not enter names for people who are currently serving on OTAC or a committee. Try to fill in as many names as you can, keeping a focus on Old Town but considering perspectives from all over the city that might have an investment in seeing our downtown succeed.



1. Name someone who lives in your neighborhood who you think would enjoy working with OTAC. _____
2. Name an employee of your favorite downtown store. _____
3. Name someone from a community organization you are involved with [spiritual congregation, Kiwanis, Rotary, book club, etc.] who you think would enjoy working with OTAC. _____
4. Name someone who has negative feelings about OTAC who would be a valuable resource if persuaded. _____
5. Name someone who has moved to the community in the past year. _____
6. Name a teenager in the community [neighbor, customer, employee, family friend, etc.] who you admire and respect. _____
7. Name someone you admire and respect who has recently retired.

8. Name a former volunteer who hasn't been involved lately. _____
9. Name someone who works at Shenandoah University. _____
10. Name a local teacher. _____
11. Name someone you always run into at downtown events. _____
12. Name someone who commutes out of town for work. _____
13. Name a former or currently city councilor or staff member. _____
14. What is a talent your committee needs? Name the perfect person to fit that specific need. _____
15. Name a good project volunteer who you'd like to see take on a leadership role.

16. Name a college student in your community. _____

17. Name someone in your community with a reputation for their aesthetic sensibilities.

18. Name someone you know who loves getting out and meeting new people.

19. Name the most vocal supporter of Old Town that you know. _____

20. Name someone

COMMITTEE EXPECTATIONS

Committee chairs are responsible for scheduling meetings, keeping discussion productive and on-task, maintaining up-to-date project timelines, reporting to the OTAC board in general business meetings, and recruiting new volunteers from the community.

Committee members are responsible for volunteering effort and opinions, maintaining regular and consistent attendance, completing assigned tasks in a timely manner, meeting deadlines, and providing thoughtful, clear objections when necessary [as opposed to personal opinions without measurable reason].

Staff liaisons are responsible for recording meetings, tracking attendance, providing requested information, streamlining communications through internal channels, offering available resources, and ensuring that projects and timelines meet Main Street standards for accreditation.

GENERAL BUSINESS MEETING EXPECTATIONS

The Chairperson is responsible for facilitating discussion, mediating disagreement, keeping conversation relevant and concise, intervening in inappropriate conduct or commentary, and communicating with staff and board members outside of meetings to provide meaningful progress reports and program development.

Committee chairs are responsible for clearly conveying outcomes and decisions of committee meetings, succinctly answering questions, consulting with relevant staff liaison on monthly meeting agenda topics, and reviewing budgets [when applicable] to make sure relevant project costs and expenditures are accurately reported.

Staff liaisons are responsible for recording minutes, tracking attendance, providing requested information, streamlining communications through internal channels, offering available resources, bringing agenda and previous minutes for review, and reporting on current events as applicable to the Commission.

Commission members are responsible for serving on committees, maintaining regular and consistent attendance, informing themselves on relevant topics, casting votes on matters which require it, participating in open discussion, and acting decorously in view of the public.

I understand the expectations outlined above and recognize that failure to meet these expectations constitutes underperformance in my role on the Old Town Advancement Commission, which may result in performance review or dismissal.

Name

Date