



Downtown Juneau, AK

Technical Assistance Visit Report

Oct 31- Nov. 2, 2016

Prepared by:

Kathy La Plante, Senior
Program Officer and Director
of Coordinating Program
Services

National Main Street Center



I. INTRODUCTION/BACKGROUND

The Juneau Downtown Business Association contracted with the National Main Street Center (NMSC) to provide a site visit to Juneau, AK. The visit included a tour of the district, media interviews, including two radio interviews, a visioning session, a workshop for businesses and a work plan work shop to begin the process of identifying the steps needed to implement some of the priorities determined at the Visioning session and to determine Juneau's interest and ability to hire a downtown director to manage a Main Street program.

The following report provides an overview of the Main Street America™ Program and how it is used to strengthen downtowns, a summary of observations from the visit and recommendations for moving forward with a more focused effort on downtown development, from Kathy La Plante, Director of Coordinating Program Services at the National Main Street Center.

II. THE NATIONAL MAIN STREET CENTER

Over the past 35 years, the National Main Street Center has led the development of a national network of over 2,000 historic downtowns and neighborhood commercial districts – what we refer to as Main Streets - all united by these communities' tireless dedication to create vibrant, people-centered places to live, work, and play. The people who make up the Main Street network are passionate advocates, dedicated volunteers, influential stakeholders, and community organizers who work every day to turn the tide in their communities - catalyzing reinvestment, creating jobs, and fostering pride of place.

Main Street-style transformation is a combination of art and science: communities first need to learn about the local economy, its primary drivers, and its regional context (the science), but they also need to convey that special sense of place through storytelling, preserving the older and historic structures that set it apart, broad and inclusive civic engagement, and marketing (the art). To support this powerful network, the National Main Street Center has a revitalization framework – the Main Street Approach - that helps communities leverage both the art and science of downtown revitalization to create a better quality of life for all.

The Main Street Approach is most effective in places where community residents have a strong emotional, social, and civic connection and are motivated to get involved and make a difference. This approach works where existing assets – such as older and historic buildings and local independent businesses – can be leveraged. Throughout the country, both small-city downtowns and urban neighborhoods throughout the nation are renewing their community centers with Main Street methodology.

Ultimately, the result of these community-driven efforts are places with strong social cohesion and economic opportunity; they are places that support and sustain innovation and opportunity; places where people of diverse perspectives and backgrounds come together to shape the future.

III. The Main Street Approach

A. Identify the Community Vision for Success

The Main Street Approach begins with creating a vision for success on Main Street. Main Street promotes a community-driven process that brings diverse stakeholders from all sectors together, inviting them to be proactive participants in the revitalization process. This essential step provides a foundation for outlining the community’s own identity, expectations, and ideals while confirming real and perceived perceptions, needs and opportunities. It also ensures that the vision is a true reflection of the diversity of the community. Whatever the vision, the goal is holistic transformation of Main Street, accompanied by rigorous outcome measurement to demonstrate results.

B. Create Community Transformation Strategies

A vision of success alone is not enough. Communities must work together to identify key strategies, known as **Community Transformation Strategies** that will provide a clear sense of priorities and direction for the revitalization efforts. Typically, communities will address two to three Community Transformation Strategies that are needed to help reach a community vision. These strategies will focus on both long and short-term actions that will move a community closer to achieving its goals.

For example, if a Main Street decides that “aging in place” is a critical element of its community vision, the organization would develop a series of Community Transformation Strategies to help realize that vision. A short-term strategy could be to implement a special senior discount at cooperating businesses. A longer-term strategy could be to partner with other advocacy groups and the Department of Transportation to encourage Transit Oriented Development in the district.

Work on these strategies would align with the four key areas Main Streets have been using as a guiding framework for over 35 years: Economic Vitality, Promotion, Design, and Organization, known collectively as the Main Street Four Points.



Economic Vitality

Revitalizing a downtown district requires focusing on the underlying Economic Vitality of the district. This work is rooted in a commitment to making the most of a community's unique sense of place and existing historic assets, harnessing local economic opportunity and creating a supportive business environment for small business owners and the growing scores of entrepreneurs, innovators, and localists alike. With the nation-wide growing interest in living downtown, supporting downtown housing is also a key element of building Economic Vitality.

Promotion

Promoting Main Street takes many forms, but the ultimate goal is to position the downtown as the center of the community and the hub of economic activity, while creating a positive image that showcases a community's unique characteristics. This can be done through highlighting cultural traditions, celebrating and preserving important architecture and history, encouraging local businesses to market cooperatively, offering coordinated specials and sales, and hosting special events aimed at changing perceptions of the district and communicating to residents, investors, businesses, and property-owners that this place is special.

Design

A focus on Design supports a community's transformation by enhancing the physical elements of downtown while capitalizing on the unique assets that set the commercial district apart. Main Streets enhance their appeal to residents and visitors alike with attention to public space through the creation of pedestrian friendly streets, inclusion of public art in unexpected areas, visual merchandising, adaptive reuse of older and historic buildings, more efficiently-designed buildings, transit oriented development, and much more.

Organization

A strong organizational foundation is key for a sustainable Main Street revitalization effort. The focus is on ensuring that all organizational resources (partners, funding, volunteers, etc.) are mobilized to effectively implement the Community Transformative Strategies. Organization establishes consensus and cooperation by building partnerships among the various groups that have a stake in downtown. This will allow the Main Street revitalization program to provide effective, ongoing management and advocacy of the commercial district. Diverse groups from the public and private sectors (city, property owners, bankers, business owners, community leaders, and others) must work together to create and maintain a successful program.

IV. Juneau's Downtown Observations

ASSETS

Downtown and community development success hinges on leveraging the assets of the city to create a destination, that separates the city from other competition, helps create a brand for a city, and helps guide further economic development. The NMSC observations about Juneau include:

- Juneau is unique in several ways, as the Capital City, its mining history, and that there is

- no road connection from the ALCAN to the city. Visitors must arrive by boat or air.
- The economy is tourist and government driven.
- The Downtown Business Association (DBA) and other organizations and businesses help host some very successful events in downtown.
- The natural setting of Juneau is outstanding with the mountains, ocean, a glacier and numerous outdoor activities for residents and visitors alike.
- The economy appears strong, even though there are seasonal economic changes that businesses adjust to.
- Downtown is made up of predominantly locally-owned businesses.
- Downtown's port welcomes tens of thousands of visitors by boat annually on large and smaller cruise ships.
- Government and tourism provide the greatest number of jobs in the city.
- The Alaskan is the state's oldest operating hotel.
- Based on the turnout at the Vision Session, there is great interest locally on building on downtown's success. The response of the to the survey and attendance at the visioning session proves that people are very interested in making things even better in downtown and Juneau.
- The DBA has a membership of approximately 100. Several events and activities are held annually, with assistance in part-time help of Dana Herndon, communications specialist from the Juneau Economic Development Council. There are additional events held by other organizations and businesses that also add to the promotional calendar for downtown. The DBA has a clear mission statement – which identifies supporting its businesses at its primary purpose.

Our Mission:

The purpose for which this Association is formed is to promote, foster, and encourage downtown businesses to act as an advocate on issues that affect downtown business. The DBA is the official marketing engine for downtown. The DBA



understands that downtown Juneau is a great place to live, work, govern, recreate and that we are stronger together.

Our members and Board of Directors work with policymakers and downtown stakeholders to advocate for a climate

where your business can thrive. With Downtown Revitalization efforts under way we strive toward a vision that Juneau residents utilize the downtown area as the primary year-round hub for living, leisure, government and business.

- The community responded to a survey in advance of the NMSC visit and was asked what are the best assets of downtown. The following Word Cloud captures the most common responses. The top answers were: walkability, restaurants, scenery, local businesses, historic, and waterfront. Eight-three people participated in the survey.



CHALLENGES

- The DBA is a volunteer-driven organization, with help available from Dana Herndon of the JEDC. Volunteers are donating a lot of time to the overall improvement and promotion of downtown but they are restricted in the number of projects that can be taken on due to limitations on resources (people and money). Some feel that the DBA may not be able to keep up the pace of its work, or to stimulate greater growth of the economy without creating a downtown management position.
- Funding for the position of a downtown manager is not currently available. A campaign to raise the funds would need to be conducted.
- The DBA has been promotionally focused and to also take on other broader economic development tasks may need additional skills from the board and any potential staff hired.
- There are some storefronts that are closed in the tourist off-season, making downtown look less than vibrant – and providing fewer reasons for people to come downtown.
- As cruise ships disembark, they first encounter businesses owned by the cruise lines, and then they make their way up into the heart of downtown Juneau. Attracting tourist to come all the way into downtown can be a challenge.
- Some people feel downtown is unsafe (with patrons from bars coming out on to the sidewalk - some smoking).
- Businesses felt a better connection should be made to residents throughout the area, that those in other neighborhoods don't feel compelled to shop downtown.
- Housing used by high-season workers is not available for housing during the off-season.
- Housing costs are high. There are spaces in downtown in upper stories that could be used for housing but is not. Costs, egress, and risk may be standing in the way of property owners doing upper story development.
- Residents and businesses were also asked what they felt the great liabilities are for downtown and the following Word Cloud shows their responses.

Funding for a Main Street position – 8
Make Full use of Building Space – 8
Circulator/Transportation 7
Green Space/View Shed/Waterfront/Public Spaces/Infrastructure (Paint and Clean) - 8
Distinct Districts (Valley and Downtown Union) – 7
Cultural District and Encourage Arts Businesses – 6
Develop Small Cruise Ship Offerings - 4
Social Issues – Incentive program – 4
Safety – 4
Working Waterfront - 4
Regular Family-Oriented Events – 3
CBJ Incentive Program (public/private) – 3
Year Round Arts and Culture – 3

Receiving two votes or less

Develop Boutique Housing
Have fewer seasonal businesses
Improved Public Spaces
Alternate Transportation
PM (night time) community
Lower Property Values

V. Next Steps – The Pitch for a Main Street/Downtown Director

To succeed in downtown development, the most important tool is having an individual whose job it is every day - to look out for the best interest of downtown and to be the orchestrator of all activities and improvements happening within the district. The organization must then must show visible results that can only come from completing projects – both shorter and longer-term activities that add up to meaningful change. Through the visioning session the community identify many areas of work and improvement that could be addressed with a fulltime downtown director.

While shorter-term, highly visible activities are critical to Main Street’s success, Downtown Juneau must also sustain focus on implementation of longer-term projects and activities that are the building blocks for substantial change over time. Identifying milestones for these longer-term projects can be important in creating a sense of forward momentum and reinforcing to the community the need for sustained focus on revitalization efforts.

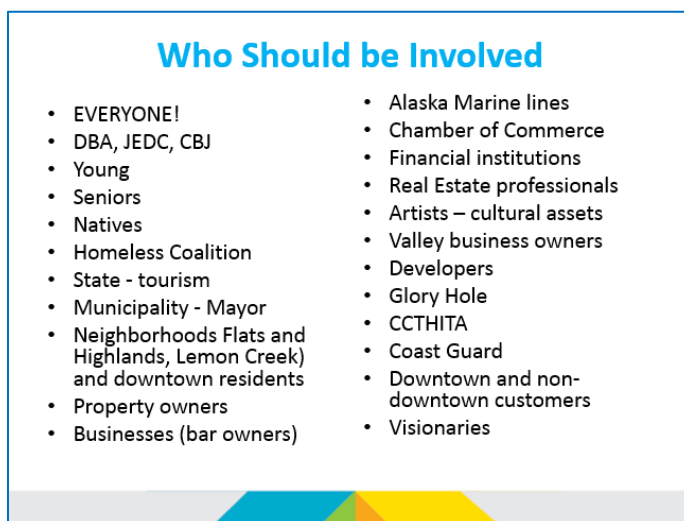
Coinciding with implementation is an equally important focus on measuring progress and results. Healthy Main Streets are built on a commitment to measure outcomes. We live in a time where public resources are scarce, and competition for private resources is fierce. Main Streets must be able to demonstrate the wise use of resources, which translates to real change on the ground: new jobs added to a Main Street, new businesses open, buildings redeveloped, and numerous other metrics of success.

For Juneau convincing public and private funders to support a hired position over time, projects specific goals and measurements of success must be established. This is difficult to do without a staff person orchestrating the efforts and keeping progress on track. The Main Street network exists to help in the endeavor.

SHORT-TERM STEPS

The DBA is the most likely partner to move the Main Street program initiative forward, though it will need strong partners like the city and JEDC to assist since the DBA is a volunteer-driven organization. There is an opportunity for the community (not just downtown businesses) to get more involved in the direction and development of downtown. Not just from a promotional perspective but from an economic development perspective – knowing that a healthy and successful downtown is a benefit to everyone living in Juneau. Thirty-three individuals signed up during the visioning session to get more involved by serving on a committee or downtown project.

- Ask the DBA if they wish to become the “Main Street” organization, or if a separate organization may need to be created. The DBA will play a critical role in either model (either as the lead organization, or perhaps becoming the Promotion Committee). Determine the new organization make-up. How will new board members be brought in that represent stakeholders from outside of downtown? The DBA can revise its bylaws which are already closely aligned with Main Street programming. Allowing community stakeholders, changing “memberships” to contributions or investors, organizing around the Four Points, etc. Some current board members may choose leave the board and take on a committee chair role to allow room for new board members.
- Review the proposed budget with the board (on the next pages). Make adjustments as the board chooses and that is appropriate for Juneau.
- Another option for the DBA is to set up a Main Street Task Force that would include some DBA board members with a majority of others serving to move this process forward. Who else should be involved? Below is a list of stakeholders in Juneau that could or should play a role in improving the downtown. Not all partners will participate in the same way, but they all need to be kept informed and asked to participate as they are able and that makes sense for the downtown. Some may serve in leadership roles, others might be funders, committee members, or volunteers. This list was compile through a survey in advance of the NMSC visit. The task force might decide that the DBA is part of the downtown effort but that a brand new organization should be formed. As noted above though, the DBA is the likely lead partner.



- Use the information from the NMSC site visit and visioning session to continue to build support and recruit new supporters. It can use that input as the message to potential

fundings, sharing the scope of work – and hope for outcomes. 1) Put a poll on Facebook asking others if they agree to the outcomes reached by those who attended the visioning session. This will help gain more community participation, involvement and support. 2) Email everyone who attended to be sure they are Facebook followers and let them know that is where they will find updates on the projects they might be most interested in. 3) Invite them to join a committee, or attending a committee meeting to help plan a project or event. Keep them engaged and informed. 4) Have the committees development a list of projects they'd undertake IF funding were available so this can be used to approach the Assembly (and others) for funding.

- Prepare an information session and pitch for funding from the City Assembly. Municipalities across the country, typically contribute 30-50% of a total Main Street program operating budget, most often directed to the salary of the downtown director. Keep in mind the downtown director is doing work on behalf of the city – as an economic develop expert, and thus any funding should be seen an investment in the economic growth of the city and should not be looked at as money being spent on another nonprofit. Nationally, the average return on investment in Main Street programs is \$1 to \$30. Meaning that for every \$1 a city invests in a Main Street program, the return on invest by the private sector is \$30 – making the Main Street program one of, if not the best, economic development program in the country. Share this information and the history of the NMSC and results, so they connect financial support to a Return On Investment.
- Approach JEDC for their commitment of support. In kind support for administrative operation of the program is important too.
- A funding pitch to the city and other supporters is that Juneau could set the standard in the state for a successful downtown program – one to emulate.
- Put together a draft fundraising plan (the NMSC can assist with this) to support a budget for a full time downtown director. A budget of \$100,000 - \$200,000 would be appropriate for a city the size of Juneau. (A sample budget for \$150,000 is below.) Included in this plan would be methodology of how each potential funding groups. Keep in mind funding for a program should come from multiple sources, some in-kind but mainly in cash. As mentioned earlier cities are the largest funder, followed by corporations, downtown property and business owners, business located outside the district, residents, civic organization and residents. Fundraisers can also be held to complete the budget (dinners, auctions, special events that raise money, etc.). When asking for businesses or the city, county or state for funding, it is best to ask for multi-year pledges to save time with annual fundraising activities. Grants may also be part of the budget but they are usually for project specific activities and for the initial budget, raising the funds for the administrative operation of the program should be raised first.

Three – Year Proposed Budget

Expenses	2017	2018	2019
Salary	\$55,000	\$56,000	\$58,000
Benefits	\$12,000	\$12,500	\$13,000
Addl. Staff	\$0	\$5,000	\$5,000
Benefits	\$0	\$1,000	\$1,000
Travel	\$10,000	\$10,000	\$10,000
Professional Development	\$2,000	\$3,000	\$3,000
Rent	\$9,000	\$9,000	\$9,000
Equipment	\$2,000	\$1,000	\$1,000
Utilities	\$1,500	\$1,500	\$1,500
Professional Services (website, legal, accounting, consultants)	\$10,000	\$10,500	\$11,300
Phone	\$1,200	\$1,200	\$1,500
Office Supplies	\$3,000	\$2,000	\$2,000
Postage	\$500	\$500	\$500
Printing/Copying	\$3,000	\$3,000	\$4,000
Insurance & Bonding	\$1,000	\$1,000	\$1,200
Membership Dues and Subscriptions	\$1,000	\$1,000	\$1,500
Promotion Budget (DBA)	\$18,000	\$18,000	\$18,000
Design Committee (Infrastructure)	\$8,000	\$8,000	\$8,000
Economic Vitality Committee (business development)	\$5,000	\$7,000	\$7,000
Organization Committee (Membership)	\$4,800	\$4,800	\$4,500
Contingency	\$3,000	\$4,000	\$4,000
Other: Specify			
Total	\$150,000	\$160,000	\$165,000

FUNDRAISING PLAN

	<u>2017</u>	<u>2018</u>	<u>2019</u>
Total Income/Operating Budget	\$150,000	\$160,000	\$165,000
<u>Income Sources</u>			
Municipal/County/State Support	\$	\$	\$
Economic Development Partners	\$	\$	\$
Downtown Businesses (members/partners/investors)	\$	\$	\$
Businesses Outside Downtown (industrial, retail, service)	\$	\$	\$
Residents (giving levels and local philanthropists)	\$	\$	\$
Civic Organizations (can include project support)	\$	\$	\$
Special Event Income (list events seperately note the cost of the event and net proceeds, sponsorships)			
1.	\$	\$	\$
2.	\$	\$	\$
Fundraising Event Income (list events seperately note The cost of the event and net proceeds)			
1.	\$	\$	\$
2.	\$	\$	\$
Special Projects Fundraising	\$	\$	\$
Grants (specifically applied for grants not corp. donations)	\$	\$	\$
Merchandise Sales (not related to special events)	\$	\$	\$
Endownments/Planned Giving	\$	\$	\$
Special Assessment Districts (BID)	\$	\$	\$
Other (please note specifically)	\$	\$	\$
Totals	\$150,000	\$160,000	\$165,000

HOW TO APPROACH FUNDRAISING

Income Sources

Municipal Contribution

Planning Recommendations:

1. Determine the timing for asking for money from the Assembly.
2. Prepare materials presented. Has the Main Street program been in good communication with municipal officials throughout the year? Do they understand that they are providing support to an economic development organization, not a charitable organization? Share the national results. Share with goals for the future of downtown.

\$61.7 billion Reinvestment in physical improvements

120,510 Net new businesses created

528,557 Net new jobs created

251,838 Buildings rehabilitated

\$26.52 Dollars invested in physical improvements for every dollar invested in program administration

2,000+ Number of Main Street program designated through 2016

3. What is the “Value” you bring to the City? Share with them your top concerns about downtown: housing, rehabbing buildings, making downtown more vibrant year round, more pedestrian friendly, and addressing parking concerns.
4. Include in the pitch to the Assembly that Juneau could be the standardbearer of the Main Street program in Alaska.
5. Share the “Benefits of Main Street” list so the Assembly understands that the city is the greatest benefactor of a successful Main Street program through job creation, business success, property value increases, creating a healthier city, providing greater shopping options, helping support nonprofits and schools in the community, etc.
6. Make sure the Assembly understands the ongoing need for downtown management and promotion. Cities fund Main Street programs on an ongoing basis and your expectation should be that they will continue to fund a Main Street program.
7. Leverage the funding from the private sector. If in your funding request to the Assembly inform them that the plan is to raise at least double their contribution so their investment will level private support.
8. Track any in-kind support they have provided or will provide in the future. In-kind support is needed as well and they should be recognized for past support too. Plan recognition of the Assembly’s contribution (especially volunteers from the City and in-kind support).
9. Is there a possibility of County and/or State funding, for the capital city?

Annual Pledge Drive

There are new funders that can be approached in this category and the DBA will have to determine whether sticking with set membership dues works, or if businesses could be asked to pay at levels that differ, based on the business’ means. Who should be solicited?

- Downtown Businesses (retail, service, and professional businesses)
- Businesses Outside of the Downtown but in the city (industrial, retail, service, professional)
- Residents (giving levels and local philanthropists) – Friends of Downtown
- Civic Organizations

- Business located outside of downtown or the city, but that make money from downtown businesses (trash haulers, restaurant wholesalers, uniform and carpet runner cleaners, office supply providers, etc.)

Planning Recommendations:

1. Be sure 100% of the Board has made a contribution/investment to Main Street. Set the goal for the total annual pledge drive as part of the fundraising plan). Ask people to commit to a three-year pledge so that invoice can just be sent. This alleviates the annual need to do major funding campaigns. After three years, ask for an increase to help cover cost increases. What percentage of your budget will come from the annual pledge drive?
2. Develop target list of new contributors/investors. Brainstorm those businesses not in Downtown, but making money in Downtown (trash haulers, food suppliers, food wholesalers). Make peer-to-peer contacts. Ask for multi-year pledges. Stand out on “Main Street” and make a list of commercial vehicles making deliveries in downtown, or ask businesses who their suppliers are.
3. Select a desired contribution for each new contributor.
4. Develop solicitation materials. There are sample fundraising letters in the Solution Center on the NMSC website. Personalize them.
5. Plan for person-to-person follow-ups with business contacts.
6. With residential solicitations, “Friends of Downtown”, make it worth Main Street’s effort and have a minimum contribution at \$25 or \$35 per year.
7. Determine the timetable for the drive. Make sure it fits within the other funding efforts of the organization and does not conflict with other drives in the community.
8. Plan recognition of every contribution.
9. Be sure to bill annually and on time.
10. Consider the option of allowing quarterly payments for larger pledges.
11. Consider asking “Friends of Downtown” to give more than once a year. At Valentine’s Day for example, send a note that says if you love downtown, consider an additional gift. At Thanksgiving, send a note that says if you are thankful for all that has improved in downtown, consider them

Grants

This is an important category for many downtown, but often without a staff member to write applications, grant opportunities are lost. If there is an individual in Juneau who is a good grant writer, see if they will volunteer to help.

Planning Recommendations:

1. Main Street programs have been successful getting grants from some sources, such as Charitable Foundation’s, State Council on the Arts, and the Department of Agriculture (Farmer’s Markets), or Tourism Offices.
2. Federal funds may be available from D.O.T. Transportation Enhancement Funds, Rural Development, EDA, USDA, etc.
3. Develop an annual timeline for grant application deadlines. Fit in work plan.
4. Find someone skilled in writing grant applications.

Merchandise Sales

For Juneau, this category is likely not a lucrative one, since Juneau has a lot of shops that sell the kind of merchandise that Main Street programs sell; coffee mugs, T-shirts, umbrellas, (all with the downtown logo on them). But there may be opportunities to sell merchandise at special events, or as a special fundraiser, like a downtown Christmas ornament, Juneau-opoly game, etc. there is a capital outlay in

making money off merchandise, and payoff of selling goods comes later.

Planning Recommendations:

1. If the location of the Main Street office provides a storefront display window, selling merchandise can be successful.
2. Identify all items that the program will make money on for the organization. This may include annual holiday ornaments or everyday merchandise for sale.
3. If expanding into this area for funds, consider the initial investment by the program to acquire the goods. Return on merchandise sales is not immediate.
4. Merchandise for special events – sponsors may be found. Do not solicit sponsors for this during your annual pledge drive, when you may be asking for this business to contribute.
5. If Downtown Juneau merchandise is offered, ask businesses if they would like to sell it, for a portion of the proceeds.
6. Merchandise can also be used to reward good volunteers.

Special Events or Special Projects Fundraising

Planning Recommendations:

1. With a number of downtown events, sponsors are needed, but try to approach them just once a year. This probably won't happen until there is a fulltime downtown executive director, but should be goal for the organization. Coordinate the entire year's calendar for sponsorship. Who will be contacted and what amount will they be asked to pay for sponsorship? Keep in mind that money raised during the annual pledge drive comes from the "charitable" side and money to sponsor events comes from a "marketing" pot of money.
2. Strive to have any events break even or make money for the organization. The Marketing team or planning committees should look at each event and ask how it might generate funds, especially when there are cruise ship visitors.
3. Have each committee, with special projects or special events, note the businesses they would like to solicit as sponsors. Make sure there is a plan so that businesses know what kind of recognition they will receive.
4. Build an administrative fee into all sponsorships. Many businesses have indicated they no longer want to support the administrative operation of Main Street programs, but will sponsor projects that their name will be on. For example, if a business is asked to sponsor Main Street's newsletter, their fee should not just cover the amount of postage and printing. Add a fee that will include staff time to complete this project. Building in an administrative fee to each and every project will help close the gap on the administrative budget.
5. Review each event or projects as soon as it is complete and access new ways to increase sponsorships and fundraising for the following year.
6. Offer special perks for sponsors, VIP parking, bathroom facilities, T-shirts for their employees, masters of ceremony or award presentations and photo-ops.

OTHER SHORT-TERM PROJECTS

The community and all stakeholders will be looking for continued progress in downtown to stay involved and to provide financial assistance. Small visible projects help assure everyone that progress is happening. These projects can be completed with 6 months in addition to the organization recommendations above, and are projects underway or that were suggested during the visit.

Initiative	Lead Committee	Membership Role	Infrastructure Role	Marketing
First Fridays	Membership Admin Role: help design poster; communicate to membership; coordinate media	work with the JAHC and pair artists that want wall space with downtown shops; work with restaurants to coordinate specials for first Friday.	work with Parks & Rec to make parking in the garages free starting at 4PM; work on street closure for summer First Fridays	Work with JAHC and shops to have consistent hours; explore the Night Market idea for summer months; work with JAHC to co-promote First Friday
Parket Day	Infrastructure Admin Role: help design poster; communicate to membership; coordinate media	have a booth/area with DBA membership information; engage members	design the Parklet day; work with the city to pick a zone	Promotion; ideas for parklet activations
Seward's Folly Festival and Fundraiser	Marketing Admin Role: help design poster; communicate to membership; coordinate media	come up with the fundraiser portion [what will that look like?]	help with road closure permit; coordinate parking with the city	Promote the event; come up with activities for festival
Do a targeted promotion to the residents in the Valley and other neighborhoods	Marketing Admin: prepare materials, do PR	Have a Downtown info booth. Give away a free "something" and give them a brochure to become a volunteer or supporter.	Add extra lighting/colored lighting so they have a new experience downtown	Get businesses involved. Sip and Stroll or other stroll to participating businesses
Improve the connection with docks and downtown	Infrastructure Admin: acquire permission for added enhancements		Create colorful trail to downtown with banners, or flowers, or hanging umbrellas. How close can a kiosk be located near the boats.	Have greeters nearby – giving downtown advice

VI. How to Become an Accredited Main Street America City

The Main Street America™ standards of performance—used for designating programs as Main Street America™ Accredited members—were developed by the National Main Street Center and our Coordinating Program partners. Main Street America™ designation at the Accredited level is available to programs affiliated with a Coordinating Program. Alaska does not have a statewide Main Street Coordinating program, so in areas where there is no Coordinating Program in operation, communities may seek Accreditation directly from the National Main Street Center. Since a NMSC staff member has already visit Juneau, the downtown would be eligible to join the ranks of Nationally Accredited Main Street America cities across the county. Accredited communities get recognition at the Main Street Now Conference, certificates, and press releases noting the city is among the elite communities working on downtown development. Only Accredited Main Street communities can apply for the annual Great American Main Street Award (which comes with many benefits). Juneau does not meet all of these standards yet, but could, after a downtown director was hired and work could be done on getting the rest of the standards met. If Juneau is interested in achieving this level, the following criteria must be met.

The 10 Standards of Performance

1. Has broad-based community support for the commercial district revitalization process, with strong support from both the public and private sectors
2. Has developed vision and mission statements relevant to community conditions and to the local Main Street program's organizational stage
3. Has a comprehensive Main Street work plan
4. Possesses an historic preservation ethic
5. Has an active board of directors and committees
6. Has an adequate operating budget
7. Has a paid professional program manager
8. Conducts a program of ongoing training for staff and volunteers
9. Reports key statistics
10. Is a current member of the Main Street America™ Network

1. Has broad-based community support for the commercial district revitalization process, with strong support from both the public and private sectors.

At its best, a local Main Street program represents and involves 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 district's overall health. By actively involving a broad range of interests and perspectives from the public and private sectors in the revitalization process, the Main Street program leverages the community's collective skills and resources to maximum advantage.

Guidelines:

- The Main Street organization should have the active participation of various stakeholders at the committee and board levels, including such constituents as:

local government	historic preservation organizations
civic groups	local industries
regional planning groups	school groups and students
community development organizations	financial institutions
real estate agents	architects and building contractors
consumers	transportation authorities
property owners	parking authorities
religious institutions	developers
business owners	district/neighborhood resident

- Participants should contribute financial, in-kind, and volunteer support for the revitalization program.
- Participants should also look for, and act on, opportunities to make connections between other programs with which they are involved and the Main Street revitalization effort so that, by doing their own work a little smarter, or in a more integrated way, other programs help further the revitalization process.
- The program should include an ongoing process for volunteer recruitment, orientation, and recognition, constantly refreshing its pool of volunteers and involving new people each year.
- The revitalization program has broad-based philosophical support from the community.
- Municipal government demonstrates a philosophical commitment to commercial district revitalization.

2. Has developed vision and mission statements relevant to community conditions and to the local Main Street program's organizational stage.

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. Both should be developed with broad participation by the board, committees, volunteers, and community input. *At a minimum*, the Main Street organization should have a mission statement in place, reviewed annually (and updated, if appropriate). If the organization does not have a vision statement at the beginning of the revitalization process, it should develop one prior to the organization's transition from the catalyst phase to the growth phase.

Guidelines:

- The organization has an appropriate written mission statement.
- The mission statement is reviewed annually and updated as appropriate.
- The organization has an appropriate written vision statement.

3. Has a comprehensive Main Street 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 also in the broader community; and provides measurable objectives by which the program can track its progress.

Guidelines:

- The work plan should contain a balance of activities in each of the four broad program areas that comprise the Main Street approach — design, organization, promotion, and economic restructuring.
- The work plan should contain measurable objectives, including timelines, budgets, desired outcomes, and specific responsibilities.
- The work plan should be reviewed, and a new one should be developed annually.
- Ideally, the full board and committees will be involved in developing the annual work plan. At a minimum, the full board should adopt/approve the annual work plan.
- The work plan should distribute work activities and tasks to a broad range of volunteers and program participants.
- There has been significant progress in each of the four points based on the work plan submitted for the previous year.

4. Possesses an historic preservation ethic.

Historic preservation is central to the Main Street program's purpose and is what makes historic and traditional commercial districts authentic places. Historic preservation involves saving, rehabilitating, and finding new uses for existing buildings, as well as intensifying the uses of the existing buildings, through building improvement projects and policy and regulatory changes that make it easier to develop property within the commercial district.

Guidelines:

- The program has, or is working toward putting in place, an active and effective design management program (which may include financial incentives, design assistance, regulatory relief, design review, education, and other forms of management).
- The program encourages appropriate building renovation, restoration, and rehabilitation projects.
- When faced with a potential demolition or substantial structural alteration of a significant, historic, or traditional building in the Main Street district, the program actively works to prevent the demolition or alteration, including working with appropriate partners at the state, local, or national level to attempt to stay or alter the proposed activity; developing alternative strategies for the building's use; and/or educating local leaders about the importance of retaining existing buildings and maintaining their architectural integrity.
- The program works to find creative adaptive use, financing, and physical rehabilitation solutions for preserving old buildings.

- The program recognizes the importance of planning and land-use policies that support the revitalization of existing commercial centers and works toward putting planning and land-use policies in place that make it as easy (if not easier) to develop property within the commercial district as it is outside the commercial district. Similarly, it ensures that financing, technical assistance, and other incentives are available to facilitate the process of attracting investment to the historic commercial district.
- The program builds public awareness for the commercial district's historic buildings and for good design.

5. Has an active board of directors and committees.

Main Street revitalization by nature is a community-driven process. Therefore, community members must take an active role in leading and implementing positive change. While the executive director is responsible for facilitating the work of volunteers, this staff member is not tasked with single-handedly revitalizing the commercial district. The direct involvement of an active board of directors and committees are keys to success.

If a Main Street organization is housed within another entity (e.g., a community development corporation), it is still important to have its own board of directors and committee structure.

Guidelines:

- The board is a working, functional board that understands its roles and responsibilities and is willing to put forth the effort to make the program succeed.
- Committee members assume responsibility for the implementation of the work plan.
- The program has a dedicated governing body, its own rules of operation, its own budget, and its own bylaws, and is empowered to carry out Main Street's mission, even if the Main Street program is a part of a larger organization.
- The board has well-managed, regular monthly meetings, with an advance agenda and regular distribution of minutes.
- Committees have regularly scheduled monthly meetings with an advance agenda that addresses the committee work plan.

6. Has an adequate operating budget.

A sustainable Main Street program has financial resources 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).

Guidelines:

- The Main Street program's budget should be adequate to achieve the program's goals. The dollar amount that is "adequate" for a program budget may vary from region to region, depending on local costs of living, and may be different for small town, midsize, and urban Main Street programs. General guidelines for *minimum* operating budgets are:

small town programs: \$40,000+ annually (populations of less than 5,000 people)

midsized community programs: \$60,000+ annually (populations between 5,000 - 50,000)

large town or urban neighborhood programs: \$100,000+ annually (community or neighborhood population greater than 50,000 people)

- The budget should be specifically dedicated for the purpose of revitalizing the commercial district.
- The Main Street program's budget should contain funds adequate to cover the salary and benefits of staff; office expenses; travel; professional development; and committee activities.
- Revenue sources are varied and broad-based, including appropriate support from the municipal government.
- There is a strategy in place to help maintain stable funding.
- There is a process in place for financial oversight and management.
- Regular monthly financial reports are made by the treasurer to the board.

7. Has a paid, professional executive director.

Coordinating a Main Street program requires a trained, professional staff person. Ideally, 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 may be acceptable (generally 20+ hours per week).

Guidelines:

- The Main Street executive director should be paid a salary consistent with those of other community development professionals within the city, state, or region in which the program operates.
- The minimum amount of time the Main Street executive director works each week should be consistent with comparable Main Street programs in the city, state, or region.
- The executive director should be adequately trained—and should continue learning about revitalization techniques and about issues affecting traditional commercial districts.
- The executive director has a written job description that correlates with the roles and responsibilities of a Main Street director.
- There is a formal system in place for evaluating the performance of the executive director on an annual basis.
- Adequate staff management policies and procedures are in place.

8. Conducts program of ongoing training for staff and volunteers.

As the Main Street program evolves, staff and volunteers will need to sharpen their skills to meet new challenges. In the catalyst phase, new staff and volunteers will need basic training. This is true as well as throughout the life of the organization because there will be turnover. As the program matures, new skills will need to be cultivated to tackle more complex projects. Program staff and volunteers should stay

current on issues that affect traditional commercial districts and on new revitalization techniques and models.

Guidelines:

The local Main Street program develops leadership capacity through such mechanisms as:

- taking advantage of citywide, state, regional, and national training opportunities;
- making reference and training materials available locally—and using them; and
- providing/conducting training when appropriate, including annual Main Street 101 training, annual orientation for board members, and annual committee training.

9. Reports 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.

Guidelines:

- The program collects and tallies statistics related to the revitalization movement, using the baseline criteria listed below. It should keep this data from year to year, providing an economic record of the program's impact over the course of its history. This information is distributed regularly to constituents and in the annual report.
- The program submits regular reports to the statewide, countywide, or citywide Main Street coordinating program (either monthly or quarterly, as specified by the coordinating program).
- Baseline data should include:
 - Community population;
 - Net of all gains and losses in jobs;
 - Net of all gains and losses in new businesses;
 - Number of building rehabilitation projects;
 - Number of public improvement projects;
 - Number of new construction projects;
 - Number of housing units created: upper floor or other;
 - Monetary value of private investment spent in above projects: *i.e., individuals or private sources of money spent on building rehabs, public improvements, or new construction.*;
 - Monetary value of public investment spent in above projects: *i.e., city, county, state, or federal money spent on building rehabs, public improvements, or new construction.*;
 - Monetary value total of all investment and public and private investment;

Ground-floor vacancy rate when your program started;

Ground-floor vacancy rate now;

Rental rate per square foot when program started;

Rental rate per square foot now; and

Your program's annual operating budget.

10. Current member of the Main Street America Network.

Participation in the Main Street America Network membership program connects local programs to their counterparts throughout the nation, providing them with valuable information resources and creating a sense of community.

Guideline:

- The organization is a current member of the Main Street America Network Membership program.

The National Main Street Center is available to help Juneau through the process of creating a more comprehensive downtown initiative. Kathy La Plante is available by phone and email at no cost to Juneau during this period. Details can be discussed on developing a fundraising plan and a budget, as well as how to explain the purpose and mission of a “Main Street” program.

Anytime that Juneau is ready to begin the hiring process, the NMSC has job descriptions, interview questions and evaluation sheets, timelines for hiring, training, things to do first when starting as a Main Street executive director, etc., materials can be provided.