

*Indiana*

**MAIN STREET**



# What is the Mission of Indiana Main Street?

- To encourage economic development, redevelopment, and improvement of the downtown areas of Indiana cities and towns. The program is founded on community and economic development that emphasizes the preservation and development of traditional downtown resources.



# What is the Foundation of the Main Street Approach?

## ■ Main Street is founded on 4 Points

### ■ Organization

- Is the backbone of the organizational structure.

### ■ Design

- Provides the tangible improvements in the downtown. What you can see, touch, and feel.

### ■ Promotion

- Focuses on shopping downtown and downtown tourism. Getting people to shop downtown.

### ■ Economic Restructuring

- Focuses on assisting existing downtown businesses and attracting new businesses.



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**MAIN STREET**



INDIANA OFFICE OF  
**Community & Rural Affairs**  
*Where Rural Matters*

# *How are others successful?*

- 1. Passion**
- 2. Partnerships**
- 3. Plans**
- 4. Perseverance**



# Main Street Basics: Organization

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## ***Purpose:***

The purpose of the Organization Committee is ***vital*** in keeping the Board, Committees, Staff, and overall Program **sustainable**. It is the foundation of a good Main Street group. This Committee takes responsibility for managing the financial and logistical aspects of a nonprofit organization.

# Organization Continued

- **Duties:**
- **Fundraising**
  - Membership
  - Grants
  - City/County Allowance
  - Project Specific
    - Events
    - Development of a park
    - Façade Program
- **Volunteer Recruitment and Management**
- **Promoting the Program**
  - Newsletter
  - Letter to Editor in newspapers
  - Radio Shows
  - Other not-for-profit events/speaking engagements
- **Managing the Finances**
  - Work Plans
  - Budgets
- **Managing Staff**
  - Employee Handbook
- **Guiding the Program**
  - Policy Manual
  - Bylaws

**Who Serves on the Organization Committee?** Likely Candidates:  
Merchants, property owners, residents, civic group volunteers, accountants, media representatives, volunteer specialists, attorneys

# How do we fund our Program?

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➤ There are typically 4 ways to fund a Main Street Program:

1. Grants
2. County/City Allotment
3. Fundraising
4. “Membership”/Donor Campaigns



# “Membership”/Donor Campaigns

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- If you are a 501 c 3 organization, you need to be careful of your use of “membership”.
- 501 c 3 organizations are completely charitable in nature and are for the benefit of everyone and not a select group.
- Check with your accountant or a non-profit lawyer to be sure you are following IRS standards.

# How do we set up donation campaigns?

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- Keep them simple!
- Determine the “pitch”
- Determine the audience
- Show where the money goes
- Don't be afraid of the personal “ask”
- Be sure to follow up – send a thank you letter right away and for tax purposes, a receipt with record of the donation for their taxes.

# Events

- Every event you host, you should NEVER lose money!
- Retail events: These ring the cash register for the businesses
- Community Events: These are the real fundraising mechanisms



# Sample Events

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1. Wine tasting with silent auction
2. “Taste of” event
3. Chocolate Walk
4. Ladies Day/Night Out
5. No dinner Annual Dinner
6. Open House
7. Halloween Event for the family
8. Downtown building tours
9. What do you do?

# We have money, what about volunteers

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## Volunteer Management/Recruitment

- The Organization Committee is like the “personnel department” for the entire organization in terms of volunteers. While each Committee may have their own volunteers, the Organization Committee keeps track of who the volunteers are and how many hours of service they log.

# The Process

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1. Recruitment
2. Management
  1. Create job descriptions
  2. Define roles
  3. Track amount of time volunteers participate
  4. Evaluate performance
3. Rewards
  1. Recognize hard work and achievements

# Partnerships

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- Who are some of your partners and what do you partner on?
- How do you keep your City/County informed on what you are doing?



# Successful Planning

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- Successful organizations make plans!
- Work Plans should be done at all levels from the Board to the Committees.
- It is important that there is a plan of work in place and that they get approved by the Board.

# The Process

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1. Identify Goal of Committee
2. Set Objective
3. Identify Projects
4. Indentify Tasks
5. Indentify Timetable
6. Indentify Responsibility
7. Indentify Budget

# How do we plan a budget?

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- Who is responsible in the budget making process?
- Do you have check and balances in place?
- Who oversees the finances?
- When do you determine your projects?
- What is included in a budgets?

# Projects for New Communities

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## Organization

1. Determine a fundraising activity to start funds coming in for the organization.
2. Set up bylaws for the organization.
3. Begin promotion of the organization through FREE avenues!
4. Host a public meeting to raise awareness and to get volunteers.

# Main Street Basics: Design

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## ***Purpose:***

The purpose of the Design Committee is in shaping the physical appearance/image of downtown to shoppers, investors, business owners, and visitors. This is the visual component of the Main Street Approach and very vital to the success of the Program.



# Projects for New Communities

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## Design

1. Plant flowers
2. Downtown Green-Clean Days
3. Design Guidelines
4. Work with Historic Landmarks or local Historic Preservation groups to develop downtown workshops or educational programs.

# Main Street Basics: Promotion

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## ***Purpose:***

The purpose of the Promotion Committee is to PROMOTE downtown as the center of commerce, culture, and community life for residents and visitors. The Promotion Committee must think outside of the box to get people to shop and visit downtown.



# Projects for New Communities

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## Promotion

1. Partner with the merchants to do a promotional event to bring people downtown.
2. Create a new downtown event to get people to shop downtown.



# Main Street Basics: Economic Restructuring

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## ***Purpose:***

The Purpose of the Economic Restructuring Committee is to identify new market opportunities for the traditional commercial district, find new uses for historic commercial buildings, and stimulate investment in property. The Committee also works with existing businesses in retaining them in the downtown as well.

# Projects for New Communities

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## Economic Restructuring

1. Take an inventory and pictures of all of the buildings and properties downtown.
2. Work with business owners and the Small Business Development Center to come up with educational workshops for the downtown or S.C.O.R.E. chapters.
3. Do a survey of all businesses downtown to see what their needs are.

# Board Development

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- Who Serves on the Board?
- What is our succession Plan?
- Where do we get new Board members?
- How long do they serve?
- What are ex-officio members?
- What are responsibilities of the Board?



# Who Serves on a Main Street Board?

## Who Is Represented on Main Street Boards (not a complete list)?

- Commercial district's property owners
- Retailers
- Professionals
- Lenders
- City/County Officials
- Business Association members
- Heads of neighborhood organizations
- Retirees
- Recognized community leaders
- Industry leaders
- Local civic organizations
- Preservation and/or historical societies
- Media
- Real Estate



# Main Street Board

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## **How Many Usually Serve on Main Street Boards?**

- Between 9-15

## **How Long Should They Serve?**

- Most Main Street organizations have a 3 year term limiting each member to a 2 term limit. After the first term the Board member may opt out from a second term. If they chose to stay active for their second term, they must come off at the end of the second term and lay off the Board for at least 1 year. They may still be on Committees and work as a volunteer. This helps organizations stay refreshed and ready to work.

## **Ex-Officio Members**

- The number of Ex-Officio members is dependant on your bylaws and who it says or how many the bylaws say you may have. Normally this is where your Chamber, Economic Development, City/County Government fall.

# Succession Plans

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- Every Board needs a plan for succession, but where do we begin?
  - Determine term limits and **STICK TO THEM!**
  - Set up Board member roles and responsibilities
  - Strong Boards for the future begin with strong Committee members **TODAY!**
    - Don't just fill Board vacancies, fill your Committees too with people you can bring up the ranks.
  - Set up a Nominating Committee
    - Include those outside your organization to serve on this Committee
    - Have a matrix of all of the “backgrounds” you would like the Board to come from, ie. Realtor, retiree, Banker, Insurance

# Typical Board Member Responsibilities

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- 1. Finances** – One of the most important responsibilities of a Board member is being a good steward of organization dollars. Be sure to know and understand where money from the organization comes from and goes. The Board makes sure that the organization can be sustainable over a long period of time.
  - Review reports from Treasurer
  - Review reports from President or Staff
  - Ask questions if something does not make sense

# Typical Board Member Responsibilities

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- 2. Fundraising** – In order for organizations to succeed, they must have people on the Board who are willing to help either come up with ideas for fundraisers or participate in fundraising activities.
- Research what others in your community are doing as fundraisers and even those outside the community to determine what will work for you.
  - Be active in the campaign whether you are coming up with ideas or helping to do the ask. It is very important that each Board member participates.
  - Investor Campaigns (“membership”) – asking those in your community to donate to your organization to be able to do planned activities in your community.
    - Who does the ask? The organization and Board members
    - How? Write a letter, follow up with a phone call, and then a face-to-face visit
    - Set up levels for investors from those who live in the community to business owners to industry owners – everyone benefits from your efforts downtown

# Typical Board Member Responsibilities

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**3. Policy** – Board members must help form policy for the organization whether that is in the form of bylaws or an employee handbook. The Board is instrumental in making sure that the organization is following all legal requirements necessary.

- Bylaws
- Policy Manual (if needed)
- Employee Handbook (if needed)

# Typical Board Member Responsibilities

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**4. Supporter** – All Board members should be proud of their organization and involvement in their organization. It is vital that all Board members show their support of the organization by attending events, meetings, and speaking favorably of the organization at other organizations events, meetings and etc.

# Typical Board Member Responsibilities

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**5. Recruiter** – It is important that Board members always try to help find other Board members or Committee members for their organization. An important part of the organization is having enough people to volunteer and be part of the organization.

# Education

- Education is one the biggest responsibilities of a Main Street organization. Not only educating the public on who you are and what you do, but also to remind those on the Board and Committees of what their goals and purpose are within the organization.



# Education continued

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- The following trainings should be available to those who serve on the Board or Committees:
  - a. Board/Committee member orientation
  - b. Main Street Basics “refresher”
  - c. Board Retreat



# Committee

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## ***Who are your Committee members?***

- Anyone who has an interest in what your Committee does.

## ***How do you get Committee members?***

- Publicize everywhere
- Host a public meeting
- Invite friends and friends of those friends

## ***What does your Committee do?***

- Hold meetings
  - to develop plan, measure progress, and brainstorm ideas
- Nominate a Chair of the Committee
  - This needs to be someone from the Board so they can report what the Committee is doing to the Board at those meetings as well.
  - Chair will run meetings and set agenda for each meeting.
    - The agenda can be the work plan and reviewing it each month and the progress.

# Committees Continued

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- **Nominate a Secretary for the Committee**
  - Minutes will be turned in to Chair who will forward those out with meeting reminders and agenda for the next meeting.
- **Develop a Work Plan for the Committee**
  - Determine projects, budgets, timelines, and responsible parties for a 12 month period.
- **Visit stakeholders (like downtown business owners)**
  - To get ideas, find out how businesses are doing, and to update them on plans
- **Work with other Committees as needed to finish projects**

# How do we get volunteers to be on the Board or Committees?

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1. Host a public meeting.
2. Explain what the goals are of the organization and the mission.
3. Explain what the 4 Committees are.
4. Have a sign up sheet for each of the Committees.
5. Set a date and time for follow up meeting.

# CONTACT INFORMATION

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