



**VIRGINIA DEPARTMENT OF HOUSING
AND COMMUNITY DEVELOPMENT**

Partners for Better Communities

DHCD is committed to creating safe, affordable and prosperous communities to live, work and do business in Virginia.





Organization Essentials

Knight Soul of the Community

Why People Love Where They Live and Why It Matters: A National Perspective



Physical Beauty



Socializing Opportunities



Openness

What is Main Street?

- Asset-based economic development
- Powered by a shared vision and grassroots initiatives
- A network of people and tools to nurture economic potential
- Implemented within the context of historic preservation
- Embraces and builds upon the existing economy



The Main Street Approach®



The Main Street Approach®

Build a diverse economic base | Catalyze smart new investment | Cultivate a strong entrepreneurship ecosystem

Create an inviting, inclusive atmosphere | Celebrate historic character | Foster accessible, people-centered public spaces

**ECONOMIC
VITALITY**

DESIGN

**COMMUNITY
TRANSFORMATION**

ORGANIZATION

PROMOTION

Build leadership and strong organizational capacity | Ensure broad community engagement | Forge partnerships across sectors

Market district's defining assets | Communicate unique features through storytelling | Support buy-local experience

Why Organization?

To improve economic performance of the district, by:

- Develop an action plan to accomplish the downtown vision and communicate results
- Foster and Reward Stakeholder Engagement for a Robust Volunteer Pipeline
- Nurture a sense of ownership that results in a culture of giving for a sustainable effort

Areas of Focus



Who powers Organization?

Team members could include people with expertise in:

- Business Management
- Public and/or media relations
- Fundraising
- Organizational development
- Project management
- Leadership



People are at the Heart of the Effort

When do people own revitalization?

- When THEY recognize the importance of having a role in the process
- When WE recognize everyone has a role in the process
- When they move into ACTION, beyond passive support to active engagement



Common Planning Approaches

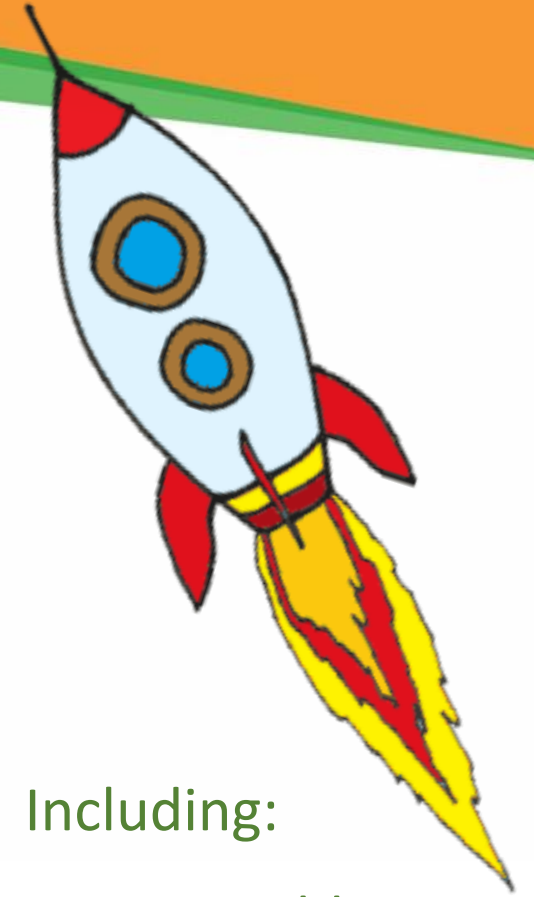


Essentials of a Good Action Plan

- Mission Statement: a statement of purpose
- Vision Statement: the dream
- Goals: what you want to achieve, big picture
- Objectives: markers indicating progress
- Activities: what you will do to fulfill your objectives
- Tactics: specific steps

Including:

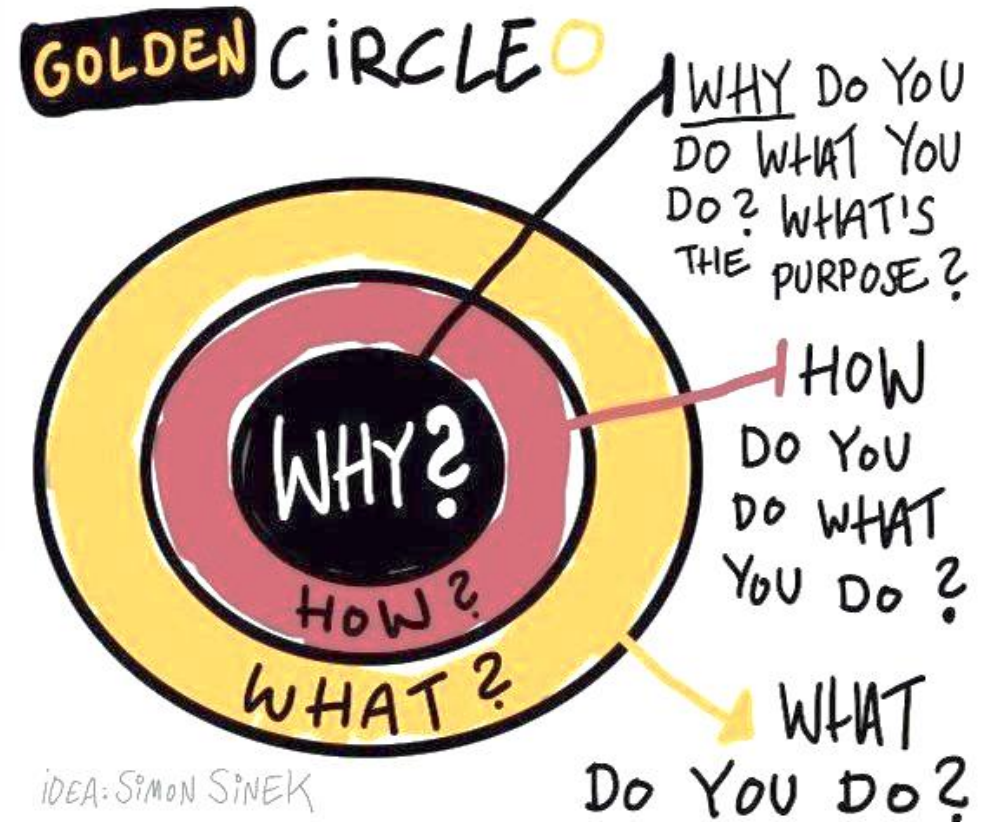
- Timetable
- Responsibilities
- Budget



Craft & Communicate Your “Why”

Ourtown Main Street Mission Statement:

We believe Ourtown can be the most vibrant rural market in the Southeast, a place where everyone can realize their dreams. To make that happen, we create a vibrant commercial district - a beautiful and safe place where people shop, work, play and enjoy life every day.



Clarify the Ideal Future State of Downtown

Ourtown Main Street Vision Statement

Downtown Ourtown is the historic heart and soul of the region, the hub for equitable entrepreneurship, and full of vibrancy-creating business - that create jobs and build individual and family wealth.



901 Commerce Street - Proposed Concept Sketch

LYNCHBURG, VIRGINIA

DOWNTOWN 2040



Ourtown Main Street Action Plan

Goal	• Strengthen and broaden the economic base of downtown
Objective	• Increase communication with downtown property owners
Activities	• Develop a downtown property owner Facebook Group
Tactic	• Create a list of all downtown property owners
Timetable	• Start: July 15; Facebook Group launch August 24
Responsibility	• Economic Vitality Task Force Chair Grace Jones
Budget	• \$300

Elements of a Successful Volunteer Program

(Your volunteer workforce)

- Matching positions to mission
- Organizational identity
- Job descriptions
- Recruiting
- In-take process
- On-boarding and training
- Engagement
- Recognition
- Retention
- Out-processing



Where to begin

1. Figure out what you want with the volunteers
2. Learn about every possible way volunteers can help to expand your organization's work
3. Listen to stakeholders to understand community needs
4. Are you ready to start coordinating the volunteer program?

Volunteer Ideas

- Manage social media
- Merchant ambassador
- Event information booth representative
- Fundraising development
- Create a pocket park for gathering
- Develop surveys, interview people, or create a focus group

The Mechanics of Your Volunteer Program

Make sure you have the following:

- Volunteer job descriptions
- Volunteer policies and grievance procedures
- Training program
- Volunteer database



Volunteer Coordinator Responsibilities

Responsible for creating or managing:

- Position descriptions
- Recruitment strategy
- Training
- Policies
- Volunteer records
- Schedule volunteers

Personality qualities and skills:

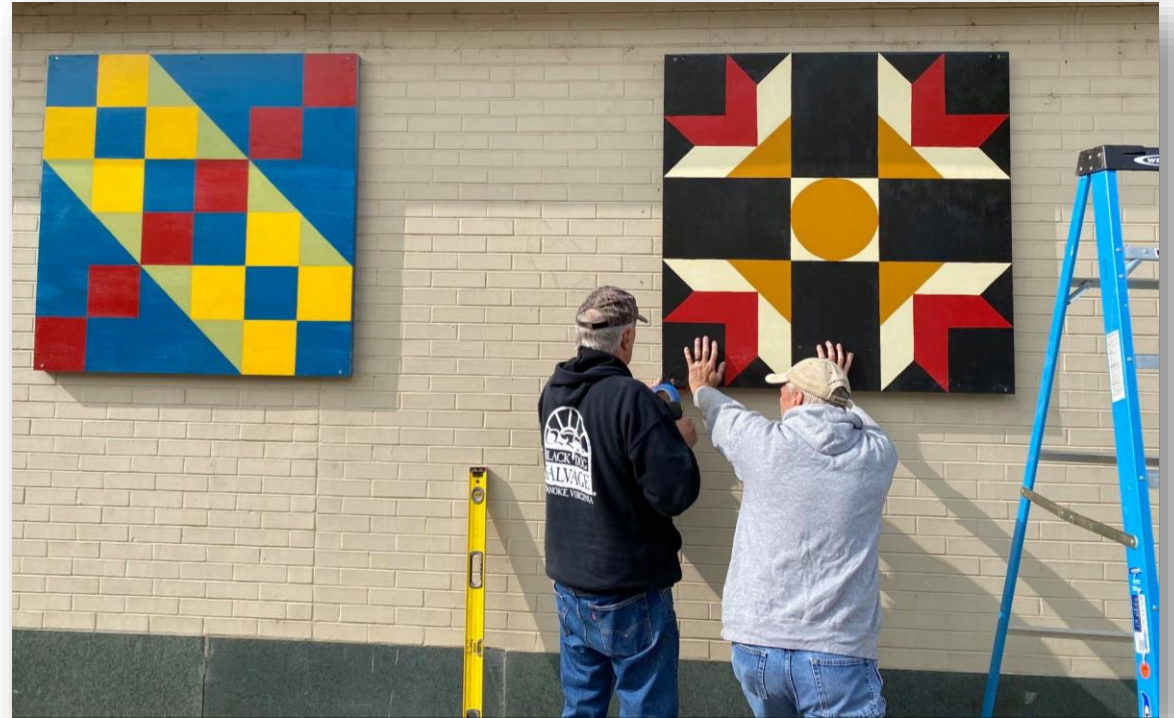
- Leadership
- Humor
- Planning skills
- Energy
- Juggle multiple demands



Recruitment

Today's volunteers look for:

- Short term assignments
- Flexible timing
- Closed-end assignments
- Fun
- Mixed cultural exposure
- Chance to excel in a new area
- Opportunity to combine volunteering with fitness, ecology, socializing, learning, resume building, recognition, contacts, training, and values...



Volunteer Training Program

- Nonprofit information, such as vision, mission, goals, & culture
- Main Street basics
- Orientation, general and board of directors
- Skills trainings:
 - Event management
 - Social media policy
 - Handling money
 - Diversity, equity, and inclusion



Volunteer Database

Develop a database to track measurable results:

- Statistics on total number of volunteers and their hours
- Financial equivalent of the volunteer hours
- Number of social media posts shared by followers
- Accomplishments from efforts
- Advocacy emails sent by volunteers



**TRACK IT
FORWARD**

volunteerlocal



Engage & Motivate Your Volunteers

Social Recognition

- Create a volunteer webpage to tell the stories of volunteers
- Highlight volunteer efforts in digital or at events
- All volunteers to network with others

Personal Acknowledgement

- The words “thank you” go a long way
- Go out of your way to recognize their time
- Make a point to do something special, like pick up the phone

Create Community

- Create a list with contact information
- Newsletter focused on volunteers or include them in general newsletter
- Facilitate volunteer gatherings, fun social events

Out-Processing

For a successful volunteer program:

- Align with someone's interests and connect with them emotionally
- Retention is accomplished by thinking about volunteers and what you can do for them...and with them



Culpeper Renaissance Inc. is at Culpeper Historic District.

November 10, 2020 · Culpeper · 🌐

Thank you to the Culpeper Renaissance, Inc. Corny Crew for working hard today removing downtown Fall décor to make way for Holiday décor.

[#weloveCR volunteers](#) [#weloveculpeperdowntown](#)

[#teamworkmakesdreamwork](#) [#culpeperdowntown](#) [#WeAreMainStreet](#)



Roles for Raising Funds

Board of Directors

- Fiscal responsibility for financial management
- Establish priorities driven by vision and mission
- Roles for Raising Funds
 - Giving
 - Identifying contacts
 - Nurturing funders
 - Developing ideas & materials
 - Working at fundraising events

Organization Committee

- Develops & implements specific initiatives, events, and materials that foster funding

Other Committees

- Develop and implement initiatives that foster funding for specific committee efforts
- Supporting fundraising activities of the organization

Staff

- Provides essential leadership support to board and committees in regards to developing & managing resources

Before Asking for Money

Define the plan, process, and measures

- How much do we need to raise this year?
- What are all the ways my organization can connect with our donors to steward and inspire them?
- Who will contribute to a successful fundraising year?
- How will we measure progress so we can change course, if needed?

How much do we need to raise?



Small town programs (<5,000 pop)
~\$100,000+ annually



Mid-size town programs (5,000-50,000 pop)
~\$250,000+ annually



Large city programs (>50,000 pop)
~\$500,000+ annually

What Does Main Street Need \$ for?

Organizational Value
Human Capital

Building Programming
Value

Sustaining Operations

Promoting the
Revitalization Effort

Promoting
the
District

Design
Assistance

Business
Attraction
&
Retention

Office &
Staff

Fiscal &
Legal

Training

Online
tools

Printed
Materials

Business
Promotions,
Special
Events,
Branding

Incentives
Strategic Planning
Supporting Activities

Main Street Funding Sources

30-50%

Public Funding

government – city, county, state

20-30%

Funding from Business District

business & property owners, residents, partners, corporations, utilities

30-40%

Community Funding

Residents, businesses outside district, civic organizations, foundations

5-15%

Miscellaneous

Events & activities – festivals etc. – merchandise

Who will contribute to a successful fundraising year?

Municipal Government

- Funding basic operating expenses
- Contribute dollars to specific downtown projects

Business Improvement District

- Self-help funding mechanism authorized by state law
- Funds raised through a district special assessment tax can be used to provide management services, facilities, and programs to the district

Hospitality Tax

- Lodging & sales tax, imposed by local government on hotel room and luxury sales
- Portion could be used for promotion of tourism and related investments

Who will contribute to a successful fundraising year?

Corporate or Business Donations

- Through donations of money, services, and equipment
- Typically evaluate in terms of return on investment, in terms of dollars, publicity, or economic growth

Sponsorships

- Good source for special events and promotions
- Suppliers involved in events willing to donate portion of their product to be listed as an event sponsor, exposure

Individuals or Volunteers

- Look upon donations to social or quality of life causes as investment in the community
- Given correct motivation & management, volunteers can do almost anything

Who will contribute to a successful fundraising year?

Foundation Donations

- Grants to aid social, educational, charitable, religious, & other activities that serve public welfare
- Usually have restrictions on what they will support, based on the purpose, activities, and area of interest

Grants

- Disbursed by governments, foundations, trust, and corporations to nonprofits or municipalities
- Typically project-based, require some level of compliance and reporting
- Depending on funder can support staff and operations, 10 – 20%

Who will contribute to a successful fundraising year?

Fundraising Events

- Good source of revenue for downtown management, promotions, public improvements, and public facilities
- Critical that goals, plans, and budget are thoroughly worked out for profitability

Product Sales

- Selling products related to the organization, community, or promotion
- T-shirts, posters, game boards, and bricks for streetscape projects

Service Fees

- Generated for professional services, such as building design assistance, parking management, property management, retail promotion packaging, and business recruitment

When Will You Need to Raise Funds?

Catalyst Phase

- General appeals
- “Friends of”, Investor campaigns

Growth Phase

- “Friends of”, Investor campaigns
- Sponsorships
- Contract for services
- Comprehensive fundraising campaign
- Capital improvements funding

Management Phase

- Special assessment districts
- Endowment funds
- Tax-increment financing

Put it into Action

Goal	• Help provide direction and increase involvement
Objective	• Increase year-end giving by 10%
Activities	• Launch a social fundraising campaign during #Giving Tuesday to generate more online revenue
Tactic	• Draft messaging, campaign overview
Timetable	• Complete by October 15
Responsibility	• Fund Raising Task Force Chair Emily Rose
Budget	• \$300

Fundraising Planning Template



FUNDING INCOME/ EXPENSES BY SOURCE

SOURCE	TYPE	LAST YEAR		CURRENT YEAR		NEXT YEAR	
		Income	Expense	Income	Expense	Income	Expense
Individuals	Annual Funds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	Major Gifts	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	Online	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	Direct Mail	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	Events	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Foundations		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Corporations		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Events		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Other		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
TOTAL		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

FUNDRAISING METRICS

CATEGORY	LAST FISCAL YEAR	CURRENT FISCAL YEAR	NEXT FISCAL YEAR
Total Number of Donors	\$0.00	\$0.00	\$0.00
Total Number of New Donors	\$0.00	\$0.00	\$0.00
Total Number of Lapsed Donors	\$0.00	\$0.00	\$0.00
Average Gift Amount	\$0.00	\$0.00	\$0.00

Track Progress Against Goals



Other quantitative goals to strengthen your fundraising

- Increase board participation rates
- Boost volunteer giving
- Grow monthly giving program
- Improve email open rates
- Grow direct mail response rates

Some key metrics

- Total number of donors
- Total number of new donors
- Percentage of Retention
- Average gift
- Cost to Raise a Dollar

What are all the ways my organization can connect with donors?

- A dynamic work plan, with projects relevant to donors
- An attractive information packet and webpage, with donor button, that includes your organization's goals, track record, specific plans, and participants
- Be prepared to answer the often unasked questions, “What will this program do for me?”

Tell Your Story

- Mission & Vision (focus on the “why”)
- Human stories (print, social media)
- Video projects (don’t overthink this)
- In person communication (a lot!)



 **Downtown Farmville is with Den Cralle.**
Feb 9, 2018 · 🌐

Why do I serve? "A chance to put my two cents in a town that is on the cusp of becoming even more special, prominent & livable." [Den Cralle](#) | Board Member representing [Green Front Furniture](#).

 **Downtown Farmville**
Feb 26, 2018 · 🌐

Why do I serve? "I am involved because I want to help others see the beauty and vibrancy of our downtown area." Eboni Lee | Board Member representing [Benchmark Community Bank](#).



 Like  Comment  Share

Communicate Excitement & Progress

Use your marketing channels to:

- Highlight achievements
- Recognize support
- Create the backdrop for on going economic development

2020 Stakeholder Report



2020 — A Year Like No Other

We entered it with great expectations, and exited pondering how we made it through. In those 12 months, we grew closer, inspired by one another. We learned new approaches to our business practices. We thought “outside the box” and kept our eye on the prize. And as 2020 gave way to 2021, we exhaled — just a little — at how we all had remained #OrangeSTRONG, and how we were going to make the coming year the best ever!

40 Years of National Main Street



2020 was the 40th Anniversary of the Main Street Movement. The National Main Street Center (NMSC) had great plans for the annual conference to celebrate this milestone only to scramble to develop ways to support the over 1,200 Main Street programs across the country through virtual learning and digital technology. Their efforts were innovative and successful.

National Impact

Dollars Reinvested (1980-2020)
\$89.57 billion
Net gain in businesses (1980-2020)
687,321
Net gain in jobs (1980-2020)
154,435

35 Years of Virginia Main Street

2020 was the 35th anniversary of the Virginia Main Street (VMS) program. The folks in Richmond, too, had to scramble to develop ways to keep the 30



Advancing Virginia Main Street (AVMS) communities — including ours — viable and strong. That small team astonished everyone (including themselves) with some of the most creative and positively impactful programs in the national network.

Statewide Impact

Dollars Reinvested (1985-2020)
\$2.03 billion
Net gain in businesses (1985-2020)
4,310
Net gain in jobs (1985-2020)
15,734

28 Years of Orange Main Street

2020 hit our Main Street program just as we began the second year of our “reboot.” Through the power of the National Main Street Center, ingenuity of the Virginia Main Street program and support of the Town and County through COVID relief, Orange’s Main Street program survived the storm stronger, smarter and better positioned to support businesses, property owners, and our citizens for a better future through preservation-based economic development and community engagement.

Local Impact

Dollars Reinvested (1992-2020)
\$54.92 million
Net gain in businesses (1992-2020)
274
Net gain in jobs (1992-2020)
782

Keep reading to learn more about Orange’s Main Street Program 2020.

Key Steps

1. **Invite diverse stakeholders together** from all sectors to be proactive participants
2. **Develop an action plan** to accomplish the downtown vision and experience real results
3. **Foster and reward stakeholder engagement** for a robust volunteer pipeline
4. **Nurture a sense of ownership** that results in a culture of giving
5. **Communicate excitement and progress**

Additional Resources

Main Street Resource Center | www.mainstreet.org

- MSA handbooks + guides
- Webinar series
- The Point

Virginia Main Street (VMS) | www.virginiamainstreet.com

- Blog
- Training resources
- Annual training calendar

Center for Nonprofit Excellence (CNE) | www.thecne.org

- Learning partner and advisor to Virginia nonprofits



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