



The Downtown Business Improvement District (BID) is established to help support the residents, business owners, organizations, and owners of property within Downtown Stevens Point. The BID boundaries and operating documents may be found at: <https://stevenspoint.com/1296/Business-Improvement-Districts>.

Downtown BID meetings are scheduled for the first Tuesday of each month but moved for special circumstances. Additional ad hoc meetings are held as needed. All board meetings of the board are hosted in-person and are open to the public.

Members

- Tara Manzke
- Hana Cutler
- Mike Beacom
- BJ Welling
- Brian Cummins
- Rosalind Kealiher
- Alderperson Christianson

AGENDA

DOWNTOWN BUSINESS IMPROVEMENT DISTRICT BOARD MEETING

Date and Time:	September 9, 2025 2:30 PM	Location:	Large Conference Room Stevens Point Area Convention & Visitors Bureau 1105 Main Street Suite A, Stevens Point, WI 54481
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Opening Section:

1. Roll Call.
2. Comments from the public on non-agenda items.
3. General Reports and Updates
 - A. City Staff Updates
 - B. Treasurer Report
 - C. Board Chair Report
4. Work Group Reports
 - A. Organization Work Group Lead
 - B. Economic Vitality Work Group Lead
 - C. Design Work Group Lead
 - D. Promotion Work Group Lead

Discussion and Possible Action on:

1. Approve Meeting Minutes from August 5th, 2025 Regular Monthly Meeting.
2. Approve Meeting Minutes from August 14th, 2025 Special Meeting.

3. Lighting Plan for Corridor Between Water St & the Waterfront
4. Draft of Town Hall Meeting for 9-23-2025
5. Review Preliminary Budget for 2026
6. New Executive Director Onboarding
7. Holiday Parade Schedule Discussion
8. Adjournment.

PLEASE TAKE NOTICE that any person who has special needs while attending these meetings or needs agenda materials for these meetings should contact the City Clerk as soon as possible to ensure that a reasonable accommodation can be made. The City Clerk can be reached by telephone at (715) 346-1569 or by mail at 1515 Strong's Avenue, Stevens Point, WI 54481.

Maps further defining the above area(s) may be obtained from the City of Stevens Point Department of Community Development, 1515 Strong's Avenue, Stevens Point, WI 54481, or by calling (715) 346-1567, during normal business hours.

PLEASE TAKE FURTHER NOTICE that a quorum of the Common Council may be in attendance at this meeting.



**Stevens Point Downtown
Business Improvement District**

1105 Main St Suite A
Stevens Point, WI 54481

08/28/2025

BID Organization Workgroup:

Rosalind Kealiher
Michelle Venzke
Patty Hollis
Kristen Montgomery
Jen Abel

08/13/2025

Hosted Downtown Collective Meeting at 8:30 am at SPCVB, sent an email to all businesses reminding them of the meeting and sharing the topic (Technology for businesses with Sprinter). There were six people in attendance. Would have loved more, but also had a great group. H&S Security came to the meeting and also had good feedback about what they can offer. We look forward to learning more about them in the future. Sprinter shared quite a bit on the phone technology they offer that allow for work life balance.

08/26/2025

The workgroup met to debrief from the meeting. All thought it was a great discussion and look forward to more. Once again trouble shooting how we can get more businesses to attend. Plan for Sept is how to increase foot traffic to businesses in winter months. Looking into requesting the SPCVB to give a presentation for that meeting on 09/10/2025 at 8:30am.

Michelle Venzke gave notice that she is no longer able to be a part of our group and this was her last meeting. We appreciate having had her.

Discussed volunteering and organizing a list of volunteers, also would like to know when and how many volunteers we will be needing for upcoming events, and hope to meet with Kris to work through that information.

Looking forward to the next quarterly social at Great Northern Distilling the last Tuesday in Sept from 6:00-8:00pm

BID Economic Vitality Workgroup Report

Submitted to the BID Board of Directors

Meeting Date: Monday, August 4, 2025

Location: Stevens Point Area Convention & Visitors Bureau Boardroom

Summary of Completed Agenda Items:

Final Intern Report – Survey Results

Elizabeth presented her final report summarizing survey efforts and findings.

Key insights included:

- The **largest challenge identified by a majority of respondents** was the issue of **homeless individuals living downtown**.

- The **second largest challenge** highlighted was **parking**.

Other trends, challenges, and opportunities were noted from both business and property owner responses.

Discussion: Applying Survey Results

Workgroup reviewed the survey data and discussed strategies for applying the results.

Potential opportunities for both short-term and long-term initiatives were explored.

Areas where additional data may be valuable were identified.

Setting Future Goals

The group established focus areas based on survey findings.

Potential initiatives and projects were discussed to guide the workgroup moving forward.

Additional Note:

Michelle Venske has stepped down from the workgroup.

Report Submitted By:

BJ Welling

BID Work Group Report

Work Group: Design Meeting Date: 09/22/25

Attendees: **Mindy McCord, Serona Melotte, Alexandria Krzmarzick**

William Schierl

2025 Work Group Priorities

1. next steps and assignments discussed:

- **Hana:** emailed Scott and Greg regarding sidewalk repair and scheduled a meeting to discuss the budget.
- **Hana:** Chris K. emailed Adam Kuhn to discuss mural requirements. The request would need to go before HPDRC for consideration. All I will need is the completed design review application, renderings, and some details about the mural installation/removal (e.g., type of paint applied, how the mural will be removed, etc.).
- **Chris:** Confirmed as lead on the grant application; will clarify what additional information is needed from the team and whether the grant can match previously spent dollars.
- **Alex:** Preparing a visual overview of sidewalk repair needs and sending it to Hana to use in communication. Attached.
- **Sarena:** Reaching out to mural artists to confirm paint type and labor costs.
- The Downtown BID will be submitting an application for the vibrant spaces program, would we be able to get that opened up so they can start preparing the application with me as the applicant? We plan to hand off the application to the incoming BID director. This would be for the alleyway projects that we had discussed.

Next Meeting: September 11th @ 8:30 a.m. at Emy J's

- Finalize the project budget and scope
- Plan and schedule a meeting with the Historic Preservation Committee

Please provide progress from this month for your 2025 priorities: Will the BID Board need to consider any action items? Anything the Executive Director (or BID) can do to assist your Work Group?

Help to get sponsors to continue to improve more of downtown.

Item	Unit	Qty	Unit Cost	Cost	Notes
Concrete Install	SF	1580	\$ 15.00	\$23,700.00	
Concrete Demo	SF	1580	\$ 2.50	\$ 3,950.00	
Replacement Lights	EA	6	\$ 988.00	\$ 5,928.00	
Lighting Install	LS	1	\$2,500.00	\$ 2,500.00	
Wall Wash Lights	EA	5	\$ 816.00	\$ 4,080.00	
Wall Wash Lights Conduit	LS	1	\$ 300.00	\$ 300.00	
Vinyl Printing	LS	1	\$3,640.00	\$ 3,640.00	
Bushman Install	LS	1	\$1,200.00	\$ 1,200.00	
Paint	GAL	10	\$ 85.00	\$ 850.00	
Primer	GAL	3	\$ 85.00	\$ 255.00	
Mural Removal/Storage	LS	1		\$ -	
Wall & Ceiling Painting Labor	LS	1		\$ -	
Plants	EA	124	\$ 10.00	\$ 1,240.00	
Seed	OZ	1	\$ 20.00	\$ 20.00	250 SF, seed rate 20-60 seeds per SF, sedge = 90000 seeds per oz
Volunteer installation of native p	EA		\$ 10.00	\$ -	
Total Cost				#####	
2025/26 BID Cost				#####	Doesn't include concrete replacement, plants, or wall wash lighting

Downtown Stevens Point Alley Activation

CURRENT ALLEY EXPERIENCE



ALLEY ENTRANCE FROM CLARK STREET PARKING LOT



ALLEY ENTRANCE FROM MAIN STREET



DARK BUILDING FACADES & "NO" SIGNS



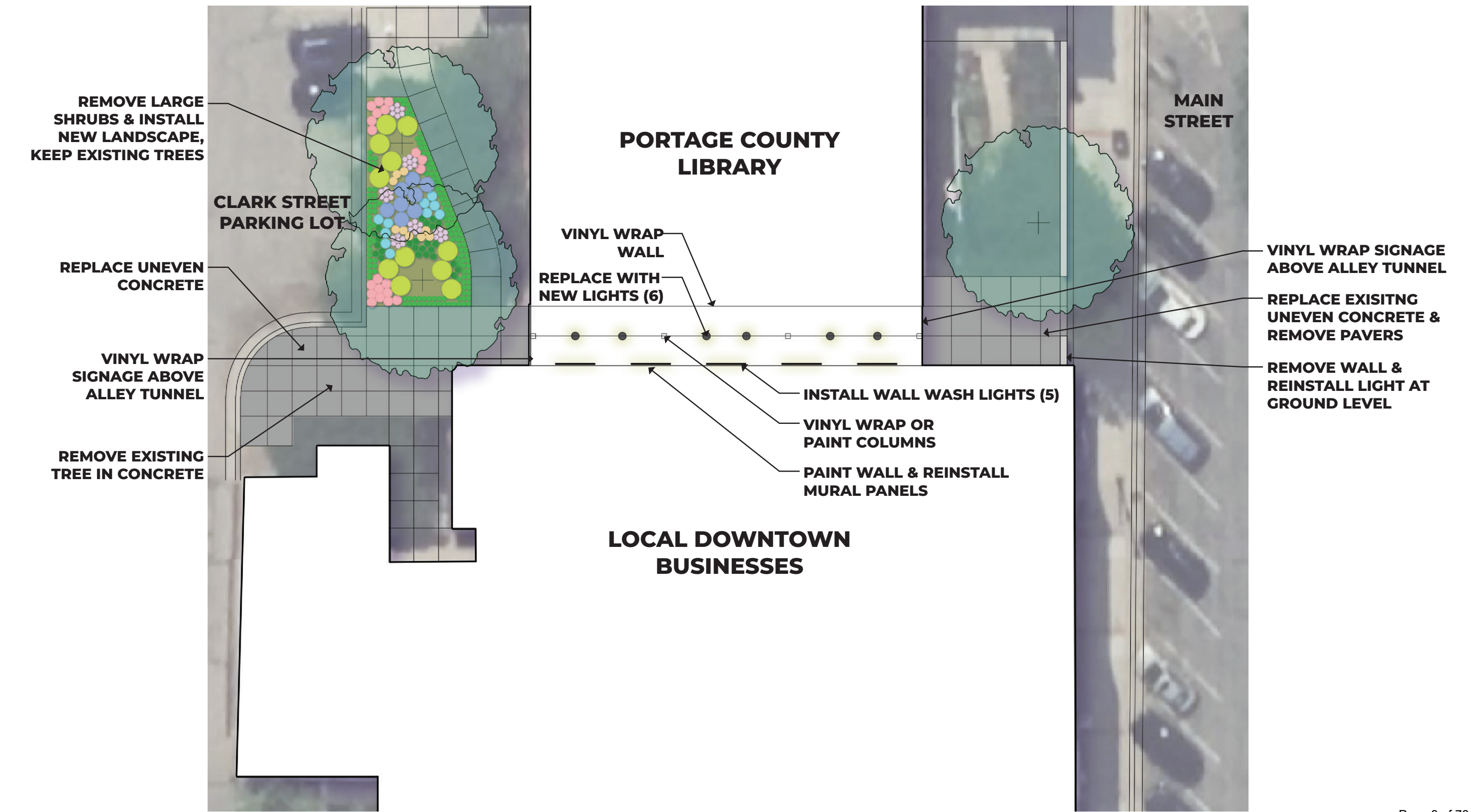
DARK PAINT BEHIND MURAL



DIM LIGHTING

Downtown Stevens Point Alley Activation

SITE IMPROVEMENT PLAN



Downtown Stevens Point Alley Activation

ALLEY TUNNEL IMPROVEMENTS



EAST WALL: PAINT WALL WHITE WITH COLORED RIBBONS



WEST WALL: WHITE AND COLORED VINYL WRAP



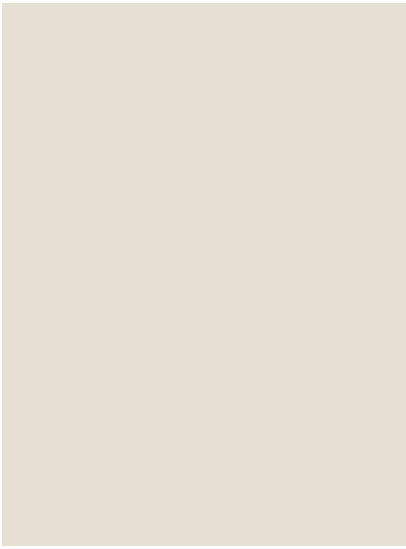
UPDATED LIGHTING TO REPLACE EXISTING LIGHTS



ADD WALL WASH LIGHTING



CEILING PAINT SW
DUTCH TILE BLUE



WALL PAINT SW
SHOJI WHITE

Downtown Stevens Point Alley Activation

MAIN STREET ALLEY ENTRANCE



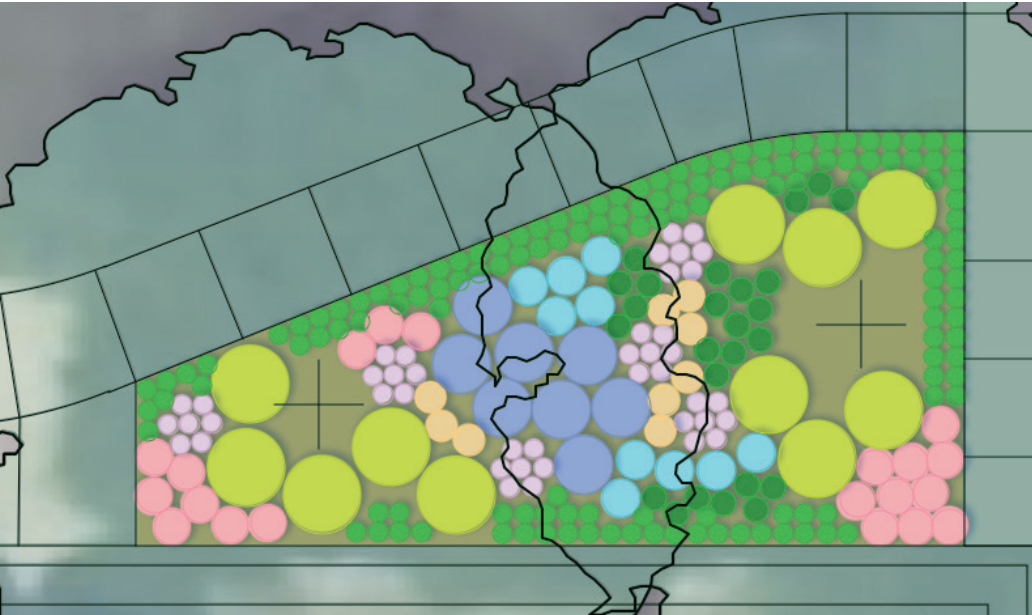
Downtown Stevens Point Alley Activation

CLARK STREET PARKING LOT ALLEY ENTRANCE



Downtown Stevens Point Alley Activation

LANDSCAPE IMPROVEMENTS



SEDGE GROUND COVER



PRAIRIE DROPSEED



ASTILBE



HOSTA - 24" WIDE



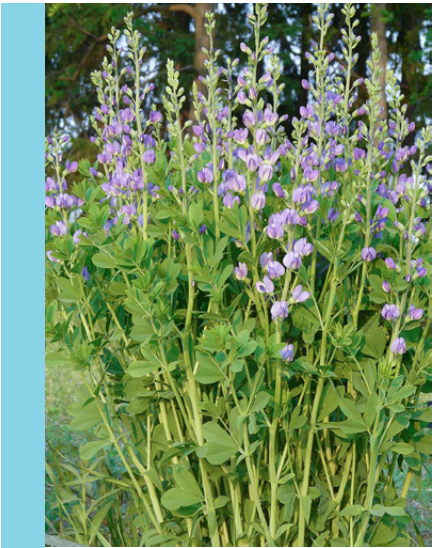
HOSTA - 48" WIDE



PURPLE CONEFLOWER



CULVER'S ROOT



FALSE INDIGO

BID Work Group Report

Work Group: Promotions

Meeting Date: _____

Attendees: Kris Carne, Tara Manzke, Troy Hojnacki, Connie Buchanan, Tracie Schweder, Kristin Dostal

2025 Work Group Priorities

1. Events - promotions, committee help, etc.
2. General promotions - working with Metro Wire & Wave 100.5
3. Calendar/timeline of promotions
- 4.

Please provide progress from this month for your 2025 priorities: _____

- Events@stevenspoint.com email is now working.
- Events calendar/promo timeline has been created.
- We have assigned promo team members for each event to help form committees & help with planning & promoting each event

Will the BID Board need to consider any action items?

1. New Event proposal - 15K inch walk-don't-run
2. would like to spend \$30 for Rainworks stencils
3. would like to hire someone to help with social media through 2025. (up to \$1,500)

Anything the Executive Director (or BID) can do to assist your Work Group?

Approve the three actions above !!



**Stevens Point Downtown
Business Improvement District**

1105 Main St Suite A
Stevens Point, WI 54481

Downtown BID meeting

2:35 pm 08/05/2025

1. Roll Call

Tara Manzke
Hana Cutler
Mike Beacom-out of town
BJ Welling
Brian Cummins
Rosalind Kealiher
Alderson Christianson

City Liaison

Chris Klesmith

2. Comments from the public on non-agenda items

3. General reports and updates:

- a. **City staff updates**-Regarding shopko lot-blighted, will be applying for assistance. This allows the redevelopment authority to take action. Evaluating a proposal for the south half of the north lot.
City staff occupied with rewriting the comprehensive plan and zoning code. Will be looking at sending surveys in the near future.
- b. **Treasurer Report**-Treasurer is traveling, from what we see in the report, we are on track and/or under budget.
- c. **Executive Director Report**-hiring update: have narrowed it down to two candidates after sifting through 19 initial candidates, interviewing three of them, and then inviting two for a second interview. Looking forward to discussing it in closed session. In the meantime, up to date on reporting, and have done what is needed to stay on track with WEDC.
- d. **Board Chair Report**- We have been working to prepare for budgeting and town hall (4th Tuesday in Sept, 6pm) will be looking for a sub committee to plan this.

4. Workgroup reports:

- a. **Promotions**-Tara-rainworks test-not as prominent as we hoped, have identified what needs to be done. Discussed adding an additional Spring event to the calendar, a type of "fun run"
- b. **Design**-have been looking at opportunities for additional funds. Also trying to sort through some confusion about who is doing what. Working through removing the current mural and presenting the needs for removal for historical preservation-hoping for this mural to move forward yet this year. Mayor is looking to discuss lighting extended to the river. We will be asking for clarification.
- c. **Economic Vitality**-Elizabeth's last day today, was a great intern, lots of people happy to see her out and about, excited to be heard. 77 responses to the survey. Talking about how to utilize the survey, particularly at the town hall. Continuing to be more involved with the community surrounding

downtown would help bridge the gap with downtown and the people around us. Volunteerism, leveraging volunteers, needs to be a main focus. Need to pull in organizations and business for workdays to do good things. Getting recognition for this needs to be a part of this.

- d. **Organization-** hosted our July social at Guild designs, a good group of about 15. The next one at Great Northern in Sept. also added another person to the workgroup, Patty Hollis. Met and planned the next collective meeting. August meeting next Wednesday at SPCVB, with Sprinter technology as our guest and discussing technology opportunities for businesses. Need better communication at this time for BID to update businesses, would like to correspond better among business owners, would like to see the organization group create a smoother communication flow with business owners.
- e. **Event Coordinator Report**-question for Kris-when will we set the calendar for next year's events.

Discussion and Possible action on:

1. Approval of meeting minutes from July 1, 2025

Motion by Hana to approve the meeting minutes.

Second by Rosalind, motion passes. BJ abstains due to not having a chance to read them.

2. Approval of Special meeting minutes from July 24, 2025

Motion by Hana to approve the meeting minutes.

Second by Marc, motion passes.

3. Preparing for 2026 Budget; Work Plan – Planning Group Assignment-

Budget and work plan committee-Mike Beacom, Brian Cummins, and Tara Manzke, with BJ to share additional information as the lead of the economic vitality. Chris K. will work with assessors to get the tax roll needs.

4. HR Policies and Employee Manual – Approval-

Motion by BJ to adopt the policy as presented.

Second by Marc, motion passes.

5. Annual calendar of BID activities

Most of our events are recurring, a checklist would assist in moving forward year to year.

This would be a 2026 working document

Requesting the work group leads to look it over and add to it as needed for us to discuss and adopt at the September meeting.

6. Town Hall – Planning Group Assignment

Tuesday 09/23/2025 at MSTC Lead room. Would like a team effort for the presentation regarding what we want to give and get from the public in terms of feedback. Work group leads would each do a presentation. Hana, Brian, Tara will help with the planning.

7. Consideration of motion to go into Closed Session under WI State Statute 19.85(1)(c) for the purpose of considering employment, promotion, compensation or performance evaluation

data of any public employee over which the governmental body has jurisdiction or exercises responsibility and more specifically relating to:

A. Executive Director Selection & Offer

Motion by Marc to go into closed session, second by BJ, motion passes.

Roll Call; Tara Manzke, Hana Cutler, BJ Welling, Brian Cummins, Rosalind Kealiher, Alderperson Christianson, Mike Beacom-out of town

- 8. Reconvene into Open Session for discussion and possible action on the Executive Director Selection and Offer (above-referenced closed session item)**

- 9. Returned to open session at 4:41pm**

Motion was made to extend an offer of employment to our chosen candidate as discussed in closed session. Motion by Marc, 2nd by BJ. Unanimously approved.

- Adjourned at 4:51pm**



**Stevens Point Downtown
Business Improvement District**

1105 Main St Suite A
Stevens Point, WI 54481

08/14/2025 Special Meeting

2:35 pm

Roll Call:

Tara Manzke

Mike Beacom

Brian Cummins

Rosalind Kealiher

Alderson Christianson

1. **Consideration of motion to go into Closed Session under WI State Statute 19.85(1)(c) for the purpose of considering employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility and more specifically relating to:**

A. Executive Director Offer

Motion by Mike to go into closed session, second by Alderson Christianson, motion passes.

2:36pm Roll Call;

Tara Manzke

Brian Cummins

Rosalind Kealiher

Alderson Christianson

Mike Beacom

2. **Reconvene into Open Session for discussion and possible action on the Executive Director Offer. Motion by Alderson to reconvene to open session second by Mike.**

A decision was made to move forward and extend the offer.

3:25pm Adjourn



Mike Wiza

to me, Chris, Jarod ▾

Brian,

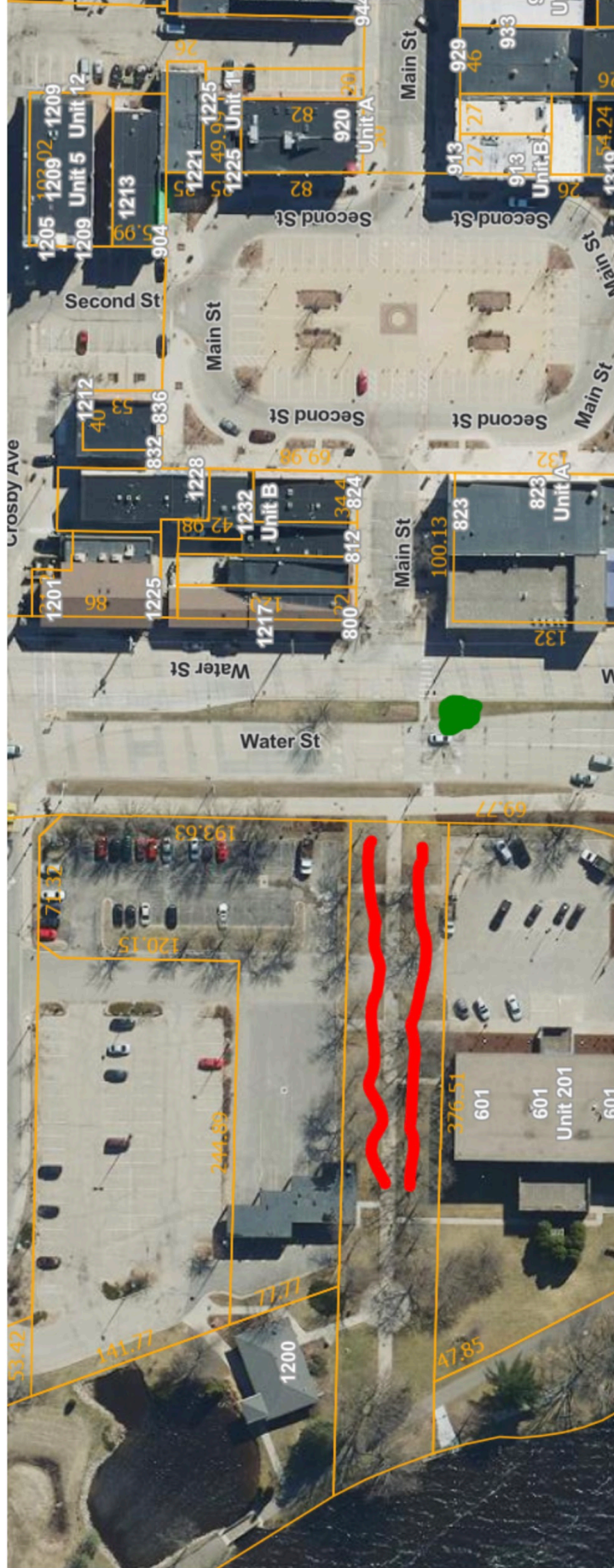
📍 1:14 PM (1 hour ago)



This would be for lighting on the west side of Water St by Chase bank. As I mentioned, the little white LED lights don't look very good in the much larger trees on that side. We came up with the idea to put Edison lights along the sidewalk in that area, to the river/Green Circle Trail.

This quote is for the electrical work, large poles needed for electricity to that area and run wiring to install the clock tower that used to be in the Centerpoint Mall in the median of Water St., near the crosswalk. The City is contributing the labor and cost for the concrete bases, festoon lighting and posts for the project. The city is also using some of our used wiring to offset the total cost of the project with the "in-kind" portion. We'd love to have the BID cover the cost of Bushman Electric to do their work. \$4039+\$6557=\$10,596. If we can get a commitment from the BID, this can likely be completed in 2025, otherwise it will have to wait.

The red lines indicate the area for the Edison lights and the green dot the approximate location of the clock tower.





CONTRACT

4925 Coye Dr - Stevens Point, WI 54481 Phone: (715)341-4942

Fax: (715)254-0234

August 13, 2025

SUBMITTED TO: City of Stevens Point/Parks and Rec Dept.

Mayor Mike Wiza

SITE: Piffner Park Path light project

PHONE #: 715-346-1570

EMAIL: MWiza@stevenspoint.com

SCOPE OF WORK TO INCLUDE:

1) West End Path Lights for future dock/marina area located north of Chase Bank (between bank and drive up area)

Labor equipment and materials needed to provide and install two 20' bronze aluminum light poles and associated wiring necessary with GFI outlets on each light pole.

*Light pole bases and festoon lighting provided by City of Stevens Point

Total Price for West End Path lighting \$ 4,039.00

2) East End Path Lights for newly proposed walk path and future powered clock in center island of street.

Labor equipment and materials needed to provide and install two 20' bronze aluminum light poles with GFI outlets on each pole and associated wiring necessary

*Light pole bases and festoon lighting provided by City of Stevens Point

Total Price for East End Path lighting \$ 6,557.00

NOTE:

Around \$2,000.00 in-kind donation is to be included with this project based upon replacement cost of 4 total new 20' aluminum light poles

AS REQUIRED BY THE STATE OF WISCONSIN CONSTRUCTION LIEN LAW, CLAIMANT HEREBY NOTIFIES OWNER THAT PERSONS OR COMPANIES PERFORMING, FURNISHING, OR PROCURING LABOR, SERVICES, MATERIALS, PLANS OR SPECIFICATIONS FOR THE CONSTRUCTION ON OWNER'S LAND MAY HAVE LIEN RIGHTS ON OWNERS LAND AND BUIDLINGS IF NOT PAID IN FULL WITHIN TERMS. THOSE ENTITLED TO LIEN RIGHTS, IN ADDITION TO THE UNDERSIGNED CLAIMANT, ARE THOSE WHO CONTRACT DIRECTLY WITH THE OWNER OR THOSE WHO GIVE THE OWNER NOTICE WITHIN 60 DAYS AFTER THEY FIRST PERFORM, FURNISH OR PROCURE LABOR, SERVICES, MATERIALS, PLANS OR SPECIFICATIONS FOR THE CONSTRUCTION. ACCORDINGLY, THE OWNER PROBABLY WILL RECEIVE NOTICES FROM THOSE WHO PERFORM, FURNISH, OR PROCURE LABOR, SERVICES, MATERIALS, PLANS OR SPECIFICATIONS FOR CONSTRUCTION, AND SHOULD GIVE A COPY OF EACH NOTICE RECEIVED TO THE MORTGAGE LENDER, IF ANY. CLAIMANT AGREES TO COOPERATE WITH THE OWNER AND THE OWNER'S LENDER, IF ANY, TO SEE THAT ALL POTENTIAL LIEN CLAIMANTS ARE DULY PAID.

TERMS OF PAYMENT: UPON RECEIPT OF BILLING ACCEPTANCE OF CONTRACT- THE ABOVE PRICES, SPECIFICATIONS AND CONDITIONS ARE SATISFACTORY AND ARE HEREBY ACCEPTED. YOU ARE AUTHORIZED TO DO THE WORK AS OUTLINED ABOVE. PAYMENTS WILL BE MADE AS OUTLINED ALSO. ANY ALTERATIONS TO THE ABOVE CONTRACT WILL BE ASSESSED AT THE FINAL BILLING. NOTE: CONTRACT MAY BE WITHDRAWN IF NOT ACCEPTED IN 30 DAYS.

Customer Signature

Contractor Signature

Date Accepted

Annual Downtown BID Town Hall

September 23rd 6pm – 8pm

Midstate Technical College Community Engagement Room

Draft Outline

Introduction/State of the Downtown BID: Brian: 5 Minutes

Major Milestones Since our Last Town Hall: Brian 5 Minutes

- Downtown Resource Guide

- Departure of Chloe and Hiring of Karen

- Successfully coordinating the SPA events

- Alley Activation

Guest Speaker Regarding Unhoused Population Downtown: Gregg Hansel, Partnering Together Central Wisconsin: 10 Minutes

Guest Speaker Regarding Downtown Development Sites: Chris Klesmith/Jarod Kivela 10 Minutes

Treasurers Report: Mike Beacom 10 Minutes

Reminder of the Main Street Program and the 4 Point Approach: Brian 2 Minutes

- Economic Vitality Workgroup: BJ Welling 5 Minutes

- Design Workgroup: Hana Cutler 5 Minutes

- Organization Workgroup: Rosalind Kealiher 5 Minutes

- Promotions Workgroup: Tara Manzke 5 Minutes

Facilitated Roundtable Discussion: 20 Minutes

1. What new events would you like to see?
2. What is downtown Stevens Point missing?
3. Others?

CITY OF STEVENS POINT DOWNTOWN BID WORKING BUDGET

Period: 07/25

BID Tax Base (000): \$95,293

2027 2028 2029

Account Number	Account Title	2023	2024	2025	2025	2025	2026	Next Year
		Pri Year 2	Pri Year	Jan - July	Cur Year	Cur Year	Fut Year	
	CASH RESERVES AS OF DEC 31st	\$76,229	\$96,441	\$152,083	\$95,850	\$110,129	\$106,500	
		Actual	Actual	Actual	Budget	Estimated	Budget	
TAXES			\$0.60	\$0.75	\$0.75	\$0.75	\$0.90	
254.41.00120.56	BID ASSESSMENTS	\$0	\$53,738	\$70,791	\$69,700	\$70,791	\$85,764	\$1.05 \$1.20 \$1.20 Tax Rates per our Plan
	Total	\$0	\$53,738	\$70,791	\$69,700	\$70,791	\$85,764	\$100,058 \$114,352
MISC. REVENUE								
254.48.00100.51	INVESTMENT INTEREST REVENUE	\$0	\$0	\$0	\$0	\$0	\$0	
254.48.19850.56	EVENT REVENUE	\$0	\$0	\$0	\$0	\$0	\$0	
254.48.19900.56	MISCELLANEOUS REVENUE	\$0	\$1,000	\$500	\$0	\$500	\$0	
	Total	\$0	\$1,000	\$500	\$0	\$500	\$0	
OTHER SOURCES								
254.49.19310.59	GENERAL FUND BALANCE USAGE	\$0	\$0	\$0	\$591	\$0	\$3,629	
254.49.19420.59	TRANSFER FROM TID 10	\$77,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	35,000 0
	Total	\$77,000	\$35,000	\$35,000	\$35,591	\$35,000	\$0	
EXTERNAL AUDIT								
254.51.19960.2004	AUDIT SERVICES	\$0	\$3,000	\$3,150	\$0	\$3,150	\$3,300	
BID EXPENSES								
254.56.00700.1154	DOWNTOWN MANAGER SALARY	\$0	\$52,857	\$21,985	\$44,441	\$33,035	\$44,200	Our portion of Exec Dir salary and benefits
254.56.00700.1900	EMPLOYER CONTRIB/WISC RET	\$0	\$3,647	\$1,453	\$3,089	\$2,249	\$3,182	
254.56.00700.1910	EMPLOYER CONTRIB/S.S. TAX	\$0	\$4,004	\$1,644	\$3,400	\$2,489	\$3,381	
254.56.00700.1920	EMPLOYER CONTRIB/LIFE INSUR	\$0	\$18	\$11	\$0	\$17	\$23	
254.56.00700.1930	WORKERS COMPENSATION PREM	\$0	\$946	\$374	\$795	\$573	\$795	
	HSA	\$0				\$195	\$780	
254.56.00700.1950	MEDICAL INSURANCE PREM	\$0	\$820	\$2,666	\$6,399	\$7,145	\$17,917	
254.56.00700.2203	TELEPHONE UTILITY CHARGES	\$0	\$543	\$273	\$565	\$423	\$565	
254.56.00700.2800	COMPUTER/COMPUTER EQUIP	\$0	\$0	\$0	\$500	\$500	\$500	
254.56.00700.2901	CONTRACTED SERVICES	\$0	\$254	\$8,931	\$21,000	\$19,500	\$24,000	Budget increase of \$3,000. Raise for Kris/Incentive to stay. Plus \$500/mo in professional fees
254.56.00700.3001	GENERAL OFFICE SUPPLIES	\$0	\$232	\$369	\$500	\$500	\$500	
254.56.00700.3005	PARKING CHARGES	\$0	\$0	\$0	\$0	\$300	\$350	Estimated. Based on rate the SPACVB pays for Lot #12 permits
254.56.00700.3202	MEMBERSHIP DUES	\$0	\$0	\$100	\$600	\$100	\$600	
254.56.00700.3301	MILEAGE REIMBURSEMENT	\$0	\$352	\$281	\$550	\$281	\$550	
254.56.00700.5000	MISCELLANEOUS EXPENSES	\$771	\$1,640	\$104	\$500	\$250	\$500	
254.56.00700.5001	DISCRETIONARY EXPENSES	\$0	\$0	\$0	\$500	\$250	\$500	
254.56.00700.5006	MISC PROMOTIONAL EXPENSES	\$0	\$5,250	\$3,079	\$5,000	\$5,000	\$5,000	No increase, but should focus on general advertising. 2024 is different than our reports. Should be \$382?
254.56.00700.5018	EVENT EXPENSES	\$0	\$0	\$0	\$0	\$0	\$0	
254.56.00700.5910	GEN SEMINAR/EDUCATION EXP.	\$0	\$330	\$577	\$1,300	\$827	\$1,750	I'd like to send Karen to a national conference to start her off with a "bang"
254.56.00700.5951	PUBLIC SPACE ENHANCEMENTS	\$0	\$215	\$0	\$10,000	\$10,000	\$10,000	Both of these are holding steady, but right now we only have \$750 in grants out for 2025.
254.56.00700.7910	GRANT DISBURSEMENTS	\$0	\$0	\$750	\$5,000	\$5,000	\$5,000	
254.56.00700.8011	SOFTWARE PURCHASES	\$0	\$0	\$320	\$1,152	\$820	\$1,000	
	DOWNTOWN BID Revenue Total:	\$77,000	\$89,738	\$106,291	\$105,291	\$106,291	\$124,393	
	DOWNTOWN BID Expenditure Total:	\$771	\$74,108	\$46,067	\$105,291	\$92,604	\$124,393	
	DOWNTOWN BID Net Total:	\$76,229	\$15,630	\$60,224	\$0	\$13,688	\$0	

CITY OF STEVENS POINT WORKING BUDGET
Friends of Downtown

		2022	2023	2024	2025	2025	2025	2026
		Pri Year 3	Pri Year 2	Pri Year	Jan - July	Cur Year	Cur Year	Fut Year
Account Number	Account Title	Actual	Actual	Actual	Actual	Budget	ESTIMATED	Budget
	CASH RESERVES AS OF DEC 31st			\$7,778	\$9,846	\$15,241	\$17,602	\$26,502
	EVENT REVENUE							
258.48.00550.55	EVENT SPONSORSHIPS	\$0	\$0	\$0	\$0	\$0	\$0	\$0
258.48.00551.55	MISCELLANEOUS DONATIONS	\$0	\$0	\$0	\$0	\$0	\$0	\$0
258.48.00552.55	NOTES AT NIGHT REV	\$0	\$0	\$0	\$5,466	\$5,500	\$6,066	\$7,000
258.48.00553.55	MAKE MUSIC DAY REV	\$0	\$0	\$0	\$0	\$0	\$0	\$0
258.48.00554.55	DISCOVER DOWNTOWN REV	\$0	\$0	\$0	\$400	\$0	\$400	\$0
258.48.00555.55	WINE WALK REV	\$0	\$0	\$0	\$1,610	\$14,250	\$15,495	\$17,000
258.48.00556.55	TRICK OR TREATING REV	\$0	\$0	\$0	\$0	\$0	\$0	\$0
258.48.00557.55	SHOP SMALL WEEK REV	\$0	\$0	\$0	\$0	\$1,000	\$1,000	\$1,000
258.48.00558.55	HOLIDAY PARADE REV	\$0	\$0	\$0	\$1,500	\$1,500	\$2,250	\$3,000
258.48.00559.55	SMALL BUSINESS SATURDAY REV	\$0	\$0	\$0	\$0	\$0	\$0	\$0
258.48.00560.55	DOWNTOWN CHRISTMAS REV	\$0	\$0	\$0	\$0	\$2,500	\$2,500	\$2,500
	Total EVENT REVENUE:	\$0	\$0	\$0	\$8,976	\$24,750	\$27,711	\$30,500

Current BID fiscal policy is to have 25-40% of operating costs in cash on hand.

This is really Carryover/cash on hand from SPA. Moved to Cash Reserves
5000 Sponsor, 2000 in 50/50

1000 in locations, 250 in bartender, 100 in raffle, 14,400 in tickets, 750 in glass sponsor, 500 in vendor sponsor

EVENT EXPENSES								
258.55.19850.5000	NOTES AT NIGHT	\$0	\$0	\$0	\$3,938	\$6,400	\$6,400	\$8,000
258.55.19850.5001	MAKE MUSIC DAY	\$0	\$0	\$0	\$329	\$100	\$329	\$0
258.55.19850.5002	DISCOVER DOWNTOWN	\$0	\$0	\$0	\$523	\$437	\$523	\$500
258.55.19850.5003	WINE WALK	\$0	\$0	\$0	\$400	\$7,500	\$5,767	\$7,000
258.55.19850.5004	TRICK OR TREATING	\$0	\$0	\$0	\$0	\$0	\$200	\$200
258.55.19850.5005	SHOP SMALL WEEK	\$0	\$0	\$0	\$0	\$750	\$800	\$100
258.55.19850.5006	HOLIDAY PARADE	\$0	\$0	\$0	\$0	\$300	\$350	\$300
258.55.19850.5007	SMALL BUSINESS SATURDAY	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000
258.55.19850.5008	DOWNTOWN CHRISTMAS	\$0	\$0	\$0	\$0	\$1,800	\$1,800	\$2,500
Need an account for this	Bundled Event Insurance				\$1,718	\$0	\$1,718	\$2,000
	Total EVENT EXPENSES:	\$0	\$0	\$0	\$6,908	\$17,287	\$17,887	\$21,600
	Total EVENT REVENUE:	\$0	\$0	\$0	\$8,976	\$24,750	\$27,711	\$30,500
	TOTAL:	\$0	\$0	\$0	\$2,068	\$7,463	\$9,824	\$8,900

13 weeks at \$500, 2 weeks at \$750?

May not work with 2026 Schedule - Sunday + Father's Day

More + Better wines

Downtown Executive Director Annual Tasks + Explanations - Downtown

General Recommendations to Make Life Easier:

1. Trello
 - a. This is a free website/app that allows you to make a to-do list. There are a lot of things that need to be balanced, lots of conversations you will have to remember - this helps sort that out.
2. Main Street Downtown BID Number: 15479 (used for national and some registrations)

Weekly

- Meet with two businesses/property owners - Put in weekly recap to board
 - Often these have follow-up emails or calls with resource connecting
- Support work groups, as needed. Attend their meetings as requested. Please see contact sheets in binder for emails and lists of work group members.
- **Submit Contractor payroll to the city for their pay (Event Coordinator)** and add expense to budget list; excel sheet named "Expenses of DT Manager". Kris submits weekly, when/if we hire another person, they may prefer a different pay cycle.
 - Any receipt or invoice needs to be sent to Marcy from the city with the following information: mpeterson@stevenspoint.com
 - i. INVOICE #: (typically date)
 - ii. DESC: (follow budget line item names)
 - iii. ACCT #: (based off budget line item)
 - iv. AUTH BY: (usually don't fill this out, unless it's mileage. Then I go to the city and get Jarod to sign off on it.)
 - v. DATE:
- Meet with the board Chair
- Social media support:
 - As of 2-10-2025, I manage "Meet the Owner" social media campaign.
 - i. Reach out to business for feature
 - ii. Interview them and take portrait
 - iii. Edit portrait
 - iv. Type the interview up and format for consistency on each social media post
 - v. Send thank you for their time in email, along with edited photos
 - vi. Add photography support in "resources for businesses" for state reporting, also in the excel sheet
 - vii. Schedule posts and use SEO tools to maximize outreach (keywords, hashtags)
 - Share and post regularly - (example: share business anniversary posts)
 - Keep up on messaging or comments on social media
- Track volunteer hours and add to excel sheet so at the end of the month you can put the data into the monthly **WEDC Reporting**

- Volunteer hours consist of WG meetings, meetings with businesses, board meetings, etc. *This also requires all the WG leads to tell you they met, how long they met, and how many people attended.*
- **WEDC Reporting** - To access your reporting, visit www.wedc.org/networkwisconsin. Your email is your username. Ask Errin at errin.welty@wedc.org for login info

Weekly Recap to full board (BCC email)

- What I did this week
- What I'm planning on doing next week
- Who I met with
- Any support I need from the board
- Resources

Bi-Weekly

1. Send regular emails out to all businesses with grant information, resources, other things you want them to know.
2. Connect bi-weekly/monthly with the Event Coordinator to ensure all is well and if support is needed, that there is a clear line of communication.
3. Keeping up to date on Wisconsin Downtown Development forum for resources and posting that pertain to business support. Review once every few weeks.

Monthly

1. Downtown BID Board meeting - Meet 1st Tuesday at 2:30pm in the CVB
 - Publish agenda no less than 24 hours ahead of meeting; aim for 1 week for public transparency as it gives them enough time to see it.
 - **Must thoroughly understand "CivicPlus" software.* Someone from the Community Development Office will train you on this and a few other software.*
 - Throughout month add to the agenda to ensure that it's not missing agenda items and supporting document. Type up supporting documents for every item.
 - Meet with chair to review, about a week before you publish it.
 - Room is booked on a recurring basis - Jacob from CVB will be the contact to book that. jacob@stevenspointarea.com
 - One week prior to the meeting, reach out to the Work group leads and ask for a written report from their meeting. (Add to agenda)
2. Plan, prep presentation (build it out, research, reach out to presenter if not you) for the Downtown Collective meeting
 - Sign-in sheet - print (designed in Canva, blank sheets in office)
 - Have stickers, event calendars, and downtown postcards out for guests - in top file cabinet in my office
 - After the meeting, add in emails to database (excel sheet) for volunteer tracking, plus ensure all attendees are in Master Copy of all downtown businesses so they are receiving updates from E.D.
 - Hand-write thank you letter to presenter and drop off

- Promote event at least three times in an email - no less than a month before.
3. WEDC/Downtown Reporting
- Due every month by the 15th - Found in Wisconsin Downtown Development page. Errin with WEDC will show you where to find it, otherwise it's linked below.
 - [LINKED HERE](#)
 - Contact City for assessments and if there are sales in the district
 - Review permits on GovPilot (Filter WEDC Reporting per month, Maria Mohr helped me structure this.)
 - Financial (\$) contributions made to Main Street by the public sector.
 - Financial (\$) contributions made to Main Street by the private sector.
 - Review, and add to throughout month, business changes (Currently Called 2024 Owner Contacts on google sheets) These are the type of things to keep track of and report monthly:
 - Number of volunteer hours contributed.
 - Financial value of volunteer contribution (using Independentsector.org formula).
 - Number of volunteers participating, and how long (Conversion of volunteer hours to in-kind dollars (\$) contributed)
 - Testimonial reports from small business owners, property owners, and government officials about the value of the Main Street program.
 - Number of media impressions.
 - Monthly Director Calls - date varies, usually in the beginning of the month.
 - Webinars by WEDC - Attendance at some is required, send them out to the board as they are heard of. *You have to attend a certain number of them in the calendar year July - July, along with some board members to keep accreditation.*
4. Connect with board members to ensure follow-through on work group initiatives. There often are requests to join in on this meetings. Here are their main projects in 2025:
- a. Promotions - Supporting event promotion and itinerary guides for trips
 - b. Organization - Planning Downtown Collective, Quarterly Networking, Volunteer Recruitment planning
 - c. Economic Vitality - BOOMS Tracker, Downtown business and property owner survey
 - d. Design - Downtown Alley revitalization (by library)
5. Meet with Community Development Director to ensure clear communication between City and Downtown - Go over any updates and developments Downtown.
- a. Jarod Kivela
 - b. jkivela@stevenspoint.com

Quarterly/Sporadically

1. Make sure Organization work group has communicated with Downtown Networking hosts for the quarterly Downtown Networking on what they need to provide
 - Sign-in sheet - print before meeting
 - Have stickers, event calendars, and downtown postcards out for guests
 - After the meeting, add in emails to database (excel sheet) for community-support tracking, plus ensure all attendees are in Master Copy of all downtown businesses so they are receiving updates from E.D.
 - Hand-write thank you letter to host and drop off
 - Promote event at least three times in an email - no less than a month before.
 - Create a form/survey for people to RSVP - keep host and WG in the loop OFTEN on how many attendees signed-up
 - Send reminder to RSVPs about event to ensure highest attendance
2. Attend the Stevens Point Area Convention and Visitors Bureau board meeting and give a downtown report. After the meeting, submit the report in writing to Jacob for the board packet. jacob@stevenspointarea.com
3. Attend various networking groups to recruit businesses and show up for community.
 - a. Founder's Network <https://www.facebook.com/BasinFoundersNetwork>
 - b. Business After Hours - Portage County Business Council, email KarenM@portagecountybiz.com to add your name to their database under the City of Stevens Point so you are covered under their membership.
 - c. Downtown Collective - We run this, this is monthly on the 2nd Tues or Wed. (this was just changed and can't remember) at 8:30am at the CVB. Room is booked through 2025.
 - d. Downtown Networking - Quarterly. *Next host is Guild Designs on July 29th, 2025.*
4. Any ribbon cuttings Downtown, I asked to be on Karen Myers's email list from PCBC when they are having ribbon cuttings.
5. When there is a new business Downtown, let Angie/Mike Witte know via email. This was a specific request made during Spring 2025.
 - a. AngieF@portagecountybiz.com
 - b. MichaelW@portagecountybiz.com
6. If there is a chance of having board quorum in attendance at an event (Downtown Collective, other networking groups, Downtown Quarterly Networking, etc.), send out quorum notice to media no less than 24 hours prior to start time of event.
 - a. Media Email - ALWAYS BCC! media@stevenspoint.com

Annually

1. Town Hall in August - Promote this well ahead of time; at least a month ahead.
2. Public Space Enhancement Project -Plan with the Design work group, or other WG, and coordinate the project to be installed by EOY.
3. Attend at least three trainings/workshops/conferences for accreditation with Main Street America.

4. Nationally reporting the MSA information; the monthly reporting is only to the state level. In February you have to submit the annual information to the National platform. Set some time ahead as it will take 3-4 hours.
5. Operating Plan and Build out budget
 - a. Start in August
 - b. Board Approval of Operating Plan
 - c. Send to Common Council
6. If there's a new board member, onboard them with WEDC support. It's good to review our Downtown goals with them so they understand the district.
 - a. Show new work group board members or members the WEDC Four-Point Approach onboarding videos.
<https://mainstreet.org/about/how-we-work/the-main-street-approach>
7. Work plan and agreements with partner organizations
 - a. CVB - Office
 - b. Work Group goals
8. With board:
 - a. Board annually reviews broad performance goals established within the organization's work plan in the operating plan.
 - b. Board annually reviews metrics established to analyze the progress of selected Transformation Strategy(s).
9. Update "Doing Business Downtown Guide" as needed. Found on Canva.
 - a. New Board Members
 - b. New Resources
 - c. Changes in resource emails
 - d. Changes in links
 - e. Update Photos
10. Update "Sponsorship Opportunities" Packet as needed. Found on Canva.
11. Other things on Canva:
 - a. Downtown Collective Meeting Slides
 - b. Sign-in Sheets for various meetings, posters, design elements from wayfinding signage
 - c. Brand Kit for all media
 - d. Downtown Event Handout Designs
 - e. Town Hall Slides

Ongoing

- Supervising Downtown BID contractors.
 - Kris Carne kristeencarne@yahoo.com
 - City intern - Elizabeth Robbins - erobbins@stevenspoint.com
- As "drop-off" locations of the *2025 Downtown Events* magnet run out, drop off or have them pick up new ones. We have a collaboration with DigiCopy and the rep we work with is Shelly, schoonover@dcopy.net
 - Businesses that have stacks of them as well; Fall Line Outfitters, Real Deals on Home Decor, CVB, Prophecy Insurance

- Once we run out, order more with correct dates
 - Design and fit them to the proper size
 - Make sure when you order anything, you email them for the tax-free charge and send city form - ensure you have more than 1 week ahead of time because it will take up to 5 days before hearing from major printing companies. (Amazon and UPrinting has our form, but shipping usually isn't free. Order amazon orders through City - Loren or Emma)
- Website Development
 - SimpleView - Must add all information and change as needed
 - Add in new information as things come up; events, new/moved businesses
- Maintaining a list of Downtown business and property contacts and vacancies.
- Developing and executing a volunteer recruitment and retention strategy.
- Grant-writing, in partnership with City staff, to execute Downtown revitalization projects.
- Researching and implementing activities to improve the vitality of Downtown Stevens Point.
- Writing editorial copy for print and web-based use, and press releases.
- Maintaining clip files, photo, and video library.
- Advising on the creation of social media content for Downtown Stevens Point.
- Volunteer Recruitment
 - Help Organization Work Group Develop this; must understand the "Event Knowledge documents" in order to complete this.
- News Releases - Send as big things come up (events, activation projects, big new businesses, etc.)
- Sponsorship
 - Seek sponsors for 2025 and 2026 events. Continue sponsorship relations.
 - Send out "Sponsorship Pledge Form" when they've verbally committed. It ensures they'll sign and pay within 30 days and you'll receive their logo.
 - Built out and continually add to the sponsorship packet as event add-ons occur.
 - Follow up with possible sponsors; hand write thank you's for sponsors
- Public Space Activation Project: Alleyway Activation
 - Attend ongoing meetings and help plan to finish by end of 2025.
- Event Survey to gain feedback
 - Craft and email out: work with event leads (Who that is, is listed in Google Sheets), Kris, and Tara on this.
- Continuously update the Google Sheet with all the Downtown Businesses and Property owners as they move out, move in, email updates, staff updates, or make alterations.
- Update new businesses with CVB interns in the Downtown Guide - I would say this is monthly, but if there's a lot of new businesses do it more often.
- Meet with local partners to ensure communication and strong future collaborations when there's turnover; for example, SBDC had lost all their consultants and Director all within a month. I reached out to connect with them and make sure there is strong communication still when the new consultants started.
- Understand ongoing efforts Downtown to the point of being able to present on them
 - Targeted Area Master Plan, Chris Klesmith would be a great contact for an

overview. cklesmith@stevenspoint.com

- Design all downtown material to be in alignment to adopted brand kit.
- Submit any PTO to Matthew Adams, madams@stevenspoint.com after getting board chair to sign the form. Email CC Treasurer and Board chair in email to Matthew.
- When asking board for approval on expenses, future requests to chair and treasurer should include (a) line item to be pulled from, and (b) assurance from staff the remaining funds in that line item will satisfy what's needed for the rest of the year.

Fun Projects that Have been Talked about

- Giant "Point" metal sculpture along river - Photo Op
- Dog Friendly Downtown Map - Map of Businesses that are dog friendly.
- Bike Program with Bantr
- RainWorks - we have supplies bought! Tara will help with this.
- Downtown Merch
- SPA Dock Plaque - when the BID took over the Downtown events, SPA requested we purchase a plaque noting who donated money to make it happen. Troy with Graffiti's has that list.

Relationships with Stakeholders to Uphold:

- Small Business Development Center
- Farmer's Market Association
 - meliss.haack@woodcountywi.gov (Region Farmers Mkt. Coordinator)
 - stevenspointfarmersmarket@gmail.com (Summer Market email)
- Portage County Business Council
 - MichaelW@portagecountybiz.com
 - HollyF@portagecountybiz.com
 - KarenM@portagecountybiz.com
 - AngieF@portagecountybiz.com
- Founders Network Group
 - cklesmith@stevenspoint.com
- Downtown Businesses
 - Please see in Google Sheets "2025 Owner Contacts"
- CWED - Central Wisconsin Economic Development Fund
 - Tom Fish - thomas@redevelopment-resources.com
- WWBIC
 - Jaci Sulley - jsulley@wwbic.com
- Kiva
- SCORE
- Community Foundation of Central Wisconsin
- Sponsors for events - generate and improve working relationships
 - Tommy's Car Wash
 - Colton Ceplina - colton@strattoncarwash.com
 - Schultz Properties
 - Keaton Schultz - keaton@schultzrealestate.com

Created these (and visit nearly daily to update) Google Sheets, google docs, or google forms:

- Downtown Events 2025 - 13 tabs
 - About: This is a contact sheet of previously involved businesses or primary contacts for every event we host. It includes names, emails, roles, and related notes. Work group leads, event sub-group leads are also on this excel sheet list. Only some board members have access, but it's mostly for E.D. and Event Coordinator role. *This is the document mentioned in the Event Knowledge document.*
 - Location: Google Sheets
- Master Copy Event Knowledge Document - 22 pages
 - About: I started to create this when SPA started to dissolve. There are many interviews combined into this document. It goes over general event knowledge on the first three pages; "universal truths", insurance and permits and volunteerism. It then goes into every event broken down by the same questions; bio of event, history, when it started, timeline of planning, how it supports businesses/creates traffic, day of event schedule, budget required, general income, materials needed, primary contact info (on downtown events 2025 google sheet), lessons learned and recommendations.
 - Location: Google Docs
- 2025 Downtown Contacts
 - About: This document is the master contact list for all property and business owners downtown. (Email, owner name, locations, anniversary date, phone). The tab "mailing list" is the copy and paste list for emails. I updated this weekly. This document also houses the event attendees (2024 Town Hall, Social media tech visit). It also houses the lists for: closed or moved businesses, business prospects vacant spaces, and who received the 2023 main street grant award.
 - Location: Google Sheets
- BID Work Group Reports
- Agreement of Staffing Structure - between both BIDs
- Mission, Vision, Values, Board Roles and Responsibilities, Policy Handbook
- Collaborated with Chris Klesmith on "Restaurant-Retail Incubator Program" layout
- Google Forms: To collect a baseline and data for our downtown, also used for various RSVPs to events. Good to revisit as events come-up.
 - Networking RSVP forms - four total
 - Discover Downtown Questionnaire
 - Wine Walk Survey
 - Trick-or-Treating Survey
 - Shop Small Survey - Dates
 - Downtown Christmas Parade Feedback
 - Shop Small Saturday + Week Feedback
 - 1:1 RSVP for social media tech
 - Social media tech workshop RSVP form

- Downtown Collective Social meeting time poll
- Downtown Collective Educational topic poll

The following excel sheets are in actual Excel:

- Expense of DT Manager (2024, 2025, and 2025 contracted services in same sheet)
- Volunteer Hours 2024 and 2025 (same sheet)
 - This sheet is broken down by month for WEDC state reporting (what event, date, length of time, amt. Of board members, public, total hours). At front of tabs is the volunteer and work group list from 2024 and the YTD hours from 2023-2025.
- All budget sheets (both BIDs)
- 2025 Business Park BID Board Contact sheet (emails and names)
- Tax Assessments (for Annual Operating Plan and Tax Levy)

Major Projects *(either underway or strong desire within BID to move forward):*

- Resident Packets “Welcome to Downtown”: The goal is to include what’s happening in downtown alongside a letter from the E.D., a magnet, how to get involved sort of thing.
 - Main Contact: Jen Abel with Berkshire, berkshirepoint@oakbrookcorp.com
 - Beth Rosenow, with Stevens Point Housing Authority, brosenow@spha-wi.org
- Doing Business Downtown Guide - Update quarterly
 - Version two should be updated with:
 - How to Promote Business
 - Our Website linked
 - Social Media pages added and hyper linked
 - New Director (You’ll reach out to John Hartman to receive your headshot)
- Alleyway Activation Project
- Volunteer Recruitment Campaign
- Sponsorship - Fundraise for events, expand to “Downtown Revitalization” fund eventually.
- SPA Plaque for kayak launch along river.
- BOOMS Tracker - Oversee intern data, alongside the Property Owner and Business Owner Survey
- Signage for Events
 - These will need to be designed and ordered. I ordered yard signs through Amazon because they are the cheapest.
 - Waiting to order more to see if we receive sponsors.

Other Primary Resources:

- <https://wedc.org/downtownresources>
 - This is 40+ years of Main Street Resources and materials
- COMDEV Drive: 900 (Business Improvement District Drive #)
- Food Truck Support Resources/Research: <https://ij.org/report/food-truck-truth/>
- Room Rental through CVB link. Jacob does room-related items, but we book the rooms for Downtown events.

- <https://www.findspotz.io/WI%20%20%20%20/Stevens-Point%20%20%20%20/orgs/Stevens%20Point%20Area%20Convention%20&%20Visitor%20Bureau/facilities/Stevens%20Point%20Area%20Convention%20&%20Visitor%20Bureau/61cdf60b05a77170e937fb41>

Upcoming Things for Fiscal Year 2026

- **Required Director Calls –**
 - September 8th- noon- 1 pm.
<https://teams.microsoft.com/meet/283235939299?p=eMA30NpSsGyAlyskO5>
 - January 12th – noon – 1 pm.
<https://teams.microsoft.com/meet/2375947866926?p=RPmbWKz5nEJXyqnsb1>
- **The annual awards event**
 - Tentatively scheduled for the afternoon/evening of March 19th 2026 in Wausau.

Executive Director Tasks - Business Park

Weekly

- Drive to Business Park to check on flags, various developments, make sure nothing major is wrong.
- Connect with Business Park flag volunteers; Plover VFW
 - Frank Reshka, 715-630-7714(cell), 715-344-7364 (landline)
fraschka@yahoo.com
 - John Herek, 715-341-2468
 - Frank will be very vocal on if the flags need updates or have problems! They're great volunteers. They were given neon City vests to lower flags in May 2025.

Monthly

1. Business Park BID - Meet every 2nd Friday 9:00 - 10:00 am at City Transport Garage/Conf room (2700 Week Street)
 - Book room ahead of time; about a week. Reserve through city email and calendar.
 - Send out minutes no later than 1 week after meeting to board via email (internal request from board).
 - Also include in board packet for following meeting.
 - Once dissolution/legal items are through, it had been talked about making these meetings quarterly instead of monthly.

Annually

1. Renew maintenance contracts; possibly send out "BID" (at least 5-6 months in advance) per board's request to seek new contractors.
 - a. Jay's Lawncare & Snow Removal
 - b. Lake Pond Solutions, Charles Patterson, charles@lakeandpondsolutions.com
2. Operating Plan
 - a. Start in August
 - b. Board Approval of Operating Plan around October - September
 - c. Send to Finance and Common Council before December
3. Build out budget - Start around August as well, review deferred maintenance schedule
4. Replacement of flags every year, before Labor Day
 - a. Badgerland Flags, 5x7 Poly Flags (6 flags/year)
 - b. Edward Plade, eddie@badgerland-windows.com, 715-340-2610 (cell)

One-time Projects:

1. Dissolution of Owners Association* Summer 2025
2. Amendment of Restrictive Covenants* Summer 2025
3. Transfer taxable assets to city Summer/Fall 2025.
4. Fixing lighting on flags, Bushman Electric, Bailey Voigt at baileyb@bushmanelectric.com with Photo-i and/or bulbs. Done in May 2025.
5. Future Legal Items:

**Working with Anderson O'Brien, Keith Pilger, kjp@andlaw.com*

Upcoming Projects:

1. Wayfinding Signage Replacement. Current signage was done (In 1996) by Graphic House, national Sign Firm; Chris Paulson chrisp@Graphichouseinc.com is the contact. The City of Stevens Point went with a different sign company and designer (Avia) and it's been discussed to stay with the City wayfinding sign person so it matches the universal look.
2. Capital Improvement Projects - Tapered until 2028. Document "Business Park Maintenance_Deffered" in excel.

Recommended Onboarding Method:

Week 1: *Familiarize*

- Connect with WEDC for Main Street Program Details and Onboarding
 - Monthly Director Calls sent by Errin Welty
 - Monthly Reporting through Network WI (Errin will show you this)
 - WEDC Obligations (\$70k budget, monthly performance reports, accreditation reports, participate in three annual main street-sanctioned events...Manager and/or Board)
- Introductions
 - Downtown Businesses (Pick 10)
 - Business Park (Board Members)
 - Visitor Bureau staff
 - City Staff (CommDev Dept., Treasury office, Parks, City Attorney)
 - Downtown (Board Members)
 - Community players (list in document)

BID Operations

- WI State Statutes: <https://docs.legis.wisconsin.gov/statutes/statutes/66/xi/1109>
- Annual Tax Assessment
- Updating Annual Operating Plan & Bylaws
 - WEDC Tasks – please reference the signed/executed contract (\$70k budget, monthly performance reports, accreditation reports, participate in three annual main street-sanctioned events)
 - Monthly ‘Director’ calls sent out via Errin Welty
 - Monthly Reporting
- Updating Annual Operating Plan & Bylaws
- Meeting schedule and requirements (CivicClerk agenda protocols and minutes)
 - Downtown:
 - Town Hall - Annually
 - BID BOD - Monthly
 - Downtown Collective - Monthly
 - Downtown Networking - Quarterly
 - Business Park:
 - BID BOD - Monthly

Week 2: *Integrate*

- Introduce self to Downtown
 - Social Media
 - Email list of Downtown Businesses/Property Owners
- Sign up for:

- July 30 – Main Street Orientation in Madison. 9 am – 4pm
<https://events.teams.microsoft.com/event/db54a4fe-bfc0-48fa-aef4-225e05e6a149@a4d0c603-9c7f-4293-b89c-a08c1a8eb571/registration>

Go through organization documents for added context and information

- Operating Plan - Downtown
- Operating Plan - Business Park
- Website to familiarize self
- Resources: “Downtown Guide” to understand stakeholders, what’s been done, etc.

Plans and Studies

- [Parking Analysis](#) (2015)
- [Housing Study](#) (2017)
- Downtown Targeted Area Master Plan set
- One-way road study
- BID Operating Plan and original operating plan- Both Business Park and Downtown
- Projected BID revenues and plan
- Wayfinding Update
- TAMP
- Lot 8
- North Side Yard Incubator
- Alleyway Activation Project

Software Access:

- CVB/Downtown Website
- Microsoft Office
- Paper Tiger
- Community Development folders (esp. 900 – DOWNTOWN BUSINESS IMPROVEMENT DISTRICT)
- MarketDrive
- GovPilot (for Main Street reporting)
- CivicClerk
- Zoom
- Network Wisconsin (Downtown Development Group)
- Google Docs (DT property owner contacts and associated docs)
- Community Development Loan Capacity (housing loans/grants)
- Downtown Façade Improvement Grant & Downtown Window Reopening Program
- Public Works & Parks (street lighting, tree planting, planter maintenance, trash maintenance)
- TIDs – basics and lifespan of DT TIDs
- SurveyMonkey (access through Community Development)

Other City Committees/Commissions (Just to be aware of)

- Historic Preservation Design Review Committee (incoming plan update and preservation district boundaries)
- Plan Commission (may need to speak on, or write an opinion on, downtown developments)

Hardware Access & Expenses

- Keyed/Key card access to CVB
- Key card access to City (Portage County Facilities)
- Car Access?
- Credit Card Access (low line of credit)
- Postage & Printing

Wisconsin Main Street New Director Manual



Guide for a Successful First 90 Days



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Getting to Know Wisconsin Main Street

WEDC Contacts

Wisconsin Main Street has three staff dedicated to working with communities and downtown organizations on revitalization issues and topics. Community representatives are welcome to reach out to these individuals with questions related to their area of expertise. It may also be useful to check in the resource folders listed in the next section as well, since many toolkits and resources for commonly asked questions are available there.

Main Street Staff

Errin Welty, Downtown Development Program Manager | 608.210.6832 | errin.welty@wedc.org

Errin works closely with the organizations responsible for supporting revitalization efforts, including strategic planning, board and volunteer development and funding strategies. She also has a background in real estate development and small business assistance, and often works with property owners and businesses to connect individuals with projects to support resources.



Joe Lawniczak, Downtown Design Specialist | 608.210.6860 | joseph.lawniczak@wedc.org

Joe has been working for Main Street for 20 years and has completed renderings of more than 1,500 buildings in downtowns around the state. He works closely with property owners looking to renovate structures and undertake projects ranging from signage and storefronts to large-scale restorations or infill development. He also helps communities with other design questions such as public spaces, alleys and wayfinding.



Adriana Saia, Downtown Development Promotions Manager | 608-210-6854 | Adriana.saia@wedc.org

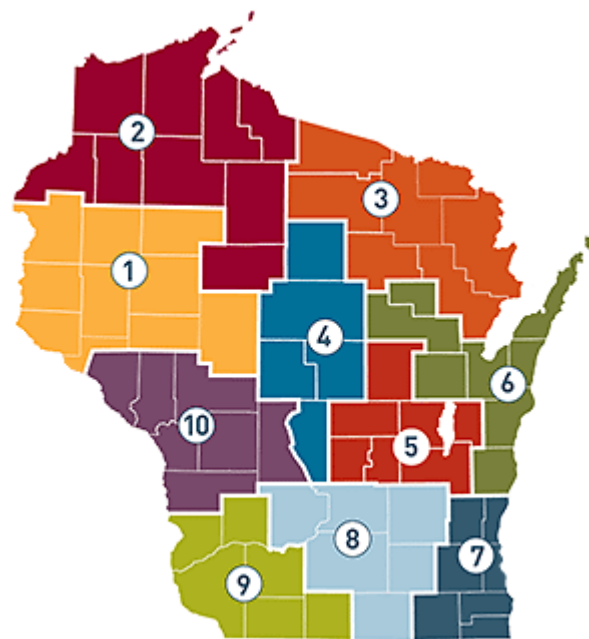
Adriana has a background in marketing and events, and works with communities on promotions activities, including marketing, event design and impact assessment. Questions related to marketing strategies, social media and websites can also be directed to Adriana. She also works with businesses on marketing, branding and in-store event concepts.



Regional Staff

In addition, WEDC has dedicated staff located in each geographic region of the state. These Regional Economic Development Directors take the lead on grant applications through WEDC and can also be more available for in person meetings when Main Street staff are not available, especially in Connect Communities. The map included here highlights the regions covered by each REDD, and you can find the contact information for your local director here:

<https://wedc.org/inside-wedc/contact-us/#regional>



Participating Communities & Contacts

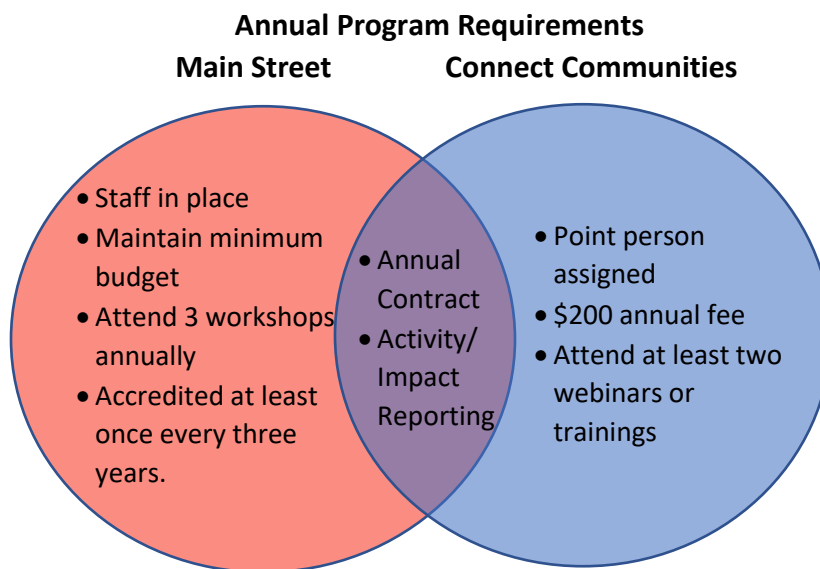
One value of the Main Street network is the ability to connect and network with like-minded individuals from around the state. Main Street and Connect Communities stakeholders are invited to engage in conversation, ask questions and share success stories through our Chatter platform, on Facebook at Wisconsin Main Street, or through individual contact at workshops or community visits on your own. We often have directors or boards make coordinated visits to other communities to learn from their experiences. To maximize these contacts:

- Any representative from Main Street or Connect Communities can join the conversation on Chatter by requesting a username from any of the State Main Street staff members.
- By visiting www.facebook.com/wisconsinmainstreet to view best practices and for the most current list of upcoming events and workshops.
- By reaching out to other communities directly. Maps and contact information for Main Streets and Connect Communities can be found at www.wedc.org/mainstreet or www.wedc.org/connectcommunities

Program Agreements & Requirements

Communities receive numerous benefits after being accepted into the Connect Communities program, and still more if they are subsequently selected to become a designated Main Street Community (up to 3 may be added each year). Even better, communities are eligible to remain in either program indefinitely, if they remain in good standing with program requirements, as outlined below. Programs that do not meet requirements temporarily may be given an extension if they are actively working to address the deficiency. Communities not meeting requirements multiple years in a row without an active plan to address issues may be asked to join Connect Communities (if a Main Street), or asked to reapply to rejoin Connect Communities in a future year once organizational challenges have been addressed.

Main Street programs that leave the program in these circumstances, if they have continually remained active Connect Communities participants, may rejoin Main Street within a three-year period if the issues have been resolved. Rejoining Main Street following this three-year window will require a new application. Rejoining Connect Communities after more than a one-year hiatus will require a new application.



Participating Program Staffing & Budgets

Successful Main Streets and Connect Communities will have established an effective organization structure, active communications with stakeholders, an active volunteer program and a sustainable budget.

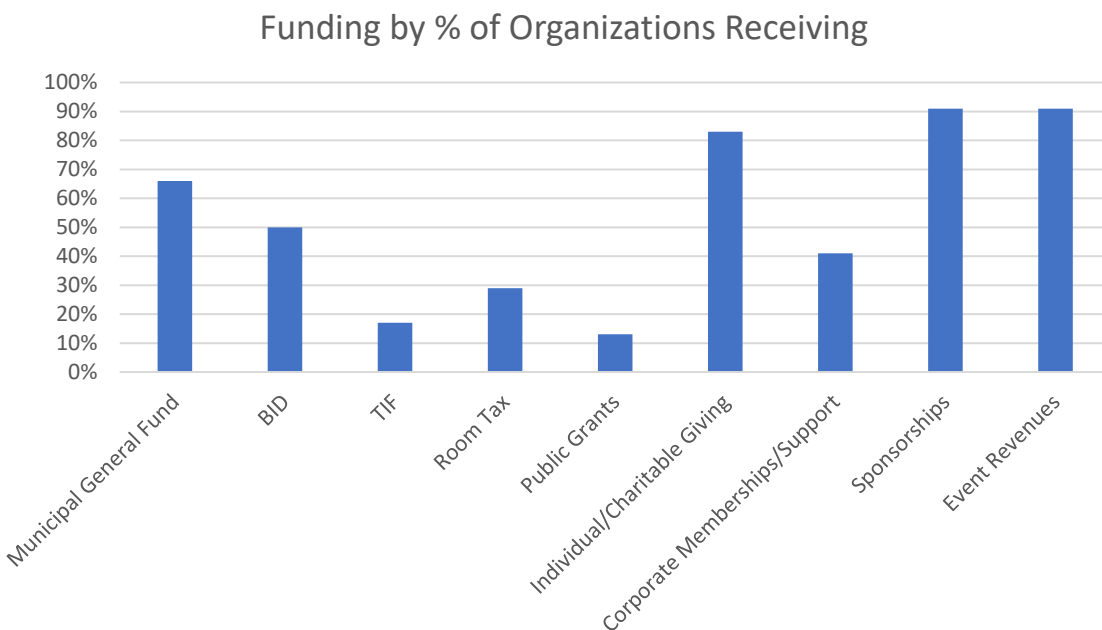
Connect Communities programs must indicate on applications that they have at least five individuals engaged in coordinating program activities and identify some source of funding. Programs must maintain a minimum level of staffing and budget to allow for effective operations.

Staffing and budget requirements for Main Street programs are as follows:

- Communities of under 5,000 residents: part-time director and minimum annual budget of \$40,000
- Communities of 5,000 or more residents: full-time director and minimum annual budget of \$70,000

Part-time directors should dedicate 20 hours per week to Main Street activities, and full-time at least 32 hours per week. Budgetary amounts should reflect annual budgets, including all revenues and the value in-kind contributions as income, and including salary and benefits as expenses.

Remember that these requirements are minimums – nearly all programs exceed these standards. The goal for all programs should be to grow budget and staffing as the organization is successful and the pool of supporters grows.



Required Training

Any members of the community must attend a minimum of two events per fiscal year (July-June). Eligible events include any workshop or webinar hosted by WEDC, or partner workshops that are designated as Main Street eligible (typically, WDAC Conference, National Main Street Conference).

Main Street: Participating programs must send a representative to at least three of the approved training programs each fiscal year (July through June). This is usually the director but can be another key stakeholder such as a board member, City staff or business owner, depending on the topic. Programs are encouraged to send multiple individuals to relevant trainings (and will receive points on accreditation for doing so). Spreading knowledge and

contacts throughout the organization is a best practice for organization longevity and succession.

Approved training programs include any three of the following options offered annually. Note that programs hosted by Wisconsin Main Street are generally free of charge, while partner events may charge for attendance:

- Wisconsin Main Street Workshop – September (rotating topics and location, free to attend)
- Wisconsin Downtown Action Council (WDAC) or Upper Mississippi Main Street Conference – alternating years, rotating geographies. Usually a minimal fee (~\$150) to attend.
- Wisconsin Main Street Workshop – March (rotating topics and location, free to attend)
- National Main Street Conference – April/May (rotating national geographies and \$450 registration fee – some scholarships available, but programs must cover travel and lodging)
- Wisconsin Main Street Workshop – June (rotating topics and location, free to attend)
- Other professional development based on need – must be approved in advance by Wisconsin Main Street staff. Could include grant writing workshops, historic tax credit workshops, real estate development training, non-profit management/leadership, Tourism conferences or other relevant training.



Required Reporting

Connect Communities are required to complete a 10-question survey on program activities and progress annually in late May. The survey requests information on business activity, property development/renovation investments, public investments, event activity, volunteer hours and other program initiatives (very similar to Main Street reporting requirements outlined below, but annual summaries versus monthly data)

Main Street programs are required to submit monthly reports on key performance metrics within their districts using the InforceNetwork platform. Reports include the following data points (sub-bullets indicate common sources/methods for collecting this information):

- Business Activity – new, closed, relocating, sold, expanding/contracting
 - New business permits, networking with businesses/property owners
- Real Estate Activity – development, demolition, sales, housing units opened/closed
 - Municipal building inspector, county assessor's office, MLS/Realtor
- Investment Activity – improvements to interior or exterior of private properties
 - Municipal building inspector
- Public Investment – dollars spent by public sector downtown – public property improvements, streetscape projects, public incentives for development
 - Municipal finance committee, clerk's office
- Volunteer Activity – number of hours dedicated to events and committee/board meetings
 - Internal tracking of meeting attendance and event/project volunteers
- Events and Attendance – number and type of events, estimated attendance
 - Sales/tickets, number of free giveaways, police estimates, aerial imagery

Collecting this data often requires outreach and coordination with local professionals including building inspectors, municipal clerks and assessor or real estate professionals. Not all reports may be available in each month – it is appropriate to enter these figures quarterly.

Communities more than three months behind will lose points at accreditation and may be denied services if the problem persists. Programs will have the option of receiving a report of their district benchmarks annually (either calendar or fiscal year), along with an infographic template developed to promote local success stories.



Accreditation

Main Street programs are required to participate in an annual accreditation meeting with Wisconsin Main Street staff and the program board of directors. Each community will submit basic program data (board list, annual budget, mission/vision and committee work plans) in advance of the visit. The accreditation visit will focus on program adherence to best practices for nonprofit management and downtown revitalization, evaluating the performance and activity of each program according to 10 key performance measures. This visit is an opportunity for communities to have a conversation about assistance desired and areas of future improvement. Programs which meet minimum scoring in each of the 10 performance measures will be designated as an Accredited Main Street program at both the state and national level for that year. Accredited programs will be recognized nationally and will be eligible for national programs such as GASMA as well as occasional grant programs. Communities that do not meet accreditation will work with Wisconsin Main Street to come up with a plan for addressing any deficiencies. Programs not meeting accreditation requirements three years in a row and not making progress towards accreditation may be asked to join the Connect Communities program.

Connect communities are not required to complete accreditation paperwork but are welcome to use the accreditation scoring system to evaluate the effectiveness of their organization and work plan or identify potential areas for improvement.

National Main Street Membership

Main Street programs are required to be members of the National Main Street Center. Membership generally costs less than \$500 per year, and also includes benefits such as access to a national list serve, reduced rate attendance at National Main Street conferences and webinars, and eligibility for periodic grant opportunities for both programs and property/business owners in member districts. Wisconsin Main Street often subsidizes or offers additional scholarships to subsidize the cost of attending National conferences or participating in training such as the Certified Main Street Manager program.



Connect Communities programs are not required to pay for membership in the National Main Street Center but are able to take advantage of affiliate program rates if they do choose to join. Main Street America often makes grants, loans or other financial incentives or recognition available to member districts.

- Past Webinar Recordings and Workshop Handouts: Access to recordings from a wide variety of past webinars on topics ranging from fundraising to marketing, façade renovation to housing development and more, including our Main Street Orientation 2-hour training are available. Additionally, worksheets and slides from past workshops on a variety of topics can be found in the resource directory.

In addition to data tools, the downtown team regularly assists organizations, property owners and businesses to advance projects in participating districts. This assistance might include:

- Identifying relevant financial resources for district/property owner/business projects.
- Providing comparable business revenues/contacts or local demographics to facilitate business plan development.
- Providing a direct matching loan funding for women, minority-, or veteran-owned businesses located in designated districts through the Kiva.org platform. Kiva offers 0% loan funding for small-scale projects (under \$10,000).
- Including downtown business offering online shopping on the MainStreetWI.com local business shopping site.

Services Available

Services offered include training and technical assistance within each of the Four Points of Main Street; organization, design, promotion and economic vitality. These include services provided by downtown development staff, as well as consultants or subject matter experts. Main Street districts receive a dedicated resource team when joining the program, and future consulting services are awarded on a rotating basis depending on need and program capacity. The array of services provided is extremely diverse, but some examples of the services provided to districts in each of the four points are provided below.

Organization: Branding, Logo Design, Website Design, Volunteer Recruitment/Retention, Fundraising, Strategic Planning

Design: Wayfinding, Contractor Training, Design Guidelines, Public Space/Waterfront Design, ADA/Walkability Assessment/Implementation, Historic District Creation

Economic Vitality: Entrepreneurship Programming, Business Retention Survey, Business Recruitment Planning, Property Redevelopment Planning, Nighttime Hospitality

Promotions: Event Impact Assessment, Sponsorship Planning, Marketing Plan, Customer Service Training



Design Renderings: This service is available to any business or property owner within designated boundaries of one of our Wisconsin Main Street communities. These are colored, schematic renderings showing what a building could look like following proper renovation principles. There is no cost for this service. Local Main Street directors simply need to request a design from the WEDC Downtown Design Specialist via e-mail as the need arises.

Networking & Education

At the core of Main Street is the networking and education to create a support network and sharing of best practices for success.

Networking Opportunities: In addition to interactions and sharing on Facebook and Chatter, networking opportunities are built into our workshops and conferences. We also host topical roundtable discussion groups in the spring and fall, as well as periodic discussion calls throughout the year.

Education: Since everyone has a role in revitalization, educational opportunities are offered to meet a variety of interests and perspectives. Workshops rotate geographically to allow participants to explore new and different downtown districts, while topics rotate among the Four Points and offer information, depending on the presenter, relevant to businesses, property owners, board members, committee members and directors. We also try to offer content that is scalable by organization capacity and community size, and, when possible to offer beginner and advanced tracks.

In addition to Wisconsin Main Street hosted events, program participants regularly benefit from a curated news feed highlighting statewide, regional and national best practices, application and funding deadlines, and free or subsidized access to resources from other state and national revitalization programs.



Business & Property Owner Assistance

While businesses and property owners are always invited to attend any workshops or training offered by the Main Street program, we understand that many times these individuals may not be able to take time away from their business to attend trainings. To that end, we offer at least 6 annual webinars on a variety of topics and have made a repository of past webinars available for on-demand viewing.

Businesses and property owners can also benefit from our library of case studies and examples of successful façade renovations, building rehab awards and sample budget and pro forma tools to help design and scope feasible and cost-effective projects. These case studies and project profiles can provide design inspiration, help identify potential funding opportunities, and demonstrate market viability for comparable projects. Similarly, the types of businesses located in downtowns are common across geographies, and staff can help businesses or prospective businesses connect with comparable businesses that can provide helpful insights to aid business planning.

Lastly, Main Street regularly contracts with professionals in a variety of industries to provide direct assistance to businesses and/or property owners. Examples of such assistance includes merchandising, business management, e-commerce, marketing and transition planning. While most of these visits will be made available to Main Street programs, the visits will often incorporate a public presentation which is open to participants from nearby Main Street and Connect Communities representatives. Additionally, we have frequently pursued additional grant funding to provide additional assistance and training to businesses in rural communities, for which Connect Communities are a primary audience.



Awards & Recognition

Each year we recognize the most effective, successful, or inspirational projects in more than 20 categories at a spring awards ceremony. Communities can submit nominations for projects in these categories each December for projects which occurred in the past year. Main Street communities are also able to nominate one volunteer of the year to be recognized at the event for their work in the past year.

All communities are invited to attend the annual awards event featuring networking opportunities and the chance to celebrate successes with dinner followed by a presentation of award-winning projects and programs. Everyone is sure to leave inspired. Additional inspiration can be gained by reviewing the before and after photos and writeups of past award-winning projects and events which can be found in the online resources folder.



The Main Street Model

The Main Street program was founded by the National Trust for Historic Preservation in 1980 in response to the decline of historic Main Street districts resulting from the rise of automobile-oriented retail. The program expanded nationally, arriving in Wisconsin in 1987. The first five communities were accepted into the program in 1988, including three communities that are still in the program (Beloit, Ripon and Sheboygan Falls), and one that is now an active Connect Community (Eau Claire). The model is based on the Four Point Approach to revitalization, outlined below. It also embraces eight guiding principles that are useful to keep in mind:

- **Comprehensive:** No single focus can revitalize Main Street. For sustainable revitalization, a comprehensive approach that encompasses all of the four points is essential.
- **Incremental:** It is tempting to focus on large signature projects, but this is a high-risk proposition and sets up the organization for perceived failure if these goals are not met. Baby steps, short-term goals and demonstrated progress will maintain the public perception that things are happening, even as the organization works on larger projects behind the scenes.
- **Self-help:** No one else is going to step in. Outside developers or funders are not going to be the ones to save your downtown – local leadership is essential. Community involvement and volunteerism is the number one factor that indicates future success.
- **Partnerships:** Public and private sector involvement is critical. Both have strengths and skills that are necessary for successful revitalization.
- **Capitalize on existing assets:** Every community is unique, and success will look differently depending on the situation, assets and goals of each community. Understanding your district and community strengths and identifying opportunities is important for structuring effective work plans.

BROADWAY DISTRICT: 25 YEARS OF ON BROADWAY, INC.



BEFORE



AFTER



- **Quality:** Emphasize quality over quantity in every aspects of revitalization. Renovations, events, businesses, and marketing are all more impactful and effective if they are high quality, intentional and memorable.
- **Change:** Even if your community is initially opposed to change, or disbelieving that any potential exists, these attitudes can and will change over time with consistent and sustained success.
- **Implementation:** To succeed, Main Street must show visible results from completing projects that they propose. By carrying through on promises and delivering results, the organization will grow its influence (and funds) allowing progress to accelerate.



Four Point Approach

The Main Street model is based on the Four Point approach, which ensures a comprehensive approach to revitalization. As illustrated in the following graphic, this approach focuses on the importance of a high-functioning organization to coordinate efforts and communicate with stakeholders, high-quality promotions that create a cohesive image for the district and host events that bring customers to the district and into businesses, effective design of both public and private spaces to create a welcoming environment that supports business activity and community engagement, and a comprehensive program supporting economic vitality by supporting full utilization of district real estate and sustaining a thriving business and civic environment at the heart of the community.

While in the past it was common for organizations to ensure focus on the Four Points by creating dedicated committees for each, and this approach works well for some, it is increasingly common for day-to-day work to be carried out by work groups or task-based committees. For instance, instead of one design committee, there might be a public artwork group, a master gardeners club in charge of planters, and a committee that reviews façade or signage grant applications. It is often easier to identify and recruit individuals for these dedicated tasks rather than to serve on a committee. Additionally, these groups can be more productive by working on smaller tasks regularly rather than attending regular meetings that cover a wide variety of subjects. Coordination of these groups can be achieved by staff or by assigning liaison positions to a larger committee or to the board for regular reports and coordination.



District Strategies

Although it is critical that districts have a comprehensive approach to revitalization, a fully realized revitalization initiative will not be successful without specific goals and objectives. Having a strategic plan for the district that specifies a goal for the district within its unique local and regional context is essential for ensuring effective activities. Such a plan allows the district to be more targeted in its efforts, more specific in its marketing and initiatives and to measure and evaluate programs effectively. A reasonable strategy will include both quantitative and qualitative outcomes that can be measured and assessed. In turn, activities within each of the four points will support these end goals, as illustrated in the graphic below.



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Two examples of potential transformation strategies and their related outcomes and initiatives are illustrated in the table below. Downtown development staff is happy to work with your community to develop or update your strategic plan if needed.

Transformation Strategy Goal	Arts & Entertainment Destination	Outdoor Recreation & Wellness
Example Measurable Objectives	- Number of arts & entertainment establishments - Public art installations - Days of programming annually - Arts and event friendly regulations and policies, supports	- Presence of bike/ped/paddle connections, amenities, and signage - Number of related businesses - Access to equipment (rental/sale) - Four-Season activities - Bike and ped friendly policy adoption
Four Points Activity Examples		
Organization		
Promotion	- Arts Patron Program, Establish Arts Council	- Join tree city, bike city and other designations
Design	- Public performances, buskers - Incorporate art in street furniture, mural program	- slow roll bike events, bike-in movies, bike itineraries
Economic Vitality	- Artist loft development, art business incubator	- Bike and ped amenities and signage - Recruit rental, sales and repair shops, promote picnic options at restaurants

WHAT MAKES A GREAT PLACE?



In order to ensure that organization efforts are directly tied to the vision and goals for the district, and to ensure that staff and board transitions are efficient, detailed work plans are recommended. They don't have to be overly complicated, but should at minimum identify:

- [illegible]

An example work plan for a wine walk event is illustrated in the following table.

Project or Program:	Wine Walk			
Goal of Project or Program:	1) 50% Profit 2) Retail Sales 3) Introduce attendees to new businesses	Event or Program Date:	May 25th	
Measurable Outcome Desired:	Attendance Profitability Retail Sales (survey) New Businesses visited (survey)	Total Project Budget:	\$2,500	
Tasks	Responsible Persons	Start Date	End Date	Budget
Develop budget/participation package	Sarah	January 15 th	January 21 st	
Enroll Businesses	Committee	January 25 th	Feb 13th	
Create Public Marketing	Liz	January 30 th	Feb 25 th	\$750 for printing
Secure Event Permits	Staff	March 15 th (safety committee agenda date)	March 20 th (meeting date)	
Create Volunteer Task List/Schedule	Committee	March 15 th	March 20 th	
Recruit Volunteers	Committee	March 20 th	May 15 th	\$50 for tshirts
Host Business/Police Safety Briefing	Staff	March 30 th	March 30 th	\$75 for sample wine
Open Event Registration	Staff	April 15 th	May 20 th or sell-out	
Launch Event Marketing	Staff	April 15 th	May 25th	\$100 for social boosts if needed
Surveys out to businesses and participants	Staff	May 26 th	May 31 st	\$50 for gift card drawing incentive
Post-Event Assessment	Committee/Board	May 31 st	June 5th	

Your Role in Main Street

The role of Main Street Manager requires a breadth of knowledge on many topics. Obviously, this knowledge takes time to acquire, which is why having a diverse board is a key asset – board members provide both institutional and subject matter knowledge that is beneficial to the organization’s mission. However, there are some common questions that you are likely to be asked in the context of media interviews or stakeholder questions which may make sense to brush up on sooner than later. Some of these helpful-to-know items are below.

Things to Know

While you won’t know everything about your district right away, here are some key pieces of information that it’s helpful to have in your back pocket for media interviews, elevator pitches and the like. If this information is hard to come by locally, state staff may be able to help obtain some of the figures from historic applications, reporting, etc.

- When was the organization started?
- How many volunteers/volunteer hours were contributed to the district last year?
- How many businesses are in your district?
- What is the oldest business in the district?
- How many new businesses opened last year?
- What is the oldest building in the district?
- What are some unique features of your district?
- How many event days/attendees did you attract last year?
- What percent of businesses participate in events/contribute to the organization?

KNOW YOUR BUSINESS IMPROVEMENT DISTRICT (BID)

**DOWNTOWN
BID
at Work**

7231 W Greenfield Avenue
Suite 201
West Allis, WI 53214
(414) 774-2676
WestAllisDowntown.com

Facebook.com/WestAllisDowntown
@dwabid

TOTAL EMPLOYEES: 3
ANNUAL BUDGET: \$130,000
YEAR ESTABLISHED: 1989

SERVICE AREA
Business located on Greenfield Avenue and adjacent side streets between 70th and 76th Streets. Our "Friends of West Allis Downtown" program reaches outside the boundaries of West Allis Downtown.

FUNDING
Funding is received through annual BID Dues, which are paid through a special assessment on property taxes. Event profits and "Friends Of West Allis Downtown" Memberships also contribute to the annual budget.

MISSION

"To build a positive image that encourages customer growth and community involvement"



GOALS

- Make West Allis Downtown a gathering place for families, neighbors and visitors to enjoy hometown hospitality and West Allis pride through family activities and events.
- Enhance the quality of life for residents and visitors alike by offering safe, inviting and pedestrian friendly streets.
- Make West Allis Downtown conducive to business enterprises, employment opportunities and stores that offer special and distinctive merchandise and services with a personal touch that creates a pleasant shopping experience.

COMMITTEES

- **Design**– Meets every second Wed. at 9 AM
 - Focuses on the beautification and physical image of West Allis Downtown
- **Econ. Development**– Meets every second Wed. at 8 AM
 - Focuses on Economic retention, filling vacancies, and building professional relationships between business and property owners.
- **Organization**– Meets every first Thurs. at 8:30 AM
 - Focuses on researching and executing marketing opportunities for members and promoting the area at outside events.
- **Promotions**– Meets every second Tues. at 8:30 AM
 - Focuses on planning and executing the events that take place in West Allis Downtown

ANNUAL BID DUES= EVERY \$1,000 YOUR PROPERTY IS ASSESSED AT TIMES \$5.60
Example: If your building is assessed at \$100,000, your BID Dues would be \$560.00.

First 90 Day To-Do List

While you're busy familiarizing yourself with all of the various aspects, nuances and history of your organization, district and stakeholders, there are a few key things that you can focus on achieving and setting in place that will set the stage for future success. Here are the top four things to focus on (inspired by remarks from Joan Garry of the Nonprofit Leadership Lab).

- 1) Know your board. Have a one-on-one meeting with each and every member. Understand their history, skills, interests and attributes. Ask them: When they leave the board, what would they like to say they have contributed? Write this down and keep track of it.
- 2) Meet, greet and impress all the right people. Work with your board/executive committee to come up with a list of key people of influence to your organization – community leaders, industry colleagues, key stakeholders as well as any key funders – public or private. You may want to add one or two lapsed donors or less engaged potential stakeholders as well to understand perceptions of the organization and identify potential opportunities/challenges.
- 3) Manage your calendar, don't let your calendar manage you. Your first three months should be intentionally scheduled. Each month should include meetings with x number of board members and stakeholders as well as hours dedicated to informal networking in your district and designated office hours to familiarize yourself with systems.
- 4) Know your organization and your district cold. Make sure you know and understand key performance indicators. This includes the status of your fundraising for the year, event/program performance, business/property trends and progress toward goals. If you uncover any potential red flags, make sure to share this information with your board and TOGETHER make a plan to address them.

Best Practices

Building effective relationships with downtown stakeholders is key to success. Use these strategies to make sure you stay visible to key audiences:

Businesses: While it may feel critical to remain in the office to get the work of Main Street done, face time with downtown business and property owners is critical for maintaining program visibility and engagement. Penciling in time to do regular business visits is essential. These visits can be combined with delivery of posters, running errands or assessing properties, and if scheduled in advance can be a nice break in the day rather than a chore.

Volunteers: Individuals that volunteer their time and talent on behalf of your organization are invaluable. Develop a system for orienting, tracking, thanking and recognizing volunteers in your organization. This can include social media profiles, public pronouncements, tokens of appreciation or any other action that will be appreciated by the individuals or groups you rely on to make things happen.

Property Owners: While many property owners overlap with either the volunteer or business populations, they have unique needs. Make it a point to inform them of any public safety concerns, offer assistance to take advantage of Main Street design services or apply for local façade or signage grants, and take an active role in marketing vacant spaces and supporting prospective business tenants.

Elected Officials: In addition to attending relevant public meetings, it is important to get to know elected officials as individuals. Meeting with officials outside of regularly scheduled session to understand their interests and goals (and that they understand yours) is an important part of advocacy work.

Municipal Employees: Downtown efforts rely on significant goodwill, in-kind assistance, and support from municipal employees of all types. Recognizing public works employees for their help in hanging banners, hosting police officers at board meetings, providing donuts as a thank you for early morning barricade placement and other regular recognition is appreciated and builds support and shared understanding among organizations.

Answers to Frequently Asked Questions

State staff get tons of questions from new directors that aren't necessarily included in the previous sections, but there are some tidbits of information that can be very useful to know if asked, or strategies to use if you encounter any of the issues introduced below which can create challenges for organizations.

Organization

Common organization related challenges directors face include issues related to the roles and relationships between various boards/committees, effective organization communications and meeting management, and requirements when it comes to transparency and financial management. Below are some of the frequently requested tips and relevant guidelines for these issues.

Posting Meetings & Open Meetings

Organizations are often asked to provide detailed minutes or public access to board or committee meetings. While transparency is an important element of community-oriented programming, accommodating individual requests for input on individual decisions or access to information on individual board positions often detracts from effective board actions. It is considered a best practice for organizations to post board agendas and meeting times on their website and include a public input agenda item at the beginning of the meeting, similar to municipal committee meetings. This allows district stakeholders to track progress of initiatives and appear before the board to advocate for positions without interfering with meeting flow. The exception to this rule is if your organization receives more than half of its revenues from public sources, including for example BID, TIF or Room Tax, as well as general municipal contributions. If this is the case, there is some precedent for requiring both meeting postings and open meetings for decision making bodies. Under this circumstance, individual committee meetings would not necessarily need to be open to outside participation, but board meetings where financial decisions are made may need to be posted and open to public observation – although public input may be limited to a specific agenda item or time limit.

Effective Meeting Management

There are inevitably many meetings in the life of a Main Street Director (up to 15% of an organization's time is spent meeting). While attending meetings is a given, the manager should not be responsible for running meetings. The relevant board president or committee chair should set the agenda and run the meetings, while the secretary, committee chair or other appointed individual takes notes/minutes of the meetings and send out agendas and materials in advance.

Having efficient, respectful and generally pleasant meetings is the most important way to retain quality board and committee members. Board chairs that do not manage meetings, board members that do not come prepared by having reviewed meeting materials, or board cultures that allow off-topic conversations or micro-manage elements that have already been hashed out by other committees or work groups can rapidly diminish engagement and productivity. As a best practice, most of the discussion and strategy related to projects should be carried out at the committee or work group level, with proposals put before the board by a liaison or participating board member. Similarly, if a new potential discussion topic is introduced at a meeting but not on the agenda, it should be added to a 'parking lot' and visited at the end of the meeting if time allows, at a future meeting, or referred to another committee for input.

More information and tips on structuring and enforcing board and committee norms through member job descriptions and codes of conduct can be found in the board section at the end of this document. As a Main Street director, it is a best practice to meet individually with each of your board members at least once per year to understand their reasons for serving on the board, what they hope to get out of the position, what they enjoy doing most, which of the organization's activities they value most, etc. Helping them achieve their goals as board members will help you achieve yours, and vice versa.

It is also helpful to keep in mind the roles and responsibilities of the board, director, and committees. The graphics below show two common ways that organizations are structured, although there may be differences at the committee level – i.e. they may have more, or less, committees, work groups for initiatives instead of standing committees, etc. The executive director should report to the board president from an HR perspective, and does not report directly to committees (as in, they cannot assign work to the director if not related to a pre-approved project from the board). New initiatives should be approved by the board and allocated any necessary budget and/or staff resources. It is important to note that while the board oversees the director, allocates budget and approves staffing levels, management of other program staff is the job of the director, not of the board.

Rule #1:
Demand high-quality inputs – before the meeting.



Rule #2:
Make sure the right people are in the room, every single time.



Rule #3:
Have the meetings you prepared to have.

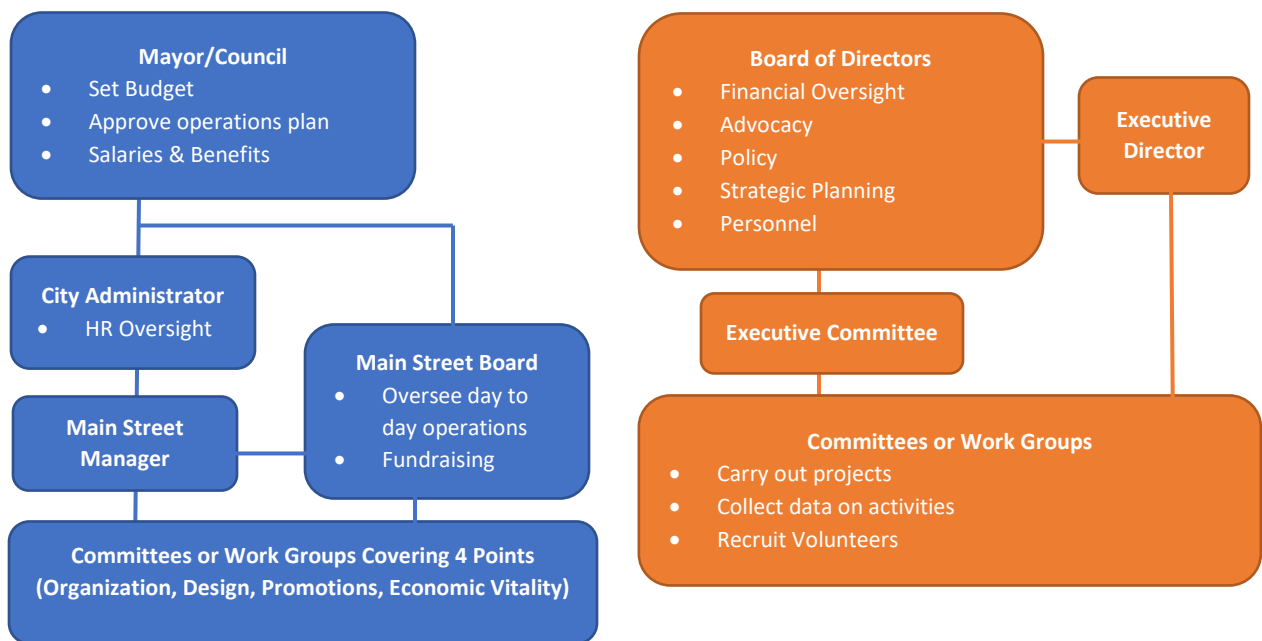


Rule #4:
Build in accountability.



Rule #5:
Practice.





Financial Management

An organization's financial management should be structured by the treasurer and/or outside accountant. The treasurer is responsible for presenting the budget to the board monthly and answering any questions. Organizations should have a written financial policy that covers the process for oversight of expenditures. This policy should indicate the number and level of approvals necessary for various levels of purchases and include backup designees if individuals are not available in an emergency. Directors should not be responsible for general bill payments, nor for their own payroll. They are responsible for providing invoices and checks to the bank/treasurer in a timely manner and coding expenses and revenues appropriately within the accounting system. They should also track the estimated values of in-kind contributions to the organization, as well as to keep track of financial and in-kind contributions over time from individuals and corporations to recognize them appropriately. Directors are often responsible for the primary duties associated with grant writing and required reporting for any grants received.

Executive Director Report

Within the context of board meetings, it is expected that the director will provide a monthly report of activities. In many cases, this takes the form of a written report that follows a standard format and is included in the board packet, recapped only briefly in the relevant agenda item to introduce any items that may be off track, potential obstacles which board members should be aware of, or kudos/bright spots that they can take to heart. Many directors find it useful to include some sort of color-coded table as part of their report which indicates at a glance the status of various objectives – i.e. tasks according to plan are in green, those that are delayed or facing a potential obstacle are yellow, and items in red need assistance or attention.

Municipal/Partner Organization Meetings

Main Street organizations are fortunate to have numerous local partners. Often, these partners may request that a Main Street representative serve on their board to benefit joint coordination. Your response to these requests will depend on the strength of the partnership and financial implications for the organizations.

Municipal Committees/Councils/Boards: Municipalities are important funding and operational partners. Many organizations make the mistake of attending only meetings that directly impact their operations (i.e. annual budget meeting, downtown road construction, etc.). However, this approach frames the organization as equal to other charitable organizations that make requests annually but do not actively develop the relationship. It is a best practice to attend board/council meetings at least quarterly – either the director or a board member for the organization. Take advantage of the public comment portion of the meeting to provide economic impact information on recent events or introduce new downtown business owners to the council (where relevant, thanking the council for municipal support of events through in-kind actions, or for new/changed regulations to make it easier for businesses). This approach reinforces the importance of Main Street as an economic development partner. Similarly, serving on municipal committees with relevance to downtown can help encourage municipal funding for projects benefitting downtown.

Civic Partners: Some organizations may have policies related to partner board membership that evaluate requests and designate an appropriate individual to serve. Those that do not may want to consider creating a policy to make it easier for directors to reject a board request that might not be appropriate or requires burdensome or conflicting times. Serving as a non-voting advisory board member for partners may also be a compromise in some instances. Although these invitations are recognitions of your skills and organizational value, as a new director, ask about or push for creation of these policies in the short term to allow you to focus on your core duties and those board partnerships that support critical partnership until you feel capable of taking on more.



Design

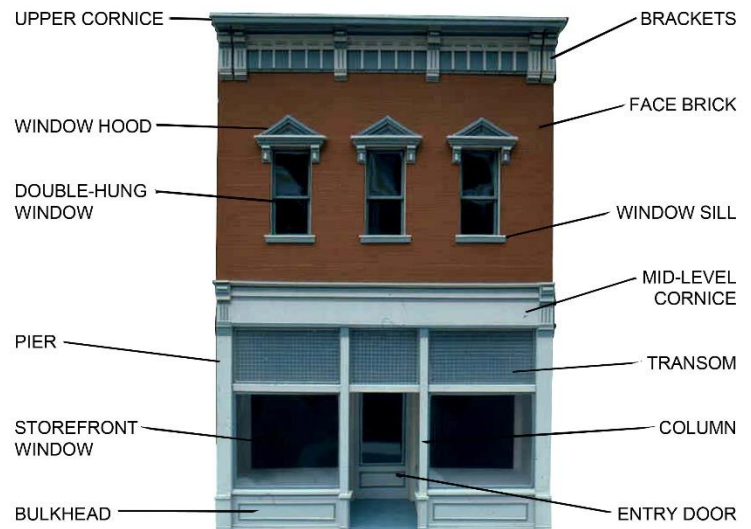
The focus of design committees/work groups includes both public and private spaces within the district. Common tasks might include managing state and local assistance (technical and financial) to improve storefronts and facades, updating and enhancing public amenities and spaces, and improving the appearance and function of underutilized spaces such as vacant storefronts or empty lots.

Historic Districts and Properties

Many Main Street districts are fortunate to have designated historic districts or properties. There are two common types of designations for historic buildings; individually-listed, or as a contributing building within a designated historic district.

Furthermore, there are two types of districts (state/national and local). These are separate from each other, and you can have either one without the other. A state & federally-designated district is one that was nominated and approved for listing on the state and national registers of historic places. Having a building on the state or national register does not bring with it any restrictions to who the owner can do unless they are utilizing historic tax credits, and in fact, it can protect the building from state or federally-funded projects, such as highway expansions. A locally-designated district is one that is created by a local historic preservation (or landmarks) ordinance and overseen by a commission. Typically, properties within these local districts must undergo local design review before getting a permit to do work on the building's exterior.

Having a building on the state or national register (whether or not a local district exists) allows the owner to apply for tax credits (20% state and 20% federal) for eligible renovation expenses. It also may give the owners some latitude on various code issues that might otherwise affect the historic integrity of the building. To determine if a district or building is listed in at the state or national level, you can visit <https://www.wisconsinhistory.org/Records?nodes=Preserve--Sites>. You can start by entering an address, or go to the communities list and scroll down until you find your city. Note that just having your property in this database does not mean it is designated or contributing. To determine that, you must look at the language in the listing. If it is individually listed, it should say when it was designated to the national register. If you want to find out if it is within a historic district, check to see if it says 'contributing', 'non-contributing', or includes the name of a district in the write-up. If it has either of those, then it is within a district.



Design Guidelines

Design guidelines are intended to encourage and/or require quality and appropriate design for renovations or development occurring within the downtown district. It is important to remember that design guidelines are 100% locally created and enforced. Just because a property is listed on the state or national register, there are no requirements that a property owner make any specific type of improvements to it unless a local design district is in place to require such regulations. The only exception to this is if a property owner is utilizing historic tax credits, which have their own standards that are likely above and beyond what any local district might require. Local design guidelines only focus on the exterior of a building.

Design guidelines are enacted by the local elected body, and may be enforced by city staff, or by a design review or historic preservation committee. In other cases, they may be created by a Main Street design committee and used to review projects seeking local financial incentives. Communities without design guidelines typically have some level of building maintenance or life safety requirements which can be used to address deferred maintenance or unsightly properties. However, without design guidelines, the remedy for unsafe or unsightly properties may be worse than the offense. For example, a building owner cited for unsafe windows where glass has the potential to fall on a sidewalk below could simply brick in or install plywood over the window if guidelines aren't in place to prevent that.



If your district does not have design guidelines in place, your organization could certainly advocate (together with a group of property owners) for the creation of some type of design district to preserve property values and maintain an aesthetically pleasing historic district. Main Street staff have several examples that can be provided and are available to help educate local officials and property owners regarding the potential value of a district designation. If this type of oversight is not feasible given the current politics of your community, design guidelines can also be created as a requirement for receiving local financial assistance. In this instance, not all property owners would be required to adhere to the guidelines, although any owners wishing to take advantage of matching funds would be required to follow them.

Understanding what, if any, design guidelines apply to projects in your district is important. If, upon reading your district guidelines, you find them confusing and difficult to follow, Wisconsin Main Street has a series of one-page word document templates with pictures that you can use to better illustrate and inform property owners regarding these requirements to make the renovation experience simpler.

Murals/Public Art

Public art is increasingly becoming an important element of many downtowns. Except for on-street banner or crosswalk art on state highways, this is an area where the local government

can regulate (or not) the location and content of public art. Some communities consider murals to be a form of signage and regulate it within the sign code in terms of size and location. For sculptures or other physical art, its placement will need to adhere to the ADA code to allow for adequate sidewalk space for pedestrians, and should include a base that is the same width as the sculpture to prevent individuals with limited vision from colliding with the installation. For all types of art, before it is installed it is important to clearly define how long it will be installed, who has ownership of the piece, if it can be removed, and how it will be repaired or maintained if damaged. If your community does not have ordinances, or if the existing rules make it difficult to install or maintain public art, there are example ordinances in the resources folder.



Comprehensive Plans/Zoning Ordinances

Local governments can regulate most local land uses and design choices. Exceptions to this include improvements on/adjacent to state highways and building codes which regulate some aspects of property improvement. The primary tools that communities use to make and enforce these decisions are the comprehensive (or neighborhood/downtown/district) plan, and the zoning code. These two documents legally state what can be built, how large it can be, what uses are allowed where and what type of improvements are required. While these documents can be large and cumbersome to read, skimming the areas related to your district is recommended.

In addition to signage and public art, which were discussed previously, other common issues related to zoning that often come up are the ability to address blighted or vacant properties, regulate first floor uses, and to use outdoor spaces for merchandising, sales or dining.

- Poorly Maintained Properties: Nearly every community has at least one property that is considered an eyesore in their district. Municipalities often have some ordinances in place related to maintenance and public safety (weeding, potential falling/trip hazards, broken windows, etc.) that can be enforced to address some of the issues. These ordinances typically involve citations to the property owner, followed by fines if the work is not performed. In some cases, the municipality can perform the work and bill the property owner. In general, the intent of these ordinances is to force compliance, or make it a nuisance/costly for the owner to defer necessary improvements. In practice, enforcing these ordinances can be difficult both because of the time required to review and write citations, and because it is important legally to enforce ordinances uniformly within the community/district rather than



targeting an individual property owner. This can create animosity among other property owners that may also receive violations because of stepped-up enforcement. It is a best practice to couple a planned enforcement effort with the availability of loan/grant funds to aid property owners in making necessary repairs.

- Vacant Buildings: Similarly, many communities have property owners that are not interested in leasing out space for first floor tenants, or who prefer to use their first-floor space for storage. This can detract from foot traffic for nearby businesses and make the overall pedestrian experience less engaging. There are few tools available to address chronically vacant (but well maintained) storefronts, but zoning rules can be written to disallow storage or other non-active business uses from storefronts. Property owners would then have to demonstrate active sales from their space, seek a conditional use permit, or clear out the space.
 - Sometimes these property owners advocate for the ability to convert storefront spaces to residential units to receive higher rents. While it can be effective to divide overly large or deep first-floor spaces to create rear residential spaces, or even live/work opportunities, maintaining at least some commercial space along the street is important for preserving pedestrian activity.
- Outdoor Patios/Merchandising: Outdoor retail sales or dining areas are increasingly popular, even more so after COVID-19. However, not all municipalities allow outdoor dining or merchandise sales. In general, the regulations which prevent these activities are associated with; fear of public intoxication or underage consumption, noise ordinances which are set so low that they prevent nearly all outdoor uses, or a concern over poorly maintained or improperly stored outdoor merchandise spilling into public spaces or becoming an eyesore. While these are valid concerns and should be addressed through policy, the ability to use outdoor merchandising and seating is an essential tool for small businesses to market their offerings, engage foot traffic and maximize sales. Additionally, when done right, outdoor merchandise and patios can activate and positively transform underutilized areas, as illustrated in the rendering below. Wisconsin Main Street has many sample ordinances and examples of successful program models for each of these types of facilities from communities of all sizes.



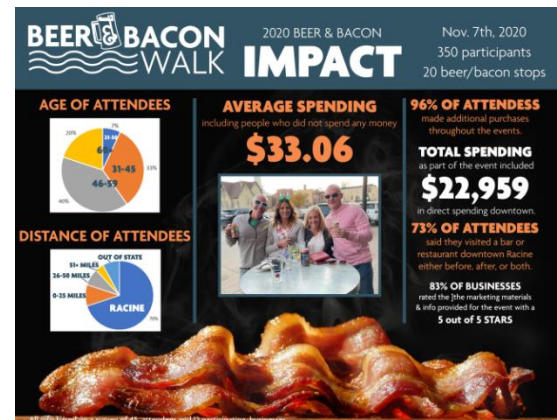
 CHEEZ HEAD BREWERY PATIO - BELOIT, WI
SEPTEMBER 4, 2019 JOE LAWNICZAK

The good news is that since these decisions are made locally, they can be changed, often through action by the Plan Commission. Many changes to the zoning code require a public hearing, while larger changes, or revisions to official plans may also require approval by the City Council/Village Board.

Promotions (measuring impact, working with tourism)

It may seem that the Promotions point is simple and straightforward – after all, nearly everyone has had some experience in coordinating events at some level. However, while it is easy to throw an event, planning and delivering an effective event that forwards program missions is not as straightforward. Generally, promotions activities fall into three categories: special events, retail events and image campaigns. Each of these have specific objectives that should be measured and assessed.

- **Special events** are designed to bring individuals into the district that might not regularly visit. They generally focus on one or two specific demographic groups (families, tourists from the region or outside the immediate area, arts aficionados, foodies, etc.). The goal is typically to encourage these groups to spend time in the district and discover new things that they might return to try at another date/time.
- **Retail events** should emphasize getting customers into businesses, either to make purchases that day, and/or to encourage bounce-back or return visit sales. These events also typically focus on a particular demographic group, and work to connect businesses to the group, or to a theme. Examples might include wine walks targeted to groups of women, pet-friendly events targeting pet owners, date night events, pub crawls, etc.
- **Image campaigns** are not necessarily event in themselves, though they may include events. These campaigns feature marketing and initiatives to reinforce the brand of a district – as an arts destination, a hub of entrepreneurship, outdoor adventure mecca, etc. As with the other types of promotions, image events are targeted to resonate with a certain audience.



Regardless of the type of promotion activity, it is essential to measure the impact of the event to determine if it was successful in meeting goals, or if it needs to be refined or even retired in future years. Collecting this data requires advance planning, as it is impossible to do once the participants have gone home. Valuable information to collect on the participant side includes

attendee counts, zip codes of participants, average group size, average dollars spent, number of businesses visited, average amount of time spent. Most of these can be achieved through ticketing platform information and/or participant surveys or volunteer data collectors. You can also survey businesses in the district to determine to what degree they experienced an increase or decrease in foot traffic and sales, whether they extended hours or staffing to participate in the event, and what feedback or return traffic they experienced as part of the event.

Room Tax

Room tax is a special tax assessed on individuals renting rooms in a community. This tax is authorized by the municipality and collected by the hotel operator and/or online booking systems (including Airbnb and other independent rentals) and paid to the community. Room tax rates typically range from 5% to 8% of the room rate. State legislation passed in 2017 requires municipalities to create or designate a tourism commission which will oversee allocating room tax collections for the purpose of tourism development. This commission needs to include at least one owner or operator of a lodging facility within the municipality. The remaining 30% of funds collected can be used by the municipality for operations and general tourism amenities.

The 70% of collections administered by the commission (or, in larger metros, a portion of funds can also be allocated to regional tourism entities or tourism marketing organizations) must be used for tourism promotion and development intended to generate overnight room stays. Eligible activities include marketing, advertising, tourism information services, group tourism services, or tangible development design to attract tourists (such as a convention center). Often downtown organizations apply for and use some of these funds for events and marketing that are specifically targeted at overnight visitors to the community. Collecting information on the impact of events can be especially helpful when requesting and using room tax dollars.



Economic Vitality

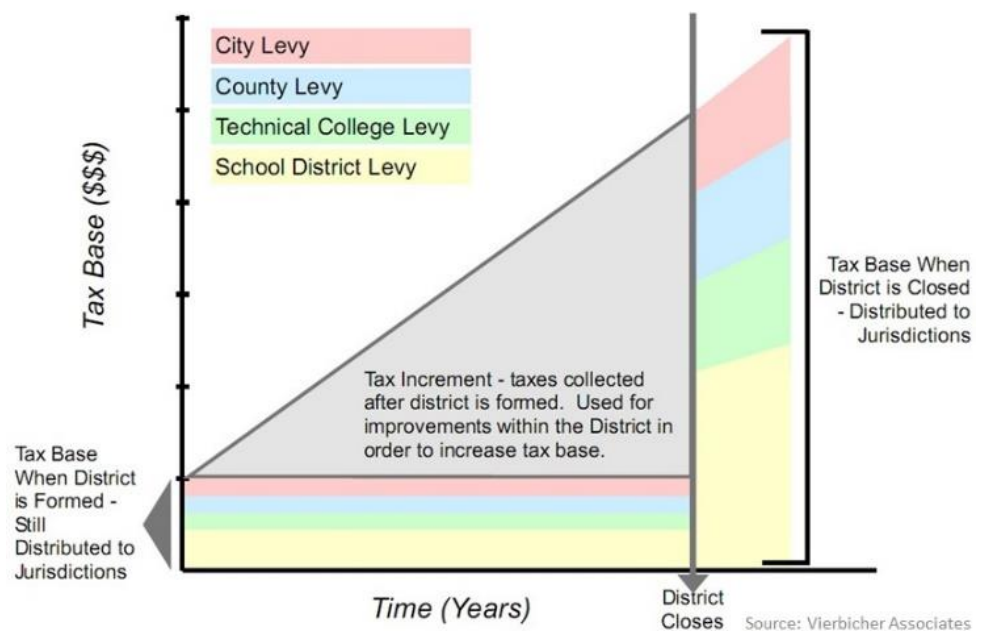
There are numerous organization and project funding tools and resources that are relevant to revitalization. Understanding which tools are available in your community and under what circumstances can be very important for funding initiatives and projects. A profile of the most commonly used funding resources are profiled below as a cheat sheet.

Business Improvement Districts (BIDs)

Business Improvement Districts are created by a vote of property owners within the district. Properties within the district are assessed an additional annual tax amount based on an annual operating plan submitted by the district and approved by the City Council/Village Board. Commercial and mixed-use properties (NOT residential properties) located within the district are assessed for the tax, which is collected by the municipality and distributed to the BID board according to an agreed-upon timeline (often quarterly). The BID has a separate board of individuals representing the district which are appointed by the mayor and confirmed by the elected body. BID district boundaries can be expanded by petition from adjacent contiguous property owners, or approval of a majority of impacted property owners at a public hearing.

Tax Increment Finance Districts (TID or TIF Districts)

Tax Increment Finance is another common tool that is commonly used to assist downtown projects. Tax Increment Finance works by establishing a geographic district where additional development and investment is desired. After creation of a district, the level of property taxes currently collected by all partners in that area will be held



steady, and any increase in taxes (largely resulting from new development or investment) will be directed to a separate budget for future investment in the district. This investment might include developer incentives, property remediation, infrastructure investments, or programs to facilitate investment such as the creation of revolving loan funds. The type of investments planned are outlined in the specific plan for the district. It is important to remember that funds are only available after some property appreciation or development has occurred, and that districts have a specific time limit to both make and repay any investments, usually around 20 years.

A new opportunity related to TIF is the Housing Renewal Clause. This clause allows a district that is eligible to close (either because it has reached the end of its life, or because it has repaid all of its investments) to be kept open for a period of months, up to one year, with all increment (the additional tax base above when it was created) going towards creation of a housing renewal fund which can be spend on affordable housing investment and improvement anywhere in the City. These funds create a pool of funds that can be invested in upper floor residential units or older housing often located in downtown-adjacent neighborhoods to help upgrade electrical, mechanicals or finishes to be attractive to younger households or address overdue maintenance on these units. Units must remain affordable to those making the median income for your county but for many such homes or units these levels are higher than current rents, and simply increase the quality of the residential offerings downtown while remaining affordable for young professionals or new families to the community.

- County median income reference:

<https://sites.google.com/site/wisconsinmortgagelimits/hud-median-income-limits>

Within this context, affordable would mean that a household with these earnings would not pay more than 33% of income on housing)

Historic Tax Credits

The design portion of this document provided a link for determining which properties are designated as historic or contributing to a historic district. Owners of these properties can take advantage of a federal and state program that provides tax credits to encourage renovations and reuse of these properties. The

Highly Simplified Historic Tax Credit Structure

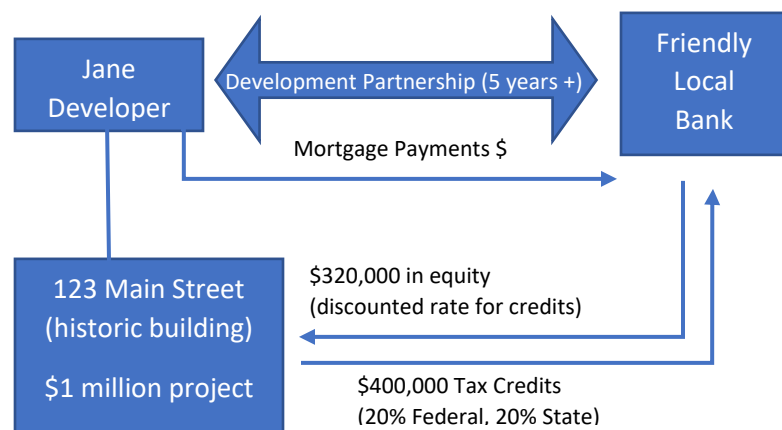


illustration at right provides a highly simplified illustration of how these projects typically work. In some cases, large developers or highly profitable businesses that own property (law firms, medical offices) may be able to utilize the tax credits themselves. In other instances, they can sell the credits to a development partner (often a bank or insurance firm) at a slight discount in exchange for equity to help make the project happen or reduce cash needed/lower the interest rate on the project loan. This makes projects that might otherwise be too costly to be feasible, or helps property owners undertake whole-building projects all at once instead of over decades as funds become available.

Revolving Loan/Grant Funds

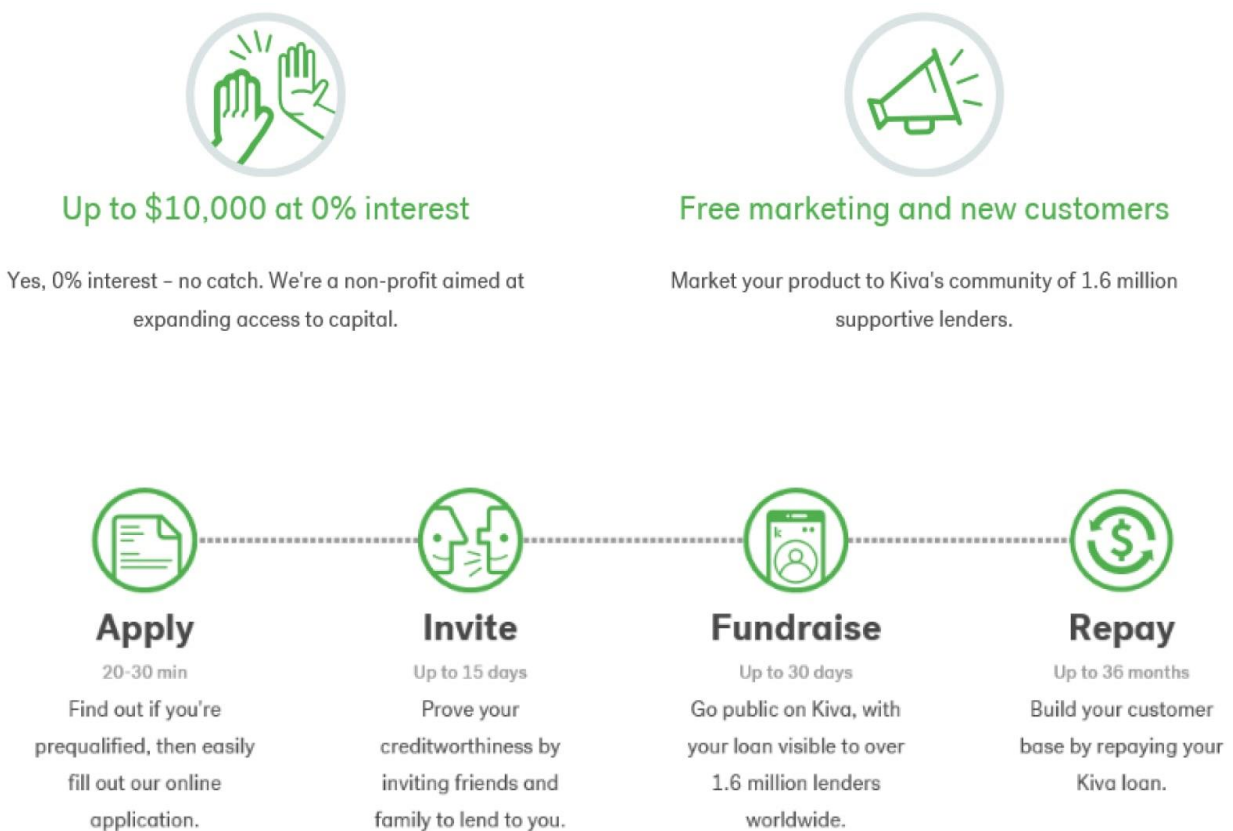
Often businesses are looking for funds to expand/implement new initiatives. If communities have local revolving loan or grant funds to match business or building owner investments, this is an important tool for encouraging and supporting investment, along with local bank and

credit union programs. If your community does not have a local program, there is a webinar in our archives highlighting strategies for designing and capitalizing this type of fund.

Kiva

Another valuable funding tool for business initiatives is Kiva. This global platform was designed to provide a community-focused way to fund local business initiatives. Rather than rely on traditional underwriting, the tool uses crowd-lending as a strategy. Via Paypal, loan applicants are required to secure loans of \$25 or more from 20-30 individuals in their personal network. If they demonstrate local support, the loan will be published to the global platform where businesses and individuals can contribute. Businesses in Main Street or Connect Communities that are at least 50% women-, minority- or veteran-owned will also be eligible for a 1:1 match from WEDC for every dollar raised through Kiva, making their fundraising period go much more quickly and increasing the likelihood of success. For more information, visit kiva.org.

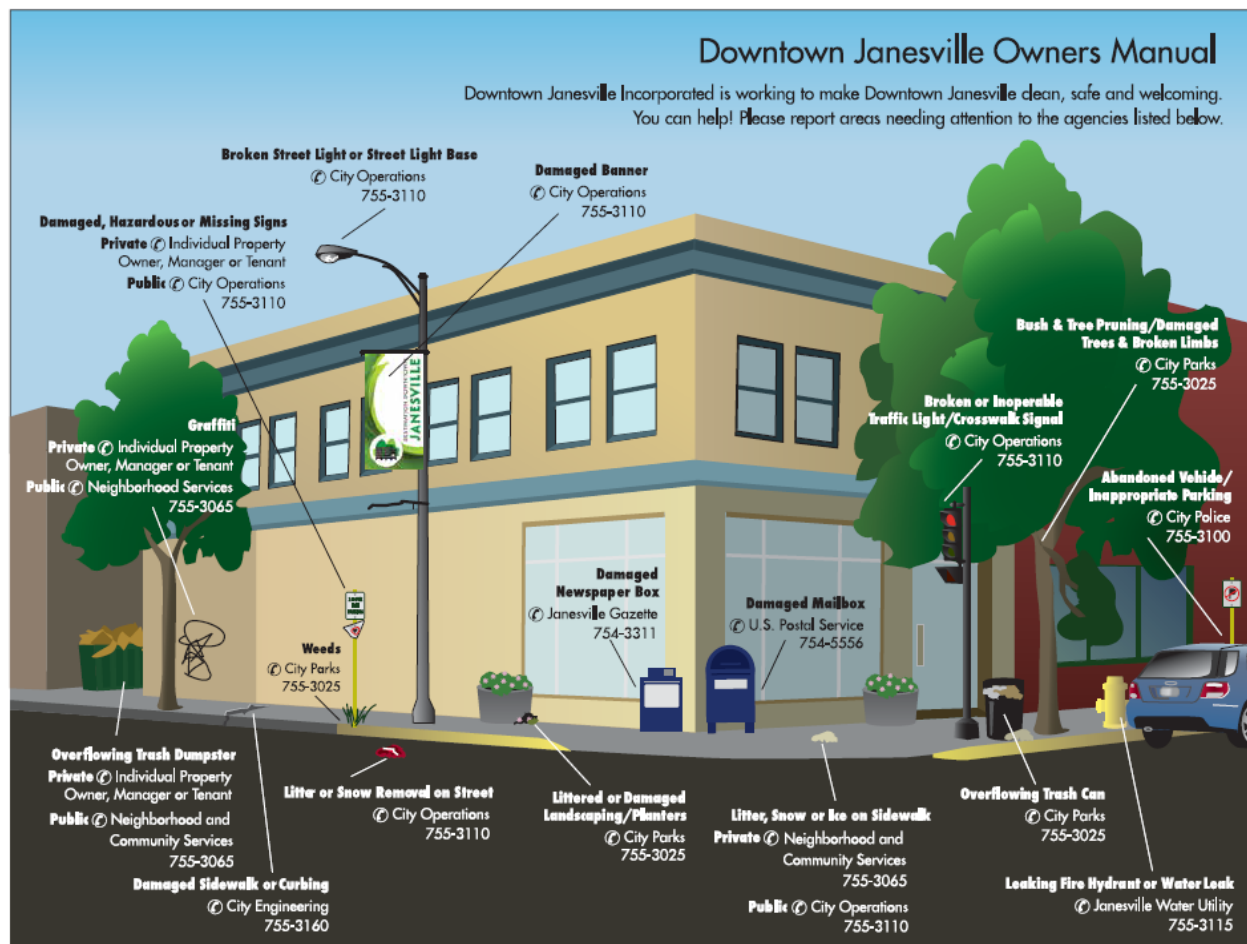
Kiva Loan Process



In addition to funding, business owners often benefit from training and support. One of the primary benefits of a downtown location is that it comes with existing foot traffic and potential customers, as well as a network of supportive local business owners. Helping existing businesses adapt to new trends and tailor offerings to the customer base, and aiding new businesses in capitalizing on events and partnerships with complementary businesses can help everyone be more successful.

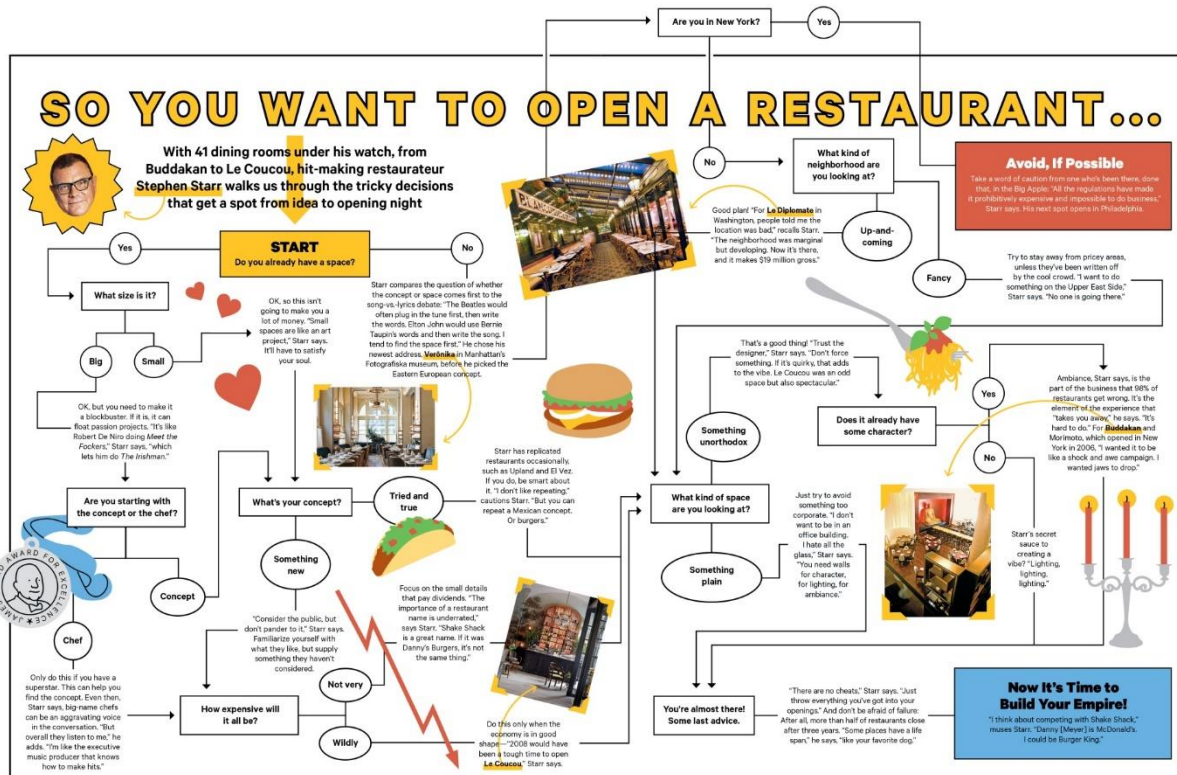
Business Recruitment/Retention

Business retention is the primary goal of any program. Understanding your existing businesses – their products, their customer base and their goals is essential to helping them thrive. Developing marketing and events that target the individuals most likely to patronize these businesses will be of the greatest benefit. Similarly, understanding the struggles of these businesses can help structure training or advocacy to create a positive business climate. If many businesses are struggling to add online commerce, assistance with photography or website design might be appropriate, or if foot traffic is light or signage is limited, advocacy to enhance public space amenities or allow for more diverse signage could be beneficial. Making existing businesses happy is the first step to being able to recruit new businesses. For a Main Street director, that means understanding who controls what so you (and the businesses) can effectively advocate to create change. The Downtown Janesville Owner's Manual provides a great easy-to-interpret guide to who to call for various issues. Developing a similar guide for your community can help you, as a new director, learn about these key individuals while also creating a helpful tool for your businesses and property owners.



In contrast to existing businesses, new businesses are likely to be overwhelmed by the whole start-up process. No matter how good they are at selling shoes or baking bread, they are unlikely to be equally well versed in Americans with Disabilities Act (ADA) requirements, window transparency minimums and other common permitting requirements. There can be

many hidden requirements or fees facing a new business, and these cost and time overruns can negatively impact the ability to be successful in their first year. A study of Wisconsin downtowns found that average permitting costs for basic improvements to a retail storefront can range from \$450 to \$2,500 depending on the community, and the review process (depending on how many committees and how frequently they meet) can take anywhere from 1 month to 4 months. Understanding the process and being able to educate and/or shepherd new businesses through this maze is an invaluable resource for new businesses. There is a startup planning template available in the resources folder, and/or tools such as the following graphic illustrates the multiple steps in the permitting and licensing process that a new business needs to go through prior to opening. As with the owner's manual, the process of creating this type of guide can be very informational for a new director (or the Economic Vitality Committee).



Board Best Practices

While hiring the right executive director is critical to an organization's success, the function of its board is the largest factor in the ability to recruit and retain quality staff. As illustrated in the graphic at right, the board has four key roles in the organization – providing leadership, setting strategy, and establishing the brand and culture of the organization.

Done right, the organization is visionary and inspirational, attracting staff and stakeholders that are mission-driven and motivated. Done poorly, and a culture of overwork and underpay, poor strategy or leadership results in perceived ineffectiveness, frequent and inefficient leadership transitions.

The good news is that by putting effective policies in place, the board can create a support structure to establish organization consistency regardless of the individuals occupying board seats. Some recommended best practices for nonprofit management are included in this section. Often, it will fall to the board chair to initiate the conversation to incorporate these elements in the organization bylaws and procedures.



Job Descriptions

Often, board members do not know what is expected of them. Organizations should create job descriptions for both executive and general board positions. These job descriptions should establish expectations around meeting attendance, preparation, and expectations for participation in organization events or programs. Some districts include a specific expectation of time spent outside meetings, others have a minimum event volunteer commitment or an expectation of chairing at least one committee or raising a certain amount of outside funding for the organization. Consider what your organization needs to survive and thrive and build this into the job description. Board members should review their job description and sign a commitment letter each year agreeing to the terms. Sample job descriptions are available in the resources folder if needed.

Policies and Procedures

In addition to bylaws that prescribe how the organization will function and operate legally and fiscally, having policies and procedures to standardize decision-making and day to day operations will ensure a sustainable and effective organization that delivers on its promises and is a good partner and provides a return on time and money invested by stakeholders. The following key challenges can be addressed with effective policymaking at the board level. Sample policy language is available if your organization does not have these policies in place.

- Financial Policies: Financial policies protect board members and staff from real or perceived mismanagement of funds. These standards protect against and help alert organizations to erroneous or inappropriate transactions. These policies should require dual signatures on all checks, set thresholds for day-to-day transaction allowances, timely deposits of monies received, set minimums for document retention, and specify funding codes and accounts that will be used to prepare monthly financial reports. Organizations are also encouraged to include a shop local policy within their district/community within the parameters of a competitive advantage – i.e. 10% over competitor pricing.
- Code of Conduct: Board members should participate from the perspective of representing community interests, speak for themselves and not an entire group, and balance the need to support one's position while understanding other perspectives. Lobbying outside of board meetings or discussing board matters with other groups is not appropriate. Similarly, speaking on behalf of the board is not allowed unless an official policy position has been taken. Once the board takes a position, members should not disclose or discuss differences of opinion with outside individuals but instead support board decisions publicly.
- Conflict Resolution: Conflict resolution policies identify a series of steps that should be taken to resolve a conflict, including the roles of the individuals that should be involved in mediation where needed and the importance of confidentiality in board matters.
- Conflict of Interest: policies that require board members to disclose any personal, family or business interest that may, in the eyes of another person, influence their judgement and to exempt themselves from participating in discussion or voting on matters related to these areas. Exemptions should be recorded in meeting minutes.

Succession Planning

Succession planning is important for both staff and boards. Most boards have term limits in their bylaws, and many ignore them. Term limits are critical for organization continuity and growth. Board members should aspire to cultivate new leaders to take their place, allowing them to support the organization in other ways. Not adhering to term limits typically has one of two results; either new board members do not wish to join as they perceive it to be a 'life sentence', or board activities start to decline due to inertia as existing board members either experience a decrease in energy or become focused only on pet projects at the expense of other opportunities.

Boards should actively recruit and cultivate future members. This starts with an effective marketing platform, robust volunteer engagement program and efficient committee structure, all of which expand the sphere of influence of the organization and expand the pool of potential board members. If this has not been done, board members will need to make personal outreach to individuals with needed skills sets to recruit them to board service. Becoming a board member should never be an accident, or an exercise in who is willing and has time. You may also want to consider succession within board leadership. Many communities have elected to have a Vice President-President-Past President transition of leadership which provides a certain level of continuity within the board over a multi-year period, better allowing the organization to sustain a consistent vision and accomplish longer-term goals.

Although some organizations retain staff for a decade or more, the average Main Street director tenure is between three and eight years. Once you've successfully hired a great director, it can be tempting to step back and leave operations in their capable hands. However, letting one person be the holder of all institutional knowledge is a risk for the organization. If your director should become incapacitated or leave suddenly, would the board be able to step in and pick up the pieces? Are there established workflows/project tracking systems in place? Are passwords and critical account information stored in a designated location? It is important for the board to maintain contact with/awareness of the day-to-day workload for staff and office procedures. It doesn't matter what system your organization uses to track things (google cloud systems, Maestro or other CRM software, excel files) as long as they get used. In addition to ensuring that the organization isn't overly reliant on one person, having competent backup options encourages staff to take true vacations (the kind where you don't check email). Staff that feel as if they can't truly unplug for fear of a work crisis are at significantly higher risk for burnout.

Why Directors Leave

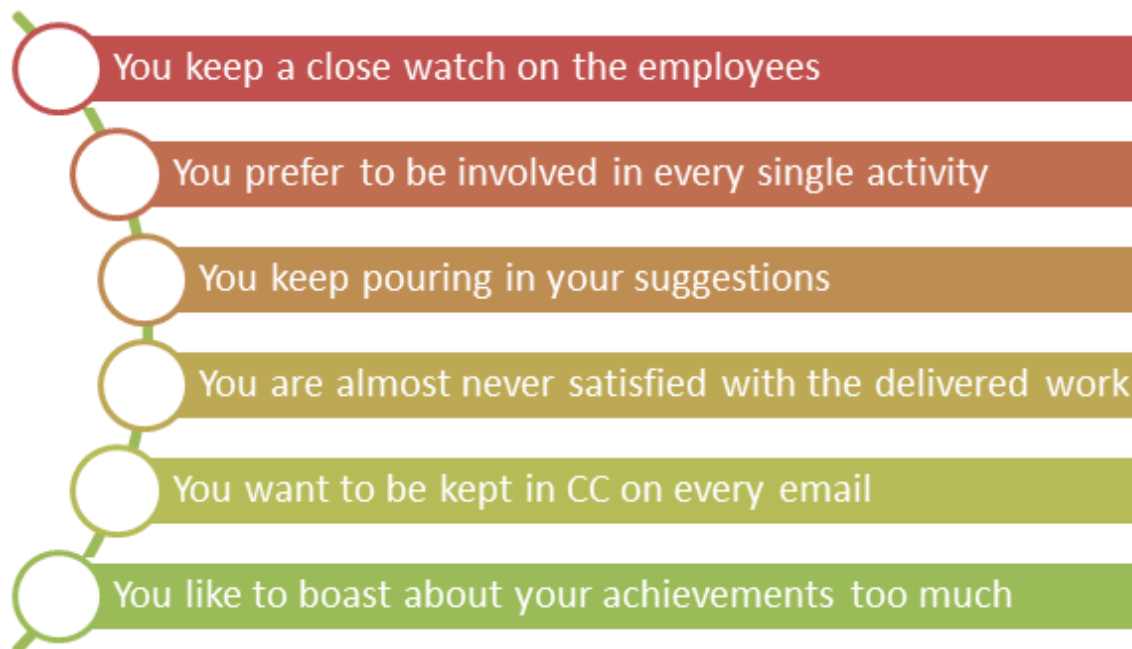
Over the 35 years of Wisconsin Main Street, we have learned quite a bit about why directors stay and leave. The three key criteria which will factor critically into staff tenure are outlined here.

Pay and benefits: First and foremost, directors that are well paid and appreciated stay. Directors earning at or above the state average last an average of 1.5 years longer than lesser-paid peers. However, a robust benefit package and flexible work schedule can help offset lesser pay for some audiences (young parents, individuals with side hustles, retirees). Being able to offer benefits is challenging for many organizations, although some have been able to negotiate with the local municipality for organization staff to be included within municipal benefit packages, while others have developed unique and flexible benefit allowances or stipends that meet the specific needs of their staff.

Support systems: Beyond pay and benefits, the most important factor influencing director retention is a support system. This obviously includes board support for policies, especially in the event of any conflict. Having a board that speaks with one voice and backs up the decisions of the director in the face of conflict or challenge is essential.

On a day to day basis, support is also essential. This support takes two primary forms. First is a regular mechanism for check-ins between the board president and director to allow for the discussion of areas of concern, offer support and discuss general operation, advocacy or HR concerns. The second critical area of success is the ability to have multiple staff. Organizations that have more than one staff member retain directors for twice as long as those with a single paid staff. A second staff provides backup allowing the director to feel more confident taking time off, which is essential for avoiding burnout. It also provides someone to bounce ideas off of, share stories with and provides a general support system on a regular basis. Additionally, having additional staff makes it easier to unplug by providing competent backup, as mentioned in the previous section.

Micro-management vs. stretch goals: The last key driver that influences director job satisfaction is the ability to strike a balance between providing adequate staff support and micro-management of day-to-day operations. The best directors will need to be self-motivated, driven and results oriented. The job requires significant flexibility, juggling multiple tasks and dealing with a wide variety of personalities and tasks. Given these working conditions, it is not feasible or effective for the board, or even just the president, to oversee most staff activities. The board sets policy, priorities and expectations, and the staff should be empowered to carry them out while adhering to organization values and culture, and obviously keeping the board apprised of progress/challenges through monthly reports and regular check-ins with the board president. Occasionally, board members dislike the high profile that a staff member has in the community and would prefer that they (or another board member) be the 'face of the organization'. This sets up a power struggle about task management and accountability, creates an unnecessary permission structure for carrying out operations or results in other policies that preclude the director from responding promptly to stakeholder needs. If left unchecked, this situation will ultimately prevent the organization from achieving its vision and risks its reputation in the community. This situation almost always results in the departure of the director and often the loss of board members who find themselves frustrated with the lack of progress and tired of



constant conflict. The set of statements in the graphic reflect some characteristics associated with micro-management. If these apply to you, or another board member, it's time for a board discussion to rethink management practices.

On the other hand, directors that have been in place for several years may reach a point of complacency where they have mastered the day-to-day tasks and established effective relationships to undertake comparable projects. Outwardly, this is great – the organization is effective, the board has very little to do and everyone is happy. However, after a period of time most directors (especially the ambitious and passionate type that are so productive) will get antsy with the status quo. Small tweaks, upgrades or new initiatives similar to the old ones aren't likely to get them excited. To retain these directors, the board should encourage staff (once they are comfortable in their position) to identify and undertake stretch projects. These are projects that are within the organization's mission, but will help the director learn new skills, build new relationships and grow in new ways. Stretch goals are different than training – while they may require training, they also require actual implementation of that training. Stretch goals can be almost anything, but examples from other communities include; grant-writing/management, entrepreneurship development (in the form of a co-working space), diversity & inclusion (formation of a youth board), real estate development (a small demonstration project), placemaking (creation of a pocket park). Whatever it is, as long as it reignites the passion of your director and furthers your mission, it fits the bill.



Updated 5/2021