

**WESTERN ERIE CANAL
MAIN STREET PROGRAM**

**Application Guidelines
2008 Selection Rounds**

**IMPORTANT DATE for 2008 SELECTION ROUND:
Original Application and 1 Digital (Word/PDF) Copy Due by:
4:00 PM on Friday, July 25, 2008**



**Jayme Breschard, Senior Planner &
Program Coordinator**
Western Erie Canal Main Street Program
A program of the Western Erie Canal Alliance, in partnership with

**Genesee/Finger Lakes Regional Planning Council (G/FLRPC)
50 West Main Street, Suite 8107
Rochester, New York 14614**

<http://www.gflrpc.org/WECMainStreetProgram.htm>

fax: 585-454-0191

telephone: 585-454-0190 x18

jbreschard@gflrpc.org

PREFACE

This manual contains information for communities submitting applications to enter the Western Erie Canal (WEC) Main Street Program in 2008. Before filling out the application, please read these guidelines and review the application carefully.

You should find the application process valuable, even if you are not selected this year. The questions you and others will seek to answer and the goals you articulate may help to provide direction to your downtown revitalization efforts – and make your community a better candidate for the WEC Main Street Program in coming years.

Further information concerning the WEC Main Street Program may be obtained from:

Jayne Breschard, Senior Planner & Main Street Program Coordinator
Genesee/Finger Lakes Regional Planning Council (G/FLRPC)
50 West Main Street, Suite 8107
Rochester, New York 14614
tel: 585-454-0190 x18
jbreschard@gflrpc.org
<http://www.gflrpc.org/WECMainStreetProgram.htm>

Requirements

Original plus one digital copy (PDF) of the application are to be provided. All photos become the property of Western Erie Canal Main Street Program.

MAIN STREET PROGRAM OVERVIEW

I. INTRODUCTION

The ***Western Erie Canal Main Street Program (WECMSP)*** is a comprehensive revitalization program that promotes the historic and economic redevelopment of traditional business districts in the Western Erie Canal region. The WECMSP is an implementation strategy as per the Western Erie Canal Heritage Corridor Management Plan, adopted by the New York State Office of Parks, Recreation, and Historic Preservation in August 2005. The WECMSP serves the Western Erie Canal Heritage Corridor which is comprised of Erie, Niagara, Orleans, Monroe and Wayne Counties. Beginning in 2008 and continuing into 2009, the WECMSP will focus its initial efforts on establishing local Main Street Programs in the counties of Niagara, Wayne and Orleans. The WECMSP will provide to the three Main Street communities more than \$70,000 worth of high quality technical assistance and training, which includes consultation in the local programs' initial start-up years, organizational development, fundraising, marketing, business recruitment, adaptive reuse of older buildings and other specialized training.

Over 1,800 communities in over 40 states have initiated this program nationwide. To date, the state of New York does not have a statewide Main Street program, and the Western Erie Canal program will be the first of its kind in the country, encompassing five counties. There are several New York communities that follow the Main Street Approach; however, there is no coordinating program that provides technical assistance and training.

II. THE MAIN STREET APPROACH TO DOWNTOWN REVITALIZATION

While commercial district revitalization can be addressed in many ways, the underlying premise of the Main Street approach is summed up in the program goals – to encourage economic development, within the context of historic preservation. This approach advocates a return to community self-reliance, empowerment, and the rebuilding of commercial districts based on traditional assets, unique architecture, personal service, local ownership, and a sense of community.

The Main Street approach is incremental and will not produce wholesale, immediate change. Expensive improvements, such as pedestrian malls constructed with once plentiful public funds, often fail to address the underlying causes of commercial district decline and do not always produce the desired economic results. If a long-term revitalization effort is to succeed, it will require careful attention to every aspect of downtown – a process that takes time and requires leadership and local capacity building. The Main Street Program should be seen as one of many tools that a community utilizes to generate economic and entrepreneurial growth. Also, while they may be an important component of an overall plan for downtown revitalization, communities should not confuse substantial public improvement projects for the Main Street Program.

A local Main Street Program is *not* designed to tackle the bigger issues of an entire community. The focus is limited to revitalization of the central business district. This certainly takes into account that a healthy, economically viable, and attractive downtown is important to the whole community's overall health and vitality.

Both the public and private sectors of the community must be involved and committed for a local Main Street Program to succeed. Each sector has an important role to play and each must understand the other's needs, strengths, and limitations so that an effective partnership can be created.

III. MAIN STREET'S FOUR POINT, EIGHT-PRINCIPLE APPROACH

The Main Street methodology addresses the following four areas of concern and combines activities in these areas to develop a community's individual strategy for redeveloping downtown. They are organization, promotion, design, and economic restructuring.

A. Organization

The Main Street approach to downtown revitalization requires the effort of the entire community. The merchants, property owners, local government officials, residents, and civic leaders must agree to support common goals for revitalization and join together in a partnership for funding and supporting the local Main Street Program for the long term. The downtown development organization and the local Main Street Executive Director or Program Manager are key players. A local Executive Director or Program Manager is necessary to act as an advocate for the downtown and to coordinate the various efforts of individuals and groups to ensure that all are working together to develop the downtown. Volunteer involvement from throughout the community is essential for the program to succeed.

B. Promotion

The promotion of the downtown as a single, unified commercial area – in the same way that a major shopping mall is promoted – will help attract customers and strengthen Main Street's role as a viable business center. The downtown organization can coordinate an aggressive promotion and marketing campaign that includes a program of special events and business promotions. If it is to thrive, the downtown must improve both its self-image and the image it projects to potential customers and investors.

C. Design

Good design is essential to all aspects of downtown revitalization. The Main Street design philosophy is not a "purist" preservation approach, but one that seeks to utilize and enhance those elements of quality design that remain in each building. Good design must be extended to include promotional literature, store windows, merchandise displays, public improvements, and street amenities.

D. Economic Restructuring

Economic Restructuring seeks to change the ways in which downtown "works" by restoring many of the elements that Main Street has lost over the past few decades. While many small downtowns may not regain their dominance as primary retail centers, careful economic and market analysis usually confirms that they can maintain economic strength by diversifying the present mix of

retail uses and by attracting new retail and non-retail functions, including office, recreation, services, and residential uses. Business retention and recruitment, development of effective merchandising techniques, encouraging entrepreneurial reuse of upper floors for downtown housing and office space, and better utilization of existing and potential recreational assets are all aspects of Economic Restructuring.

Successful Main Street Programs are usually structured as non-profit corporations guided by an active working board. Four standing committees that correspond to the four points develop projects and work plans for implementation. Local programs hire a paid director to help coordinate the efforts of volunteers and implement the program.

E. *Eight Principles*

Countless experiences in helping communities bring renewed life to downtown have shown time and again that the Main Street Four-Point Approach succeeds only when combined with the following eight foundation principles:

1. Comprehensive

A single project cannot revitalize a downtown or commercial neighborhood. An ongoing series of initiatives of the four points is vital to build community support and create lasting progress.

2. Incremental

Small projects make a big difference. They demonstrate that “things are happening” on Main Street and hone the skills and confidence the program will need to tackle more complex problems. Over time, small changes make a dramatic difference in the commercial district.

3. Self-help

The **WEC Main Street Program** can provide valuable direction and hands-on technical assistance, but only local leadership will bring long-term success by fostering and demonstrating grassroots community involvement and building local capacity, entrepreneurship and commitment to the revitalization effort.

4. Public/Private partnership

Every local Main Street Program needs the support and expertise of both the public and private sectors. Both local government and the private sector bear responsibility for funding and the local Main Street Program.

5. Identifying and capitalizing on existing assets

To avoid mistakes or create false expectations, one of the **WEC Main Street Program's** key goals is to empower communities to recognize and make the best use of their unique offerings. Local assets provide the solid foundation of a successful Main Street initiative.

6. Quality

From storefront design to promotional campaigns to graphics to special events, quality must be the goal. The local Main Street Program and the commercial district must be synonymous with quality.

7. Change

Changing community attitudes and habits is essential to bring about a commercial district renaissance. A carefully planned Main Street Program will help create paradigm shifts that change public perceptions and practices to support and sustain the revitalization process.

8. Action-oriented

Frequent, visible changes in the look and activities of the commercial district will reinforce the perception of positive change. Small, but dramatic improvements early in the process will remind merchants and the community that the revitalization effort is under way. This requires the hands-on involvement of program leaders, staff, and volunteers.

IV. SERVICES PROVIDED BY THE WEC MAIN STREET PROGRAM

The primary emphasis of the ***WEC Main Street Program*** is to provide technical assistance to competitively selected communities during their program's formative years. Selected cities and villages can expect to receive the following types of assistance.

- A. Reconnaissance Visits
- B. Assistance in Hiring a downtown Executive Director/Program Manager
- C. New Executive Director/Program Manager Orientation
- D. Developing Mission and Vision Statements
- E. Board Roles and Responsibilities Training
- F. Main Street 101 Training
- G. Development of a First Year Work Plan
- H. Resource Team Visit
- I. On-Site Assistance As Needed
- J. Year End Program Assessment
- K. Public Relations Assistance
- L. Telephone Consultation
- M. "Umbrella" Business Contacts
- N. Specific Technical Assistance Visits
- O. Access to the WEC Main Street Program's Resource Library and Four-Point Files

A. Reconnaissance Visits

Initial visits are scheduled immediately after a community has been selected for the WEC Main Street Program, to work with the Board of Directors in establishing a nonprofit organization, set up of their local Main Street office, and review of the organization's by-laws. We also review the requirements of the WEC Main Street Program and training schedule for the year.

B. Assistance in Hiring a downtown Manager/Executive Director

While it is totally a local decision as to who is hired to serve as the Executive Director or Program Manager of the local Main Street organization, the WEC Main Street program assists the community by:

- **Developing** a job description.
- **Advertising:** Providing information to free job listing services, such as the National Trust's Main Street.
- **Interviews:** Monitoring/participating in interviews.
- **Process:** Repeating these processes in the future, should a community change Executive Directors or Program Managers.

C. New Executive Director/Program Manager Orientation

This session is conducted by WECMSP with participation of the National Trust Main Street Center. The Executive Directors/Program Managers learn about the Main Street Approach, working with boards and volunteers, WEC Main Street operations, how to report monthly economic gains, how to use the Resource Library and to review the requirements of the program.

D. Developing Mission and Vision Statements

A basic premise for any organization is to understand and state a clear mission, or purpose for the organization. A vision statement is developed to build community consensus as to how downtown should be improved. WEC Main Street Program assists with mission statement development and facilitates a four-hour vision statement development session.

E. Board Roles and Responsibilities Training

The WEC Main Street Program staff will work with each downtown organization's board to clearly review the role of the non-profit Board and the role of staff and committees.

F. Main Street 101 Training Session

WECMSP with participation from the National Trust Main Street Center staff and specialists in the areas of Organization, Design, Promotion, and Economic Restructuring, will provide training for downtown boards and local Main Street staff. The 14-hour training session will emphasize the mechanics of downtown revitalization and the Main Street Four-Point Approach™. Dates of this session will be established at the time communities are selected for the program. Sessions will be in three and one-half (3½) hour segments.

G. *Development of a First Year Work Plan for downtown*

WEC Main Street Program with the National Trust Main Street Center will facilitate a community session to articulate a common vision for the downtown area and translate the vision into specific goals and objectives for the Main Street Program, identify projects, tasks, budgets and timelines for each of the four Main Street Committees.

H. *Resource Team Visits*

An interdisciplinary team with Main Street professionals will be assembled to address the needs of a community. Resource teams will spend two and a half days in each selected community meeting with community leaders, observing, and analyzing local conditions. An assessment will be made of the capacities and opportunities that will provide the basis for the local downtown organization's ongoing work plans. This is considered the most intensive technical assistance visit provided by the Center. A written report is provided approximately eight weeks after the visit.

I. *On-Site Assistance As Needed*

WEC Main Street staff provides on-site assistance for local boards and Main Street staff, when necessary, to deal with local issues and problems. This can involve special strategy sessions, goal setting, committee training, negotiating with private developers, etc.

J. *Program Assessment*

At the end of their first year in the program, the WEC Main Street Program will conduct a one-day Program Assessment with WEC Main Street staff or independent consultants. The team reviews the work plan and meets with the Board and Committees to celebrate successes of the program and give recommendations for future programmatic work and other organizational recommendations.

K. *Public Relations*

WEC Main Street staff will work with local programs to help generate community interest. Information about each community's program and progress will be included in WEC Main Street's media releases and marketing materials that are developed.

L. *Telephone Consultation*

WEC Main Street staff is available to the local Executive Director/Program Manager, as well as board members, for telephone consultation and advice on any downtown issue.

M. *"Umbrella" Business Contacts*

Occasionally, the WEC Main Street Program may learn of prospective businesses and will forward them information about communities in which they might be interested.

N. Specific Technical Assistance Visits

Technical assistance provided beginning in year two of the organization’s program will vary depending on the community’s needs and funding support of WECMSP.

O. Access to the WEC Main Street Program Resource Library and Four-Point files

WEC Main Street has a downtown revitalization library and Four-Point file with sample projects and ideas.

Required Budgets

	<u>Small Communities</u> Under 5,000 Population	<u>Medium Communities</u> 5,000 – 20,000 Population
<u>Required</u>	\$40,000	\$50,000
<u>Budget</u>		

In the revitalization process, it is essential to possess these minimum financial requirements to attract qualified staff and maintain a professional office environment. It should be noted that these budget requirements do not include costs associated with specific programmatic expenses, such as façade or sign grant projects. Consider the required budgets a baseline and understand WEC Main Street, strongly recommends a ten-to-twenty percent (10%-20%) higher amount as the goal for new community fundraising for each year after the initial budget year.

V. TIME REQUIREMENTS

Experience has shown that often, new applicants do not realize the amount of time that will be required of volunteers in order to implement the Main Street Program. It is essential that the board members realize what is expected of them. Below is a list of the projected time requirements by the **Western Erie Canal Main Street Program** of local program staff and Board of Directors. Many of these meetings are mandatory for the Executive Director or Program Manager and board members. Attendance is recommended at some meetings for other members of the downtown organization.

LOCAL REQUIREMENTS	
Reconnaissance Visits	2 hours
Hiring Executive Director/Program Manager	Selection Committee - 12 to 18 hours
Local Board and Committee work	5 plus hours per month.
Board/Staff Roles & Responsibilities	3 hours conducted with the local Board and

	Main Street Executive Director/Program Manager
New Manager Orientation	16 hours + travel time.
Vision and Mission Statement Development	4 hours each with community participants. (First year)
Work plan Session	4 hours for training, 12 additional committee hours to complete it (first year)
Main Street 101 Training	14 hours at 3.5 hours for each point with Program Manager/Executive Director and community participants. (First year)
Resource Team Visit	8 (2.5 days) Board and Committees meeting with Resource Team. (Second year)
Program Assessment	6 hours (Executive Director/Program Manager/Board/Committees meets with WECMSP staff.) (Annually)
Technical Assistance Visits	8 hours (as funding allows)
<i>A successful Main Street downtown revitalization program requires dedication and hours of hard work.</i>	

VI. ELIGIBILITY REQUIREMENTS

Any city, village, or downtown organization that meets the following requirements is eligible to apply for participation in the 2008 round of the **WEC Main Street Program**.

A. Population Eligibility

Cities and villages located along the Erie Canal in Niagara, Wayne or Orleans counties are eligible to apply for the **WEC Main Street Program**.

B. Attend Application Workshop

Communities that wish to submit an application for the **WEC Main Street Program** must send at least two representatives to the application workshop to learn more about the Main Street Program, services offered, and the application process.

VII. LOCAL COMMITMENT TO THE MAIN STREET PROGRAM

Communities selected to participate in the *WEC Main Street Program* must agree to:

A. Guarantee employment of an Executive Director or Program Manager

Experience has demonstrated the need for a local Executive Director or Program Manager for the downtown – someone who can market the downtown, plan and carry out promotional and development projects, administer the local downtown organization and help implement its objectives. In small-sized communities (populations of less than 5,000), national experience shows that an Executive Director or Program Manager can work part-time (a minimum of 25 hours per week), while larger communities need a full-time manager (minimum of 40 hours per week). Eligible communities must commit to hire a paid Executive Director or Program Manager according to these guidelines. It is also highly recommended that local program hire at least part-time support staff.

B. Guarantee that an adequate and sustainable operating budget will be funded on an ongoing basis and that this application must include the first three (3) years of committed pledges.

Besides funds to pay an Executive Director/Program Manager's salary, downtown revitalization organizations must provide an adequate operating budget to cover expenditures for travel, training, promotions, office rent, telephone service, computers, printing, postage, clerical assistance, and other miscellaneous expenses. The amount of the budget will vary from community-to-community depending on size, needs, and the area's cost-of-living. Municipalities that fund a portion of the Main Street Program should see this as an investment. After the initial three years, it is logical and necessary that the community would continue funding a successful program. The more successful a program is, the more reason for the municipality to increase the organization's responsibility and funding. Applicants must develop adequate growth-oriented budgets for a minimum of the program's first three years. **Communities must show they and their funders are aware that the Main Street program is an ongoing program – not a three year project.**

C. Guarantee that an adequate amount of clerical support staff will be available.

It is unfair to the organization and to the Executive Director or Program Manager if he/she is hired for their expertise in revitalization, but then is weighed down with the daily routine of typing letters, filing, answering phone calls, etc. Each community is encouraged to generate in-kind or paid clerical assistance from the local municipality, some private concern, or through a volunteer-type organization. This is considered very important for the long-term viability of a program and local staff longevity.

D. Have an existing revitalization organization or commit to organize one.

A lasting downtown revitalization effort will only succeed in communities having a well structured, ongoing, and active downtown development organization. Such groups assume responsibility for certain tasks such as downtown

promotions, facilitation of private sector building improvements and other cooperative projects. The downtown organization is responsible for establishing the overall direction of local revitalization efforts, program budget, and staffing. This organization should ultimately become a major resource for local government on all matters affecting the downtown. This entails building a certain amount of trust and understanding of each entity's interrelated role.

E. Commit to using the Four-Point Main Street Approach and Eight Principles.

Successful downtown organizations and their staff work systematically through a work plan stating goals and objectives based on the Four-Point, eight-principle Main Street approach to downtown revitalization – concentrating attention on issues related to Design, Organization, Promotion, and Economic Restructuring. While the approach is tailored to each community, all technical assistance is geared to this successful model.

F. Complete the Application Process.

G. Enter into a Letter of Agreement with the WEC Main Street Program.

WEC Main Street Program's ability to assist a community in the revitalization of its downtown is dependent upon the level of local commitment and involvement. For this reason, WECMSP asks the selected downtown organization to sign a Letter of Agreement with WEC Main Street that clearly specifies the responsibilities of the downtown organization and those of the **WEC Main Street Program**. The municipality is expected to pass a resolution that endorses the local application effort and Main Street Program.

VIII. THE SELECTION PROCESS

A formal written application must then be submitted to the **WEC Main Street Program** office. After the application deadline, the **WEC Main Street Program's** Selection Review Committee and staff will review all applications. The Selection Review Committee may ask for more information to clarify an application. The Committee may schedule oral presentations for all applicants in Rochester. It is the intent of the WEC Main Street Board of Directors to announce the selection of new communities by September 12, 2008.

An application will be considered complete if all questions are answered in the allotted space, all attachments requested in the application are included, and the original application plus eight (8) copies are submitted.

Materials become the property of the WEC Main Street Program and may be used for promotional purposes, including photographs. If photos are copyrighted or require attribution, this must be clearly stated.

The application will be provided on a CD in Microsoft Word 2000. Use no more space for each question than allowed on the printed application form. Do not use a font any smaller than 10 pt. **Applications will be rejected if not complete.**

IX. GENERAL SECTION CRITERIA

The following general criteria will be used to evaluate all **WEC Main Street** applications.

1. Fulfillment of eligibility requirements.
2. Strong commitment from the municipal government and various private sector organizations to support a local Main Street Program and a clear understanding that Main Street is an ongoing program, with funding needs beyond three years.
3. An adequate local budget and evidence of funding commitments to fund the local program. Pledge letters demonstrating at least three years worth of funding must be submitted with the application.
4. A commitment by the community to hire a paid Executive Director or Program Manager and hire or provide clerical assistance.
5. The existence of, or willingness to establish, a private independent corporation that is locally designated as the governing body and policy board for the local Main Street Program. Or, establish a formal affiliation with a similar organization that has a focus on the downtown.
6. The community's true need for commercial district revitalization/preservation.
7. The likelihood that demonstrable change will occur in the commercial district as a result of the community's participation in the **WEC Main Street Program**.
8. Past record of community and economic development efforts.
9. Community familiarity with the concepts and principles of the Main Street Approach.
10. The existence of local historic preservation activity and architecturally or historically significant commercial buildings in the target area, including buildings or districts on the State or National Register of Historic Places.
11. The community's readiness to begin a Main Street Program.
12. Broad-based community support.

X. APPLICATION OVERVIEW

Section I – Community Characteristics

25 points possible

To give a better picture of the community, this section covers questions about community demographics, competing commercial areas, and residential attributes. Asks for a brief description of the proposed Main Street Program target area.

Section II – Commercial District Characteristics

25 points possible

This section gives applicants the chance to describe the target area for revitalization efforts. It examines various characteristics of the district including predominant uses, assets, liabilities, and the condition of the built environment. This section also requests information about housing in the proposed Main Street district.

Section III – Historical Identity

75 points possible

This section relates to a community's historic preservation efforts. The applicant is requested to provide information regarding any privately or publicly supported historic preservation projects and is asked to note any properties listed on the State or National Register of Historic Places.

Section IV - Program Goals

125 points possible

It is important for applicants to articulate clear, well-defined goals and expectations for the Main Street Program.

Section V – Readiness to Participate, Willingness to Share

125 points possible

Designed to assess a community's ability to begin a Main Street Program, this section includes questions about efforts to educate the community about Main Street, proposed organizational structure of the local program, roles and responsibilities of the local board and program director, and the community's next steps in the revitalization efforts. Asks how the community will share information about its Main Street Program with other interested communities and organizations.

Section VI - Support and Funding

125 points possible

This section examines the level of local support, both philosophical and financial, for the local Main Street initiative. It also evaluates the local community's understanding of the Main Street Program, community involvement in the application process, and the quality of public and private partnerships developed for the revitalization effort. Additionally, budget information, information on fundraising efforts, and a certification of available funds are included here. Written documentation of program support and committed funding sources are required. Minimum budget requirements are as follows: \$40,000 annually for small communities (with a population under 5,000); \$50,000 annually for medium sized communities (with a population over 5,000).

XI. APPLICATION GUIDELINES

Applications must be submitted following the 2008 WEC Main Street application format. Alternative formats will not be accepted. Unless otherwise noted, answers must be limited to the space provided. *If you are using the application that is provided on disk, please follow the printed application outline for how much space to devote to each question. Do not use a font smaller than 11 points.*

A well-organized application facilitates review. Keep your application materials securely contained in a 3-ring binder. Binders are most secure and can be more easily organized. Attachments should be confined to an 8 ½" x 11" format. Items can be folded or reduced to fit this size but must be bound in the application. Attachments must be individually tabbed in the bound application.

Completing the Application

One of the most effective ways to complete the application and build awareness of the Main Street Program locally is to make multiple copies of the application and divide the application into sections that are then completed by members of the Main Street steering committee or organizing group. Collect the answers and transfer them to the original form, gathering the appropriate signatures where needed. Various other individuals or constituent groups can be involved with completing the application as well. City or village government will need to be a close partner in completing the application.

Applications and all attached materials, including JPGs or other electronic images, and photographs become the property of the **WEC Main Street Program**. If photographs are copyrighted or need attribution, this must be clearly stated.

Do not include materials in the application that have not been requested, such as oversized maps, meeting minutes, brochures, etc. **One copy of any downtown plan, survey, or study completed in the past three years should be included with the original application only.**

XII. HELPFUL HINTS

For assistance, please contact the WEC Main Street Program:

Jayne Breschard,

Main Street Program Coordinator

tel: 585-454-0190 x18

jbreschard@gflrpc.org

- Research the Main Street approach and downtown development.
- Conduct a public presentation, inviting the WEC Main Street Coordinator to present the Main Street Approach to others in your community.
- Research at least two Main Street communities of similar size. You may be asked about your research

- Complete the entire application, including all supplemental information and attachments. Answer every question.
- The Main Street Program target area should be the well-defined traditional commercial core of your community. Select the area that has the strongest concentration of commercial buildings. Avoid the temptations to include many peripheral areas with mixed uses, scattered buildings, and vacant land. Consult with the WEC Main Street staff regarding plans.
- Be generous with your budget. The director and volunteers will have to travel to some training sessions and meetings and should also have sufficient funds to travel to at least one out-of-town training annually.
- Footnote specific documents, reports, plans, etc., discussed in the narrative questions. One (1) copy of relevant reports, master plans, or studies should be included with the original application, not the ten (10) copies.
- Broad-based community participation is essential to a successful Main Street Program. Letters and resolutions of support from a wide range of organizations offer a strong indication of community commitment. We encourage you to think of the application process as a tool to seek community opinions and to build partnerships. Groups that you may wish to solicit for support are: businesses, residents, shoppers, schools, local organizations, government (municipal), individual merchants, chambers of commerce, tourism/convention and visitor bureaus, historical societies, financial institutions, arts associations, civic organizations, realtors, property owners, and other constituents. Letters of support should explain the writer's commitment to the Main Street Program such as: financial support, in-kind contributions, volunteer time or interest in the program. You may include up to 50 letters of support in the same application binder. Additional support letters will not be considered. Form letters are strongly discouraged.
- Understand that revitalization is a long-term process of improvement that must involve the entire community. Main Street is an incremental and continuous process for downtown revitalization. Dis-investment occurred over decades, not three years.
- The Main Street Program succeeds because of volunteer collaboration – and collaboration begins with the application process itself. The application is designed to be completed by volunteers. It represents an opportunity for you to learn more about your community and gain public input for the revitalization process.
- Proofread the application! Use the application checklist to assure a complete submission.
- Applications prepared by community volunteers, in conjunction with municipal staff, score more favorably than those prepared by outside consultants.
- Maps need not be GIS produced. Hand drawn maps are acceptable submissions.

XIII. SOURCES OF INFORMATION

US Census Information

Web: <http://www.census.gov/>

For Mapping Assistance and Other Data

Contact Orleans, Niagara, and Wayne County Planning/Economic Development Departments for assistance with mapping and Orleans, Niagara, and Wayne County Real Property Departments for other data.

(Maps provided in this application need not be GIS produced. Hand drawn maps are acceptable.)

Samuel M. Ferraro, Commissioner
Niagara County Planning, Development and Tourism
Vantage Centre, Suite One
6311 Inducon Corporate Drive
Sanborn, New York 14132
Telephone: (716) 278-8750
Fax: (716) 278-8769
Web: www.niagaracounty.com
Email: sam.ferraro@niagaracounty.com

William F. Budde, Jr., Director
Niagara County Real Property Tax Service
Brooks Co. Office Bldg.
59 Park Ave.
Lockport, New York 14094
Telephone: (716) 439-7077
Web: <http://www.niagaracounty.com/departments.asp?City=Real+Property+Tax>

Wayne Hale, Jr., Director
Orleans County Department of Planning and Development
County Administration Building
14016 Route 31 West
Albion, New York 14411-9382
Telephone: (585) 589-7004
Fax: (585) 589-8105
Email: whale@orleansNewYork.com
Web: <http://www.orleansNewYork.com>

Dawn M. Allen, Director
Orleans County Real Property Tax Services Department
3 South Main St.
Albion, New York 14411
Telephone: (585)589-5400
Fax: (585) 589-5505
Email: allend@orleansNew York.com
Web: <http://orleansNew York.com/RealProperty/realprop.htm>

Sharon T. Lilla, Director
Wayne County Planning Department
9 Pearl Street
Lyons, New York 14489
Telephone: (315) 946-5919
Fax: (315) 946-5657
Email: slilla@co.wayne.New York.us
Web: <http://www.co.wayne.New York.us/departments/planningdept/planningdept.htm>

Shirley A. Bement, IAO, Director
Wayne County Real Property Tax Service
County Building No. 4
16 William St.
Lyons, New York 14489
Telephone: (315) 946-5916
Fax: (315) 946-5930
Web: <http://www.co.wayne.New York.us/Departments/realproptax/realproptax.htm>

Mr. Peter A. Lombardi, Policy Analyst
University at Buffalo Regional Institute
Beck Hall
Buffalo, New York 14214-8010
Telephone: (716) 829-3777
Fax: (716) 829-3776
Email: pal3@buffalo.edu
Web: www.regional-institute.buffalo.edu

Genesee/Finger Lakes Regional Planning Council
50 West Main Street, Suite 8107
Rochester, New York 14614
Telephone: 585.454.0190
Fax: 585.454.0191
Email: gflrpc@gflrpc.org
Web: <http://www.gflrpc.org/>

NOTE: Your own community is an excellent source of information. Municipal property tax records can provide a wealth of useful information including age of structure, size, and use.

XIV. SPECIFIC APPLICATION INSTRUCTIONS

Cover Page

- 1 – 14 Answer as directed. Note that the Contact Person should be the person the WEC Main Street Program may contact for more information. Population totals must be those recorded by the U.S. Census for the most recent decade.

Local Assurances and Authorization (Page 3)

Representatives from the city/village and the applicant organization should complete and sign this form. The preparer of the application must sign as well.

Section I – Community Characteristics – Resources and Asset Identification

- 15 Briefly summarize your community's history of development and significant factors and events that have occurred downtown.
- 16 – 17 Questions 16 and 17 refers to the entire community, not just the downtown area. Get this information from the County Real Property Department or U.S. Census.
- 18 – 19 Answers may include municipal infrastructure items such as a water system or waste treatment plant. Be as specific as possible. It may also include your geographic location, natural features, building stock, history, cultural and human resources. Answers should address both public and private assets/liabilities.
- 20 – 21 Questions refer to the Main Street Program target area as you define it in this application. Are there public spaces? Adequate street lighting? Destination retail stores? Traffic or parking problems? Deteriorating properties? Retiring retailers? Sprawl?
- 22 – 23 The largest employers may be public or private entities. They may also be good sources for funding requests and letters of support.
- 24 List any statewide programs that your community has participated in within the last three years from the following list.

NYS DOS Coastal Management and Local Waterfront Revitalization
NYS DOS Shared Municipal Services Incentive Program
NYS Division of Housing & Community Renewal, Main Street Grant Program
NYS Division of Housing & Community Renewal, Neighborhood Preservation
NYS Division of Housing & Community Renewal, Restore
NYS Division of Housing & Community Renewal, Rural Preservation

NYS DEC Brownfield Opportunity Areas Program
NYS DEC Environmental Restoration Program
NYS DEC Nonpoint Source Implementation Program Support
NYS DOT Consolidated Local Street and Highway Improvement Program
NYS DOT TEA-21 Transportation Enhancements Program
NYS DOT Transportation and Community and System Preservation Pilot Program
NYS OPRHP Recreational Trails Program
NYS OPRHP Environmental Protection Fund
NYS OPRHP Land and Water Conservation Fund
NYS HUD Community Development Entitlement Grants
NYS HUD Community Development Block Grant Program
NYS HUD Community Development Small Cities
NYS HUD Enterprise Communities
NYS Ag and Markets, Agricultural Districts Program
NYS Ag and Markets, Agricultural Business Development
NYS Ag and Markets, Farmers Market Grant Program
NYSCA Architecture Planning and Design Program
NYSCA Grants for the Arts
Empire State Development, Enterprise Zones
Empire State Development, Tourism Matching Funds Program
Environmental Facilities Corporation, Small Business Assistance Program
Environmental Facilities Corporation, NYS Community Assistance Program

- 25 The area Chamber of Commerce may be a source for this information. Please explain the positive or negative impacts.
- 26 Provide information on how many other economic development entities there are in your community. Explain how they have been involved in downtown development or the preparation of this application.
- 27 County Real Property Departments or municipal government should have this information. Is your community affected by tourism, educational facilities, etc. Please explain the impact either positive or negative.
- 28 Trade area is defined as the population base that regularly uses your downtown for retail/service business. Your regional development corporation or regional planning commission should have this information. Trade area can also be determined by asking local grocery, hardware and drug stores where a majority of their customers come from (typically no more than a 12-15 mile radius).
- 29 Answer as directed, noting any competing shopping districts that affect your downtown.

- 30 List all financial institutions in your community. Financial Institutions are key stakeholders for Main Street Programs.

Section II – Downtown Characteristics

- 31 Attach a map of the proposed Main Street Program target area, labeled Attachment 2, place behind Tab 1. Remember that the Main Street Program concentrates on downtown commercial areas. Resist the urge to make your target area bigger than it should be. This area should be your primary commercial center.

- 32 Describe how the program area is cohesive.

- 33 – 39 Answer as directed.

In order to show demonstrable change during the revitalization process, Main Street Programs need to focus their efforts on a specific geographic area, defined as a “Main Street Program target area” or “commercial district”.

A Part-Two Application must be completed by successful applicant communities. This application will gather more specific details about the district that will be needed to measure the economic gains over the life of the local Main Street program. Communities may work on the Part Two Application at any time. If selected, the application must be submitted within 90 days of selection.

Section III – Historical Identity

- 40 – 45 Answer as directed.

We are interested in the efforts of your community to preserve structures and properties of historical interest, and how such efforts fit into your proposed Main Street Program.

Section IV – Program Goals – Need

- 46 – 47 Answer as directed. Ideally, responses will reflect community consensus rather than opinion of a few people.

- 48 – 53 Answer as directed. Goals described should reflect planning and zoning efforts by your municipality in regards to downtown housing, green space, and commercial development. Your Main Street Program should have consistent objectives with the municipality’s Master Plan or plans for the commercial district. Does it?

Section V – Readiness to Participate, Willingness to Share

- 54 Answer as directed. What are your strengths that will ensure a successful program for many years to come?
- 55 - 57 Explain the proposed structure of your local Main Street Program. Describe the new or existing organization that will house it. Include a description of the organization's current or proposed mission, tax status and organizational structure. Include an organizational chart that illustrates the Main Street governing body, staff, and committees, as "Organization Chart - Attachment #4", behind Tab #2. If the program will be incorporated in an existing organization, describe the relationship Main Street will have to that organization and its governing body. Provide copies of the incorporation papers, bylaws, and IRS tax letter, if available, as "Organization Document - Attachment #4 behind Tab #2. A sample organization chart is included in these guidelines.
- 58 Please note all individuals who worked on the application and note which sections they were responsible for. Note if any individuals were paid to work on the application. These people should plan on attending Oral Presentations if WEC Main Street schedules them, to answer questions by the Selection Review Committee.
- 59 Full-time directors are required for communities 5,000 or more in population. A part-time director (minimum 25 hours per week) is allowed in communities fewer than 5,000 in population. Provide a job description for your manager as "Job Description – Attachment #5" behind Tab #2.
- 60 We are interested in your efforts to involve others in your community in the Main Street application process. The demonstration of local support for the Main Street Program is important. Insert up to 50 letters of support or other evidence of support for your local program from citizens, businesses, property owners, industries, corporations, civic groups, clubs, churches, financial institutions, media, etc. Letters of Support should be included in the application, behind Tab #5. Additionally, resolutions of support should be included from government, economic development organizations, and business associations, including chambers of commerce. Sample resolutions of support are included at the end of these guidelines. All resolutions of support go behind Tab #3. An excellent way to build community support is to host a local presentation. This is a free service offered by the WEC Main Street Program. These should all fit within your application binder.

- 61 Describe plans for increasing public awareness of the local Main Street Program.
- 62 List the names and dates of people who have attended the application workshop and previous presentations or conferences on downtown revitalization.
- 63 There is a lot of interest in the Main Street Program. One of the best ways to learn about the program is to learn from others who are doing it. Communities selected for the WEC Main Street Program are required to share their expertise with other communities, both Main Street and non-Main Street communities.

SECTION VI – Support and Funding – Public/Private Sector Commitment

- 64 Answer as directed. Will they provide financial support and in-kind support? Have they committed to investing in downtown public improvements?
- 65 A resolution by the local government supporting the hiring of a Main Street Executive Director or Program Manager. Label as “Municipal Support behind Tab #3.
- 66 How will the private sector support a downtown revitalization program? Gather appropriate letters of support from the key stakeholders in the community and solicit their financial support.
- 67 - 68 Answer as directed. Question #67 asks about the previous activities in the downtown area. Question #68 asks about current and future plans.
- 69 - 70 Note that all pledged income must be documented in pledge commitment letters. This includes cash and in-kind donations from all sources. **Except for reasonable rent allowances, in-kind donations do not count towards the minimum budget required.** A compiled pledge sheet, done in Excel, should be followed by all pledge letters and be placed behind Tab #4. Selected applicant communities are required to have new, adequate computer resources.

Budgets While each community selected to participate in the **WEC Main Street Program** is expected to demonstrate financial commitment to the program for the initial three years of the program, the Main Street Program is an ongoing revitalization effort. Each community should be prepared to invest the appropriate amount to ensure the success of its own Main Street Program. Budgets are expected to increase each year as the program expands. Sample budgets are included at the end of this packet.

The applicant must include a series of estimated budgets for a minimum of the first three years of the operation of the local Main Street Program. Use the forms provided in the application packet. The local Main Street Program budget should include estimated income and expenditures for the first three years of the program. Expenses should not exceed projected income. Program budgets should include line items for the various income and expenditure line items included on the form. Both cash and in-kind contributions may be included as income. However, only cash and reasonable in-kind office space will be considered towards minimum budget requirements. Sources of funds that are pledged or in hand should be listed. Be prepared to document all income and funding sources if requested.

For donated (in-kind) goods and services (e.g. staff support, office supplies, etc.) provide a letter from the individual or duly authorized representative of the organization that is providing the donation. Include in the letter what is being donated, for how long it is being given, and current fair market value of the donation. Except for office space, in-kind contributions do not apply toward the required minimum budget.

71 Provide the percentages of financial support from the groups listed. Please explain in detail any “other” funding sources that you list.

Sample Letter and Resolutions

Samples of required resolutions and letters of support are included in the following pages. These samples are intended only as a guide. Adapt them to meet your own community's needs.

SAMPLE RESOLUTION (for a city or town)

A resolution authorizing participation in the Western Erie Canal Main Street Program and designating a municipal official to represent the city/village on the local non-profit Main Street governing board of directors.

WHEREAS, the WEC Main Street Program has been established to assist cities and villages in developing a public/private effort to revitalize traditional central business district areas, and

WHEREAS, the WEC Main Street Program will accept new cities or villages to participate in its ongoing program and receive intensive technical assistance from the WEC Main Street Program,

WHEREAS, the City/Village of _____ desires to participate in the WEC Main Street Program,

NOW THEREFORE LET IT BE RESOLVED BY THE CITY COUNCIL/VILLAGE BOARD: OF THE CITY/TOWN OF _____.

SECTION 1. That the City/Village of _____ endorses the submission of this application, and agrees to participate in the development and financial support of the local Main Street Program for the duration of its existence.

SECTION 2. Endorses the goal of economic development of the designated Main Street district within the context of the preservation and rehabilitation of its historic commercial buildings, recognizing that the Main Street Program is one of many economic and community development tools utilized by a locale and that it is location specific.

SECTION 3. That the City/Village of _____ endorses the hiring of a Main Street Executive Director or Program Manager.

SECTION 4. Recognizes that a commitment to commercial district revitalization is an ongoing process requiring long-term attention, community support and involvement, and a full public/ private partnership that is expected to last indefinitely.

ADOPTED THIS _____ day of _____, 2008.

Mayor/Chair or Municipal Administrative Officer

Attest

XV. SAMPLE RESOLUTION (for a chamber of commerce, downtown association, economic development corporation, or similar organization(s))

A resolution supporting participation in the WEC Main Street Program.

WHEREAS, the WEC Main Street Program has been established to assist cities and villages, in developing a public/private effort to revitalize traditional central business district commercial areas and,

WHEREAS, the WEC Main Street Program will accept new cities or villages to participate in its ongoing program and receive intensive technical assistance from the WEC Main Street Program,

WHEREAS, the City/Village of _____ desires to participate in the WEC Main Street Program,

NOW THEREFORE LET IT BE RESOLVED BY THE BOARD OF DIRECTORS OF

(name of organization)

SECTION 1. Fully endorses the submission of this application and agrees to participate in the development and financial support of the local Main Street Program that is expected to last indefinitely.

SECTION 2. Recognizes that a commitment to commercial district revitalization is an ongoing process requiring long-term attention, community support and involvement, and a full public/ private partnership.

SECTION 3. Endorses the goal of economic revitalization of the designated Main Street district within the context of the preservation and rehabilitation of its historic commercial building stock, recognizing that the Main Street Program is one of many economic and community development tools utilized by a locale and that it is location specific.

PASSED, APPROVED, AND ADOPTED THIS _____ day of _____, 2008.

President of Board

Executive Director or Program Manager

XVI. SAMPLE RESOLUTION (for the new or existing organization that will be responsible for the local Main Street Program)

A resolution authorizing participation in the WEC Main Street Program and designating a representative(s) of the _____ to assist in coordinating all program application activities.

WHEREAS, the WEC Main Street Program has been established to assist cities and villages, in developing a public/private effort to revitalize traditional central business district commercial areas and,

WHEREAS, the WEC Main Street Program will accept new cities or villages to participate in its ongoing program and receive intensive technical assistance from the New Hampshire Main Street,

WHEREAS, the City/Town of _____ desires to participate in the WEC Main Street Program,

NOW THEREFORE LET IT BE RESOLVED BY THE BOARD OF DIRECTORS OF

(new or existing organization)

SECTION 1. That the _____ applies for selection to participate
(new or existing organization)
in the 2008 WEC Main Street Program with the specific goal of economically revitalizing or enhancing, the designated Main Street district within the context of the preservation and rehabilitation of its historic commercial buildings, and agrees to participate in the development and financial support of the local Main Street Program that is expected to last indefinitely.

SECTION 2. That the _____ guarantees that a Main Street
(new or existing organization)
Executive Director or Program Manager will be employed for the life of the local Main Street Program.

SECTION 3. That the _____ recognizes that a commitment to
(new or existing organization)
commercial district revitalization is an ongoing process requiring continuous attention, community support and involvement, and a full public/private partnership.

PASSED, APPROVED, AND ADOPTED THIS ____ day of _____, 2008.

President of Board/Steering Committee

XVII. SAMPLE LETTER OF COMMITMENT to hire a Main Street Program Director

We hereby declare that upon selection to participate in the 2008 WEC Main Street Program, the _____ Main Street Program will conduct a search

(name of community)

to find and hire a _____ time* paid Executive Director or Program Manager to coordinate the volunteers and activities of our local Main Street Program.

We further commit to funding this position as long as we remain an active Main Street Program to support downtown revitalization.

(Signature of President of new or existing organization
that will be responsible for the local Main Street Program)

Date

*Indicate full or part-time, depending on the population of the community. Communities with less than 5,000 in population may hire a part-time (minimum 25 hours per week) paid Executive Director or Program Manager. Communities with population of 5,000 or more must hire a full-time (minimum of 40 hours per week) paid Executive Director or Program Manager.

XVIII. BUDGET SAMPLES (“SOURCES & USES”) are attached at the end of this document.

XIX. APPLICATION CHECKLIST

Does your original application form and the digital copy include?:

- ___ A letter from the new or existing organization, designated to serve as the governing policy body for the local Main Street Program, which indicates the intent to hire a paid Main Street Executive Director or Program Manager.
- ___ A copy of the resolution passed by the city/village council/board supporting the Main Street Program.
- ___ A copy of the resolution of support adopted by the chamber of commerce, economic development corporation, downtown association, or similar organization(s) in the community.
- ___ Letters of support from local businesses, organizations, institutions, industry, and private citizens to the application.
- ___ A copy of the proposed budget (sources/uses of income), for the first three years of the local Main Street Program operation.
- ___ Verification of funding for the local Main Street Program's first three years (or more). Please list in an Excel spreadsheet stating pledges, municipal support, etc.
- ___ Copies of the Articles of Incorporation, by-laws and non-profit tax determination letter (if available) of the new or existing organization designated to serve as the governing policy board for the local Main Street Program and staff.
- ___ A map which indicated the Trade Area of the community, folded to fit 8 ½ x 11 format. *All maps may be hand drawn.*
- ___ A city/village street map that outlines the proposed Main Street district, folded to fit 8 ½ x 11 format. *All maps may be hand drawn.*
- ___ A map that indicates current ground floor vacancies, folded to fit 8 ½ x 11 format. *All maps may be hand drawn.*
- ___ In addition to the original application send one digital copy (PDF).
- ___ Include up to 20 high resolution, representative photo images that depict the visual character of the proposed Main Street target area on CD ROM **preferably in Microsoft PowerPoint format**. This should include a description for each image. Quality of images is important. CD ROMs will become the property of the Western Erie Canal Main Street Program. If photos are copyrighted or need attribution, please state clearly.

- ___ One copy of any downtown plan, survey, or study completed in the past three years, should be attached to the original application only.

Each application should be organized in a binder, following these guidelines:

- ___ Completed application.

- ___ **Tab #1:**

- Attachment #1 – Map of the trade area
- Attachment #2 – Map of the Main Street Program target area
- Attachment #3 – Map showing Vacant Buildings ground floor space

- ___ **Tab #2:**

- Attachment #4 – Organization documents (bylaws, tax determination; if available)
- Attachment #5 – Executive Director or Program Manager job description

- ___ **Tab #3:**

- Attachment #6 – Resolution from city or village
- Resolution from Chamber of Commerce
- Resolution from other economic development organizations
- Resolutions from other partners

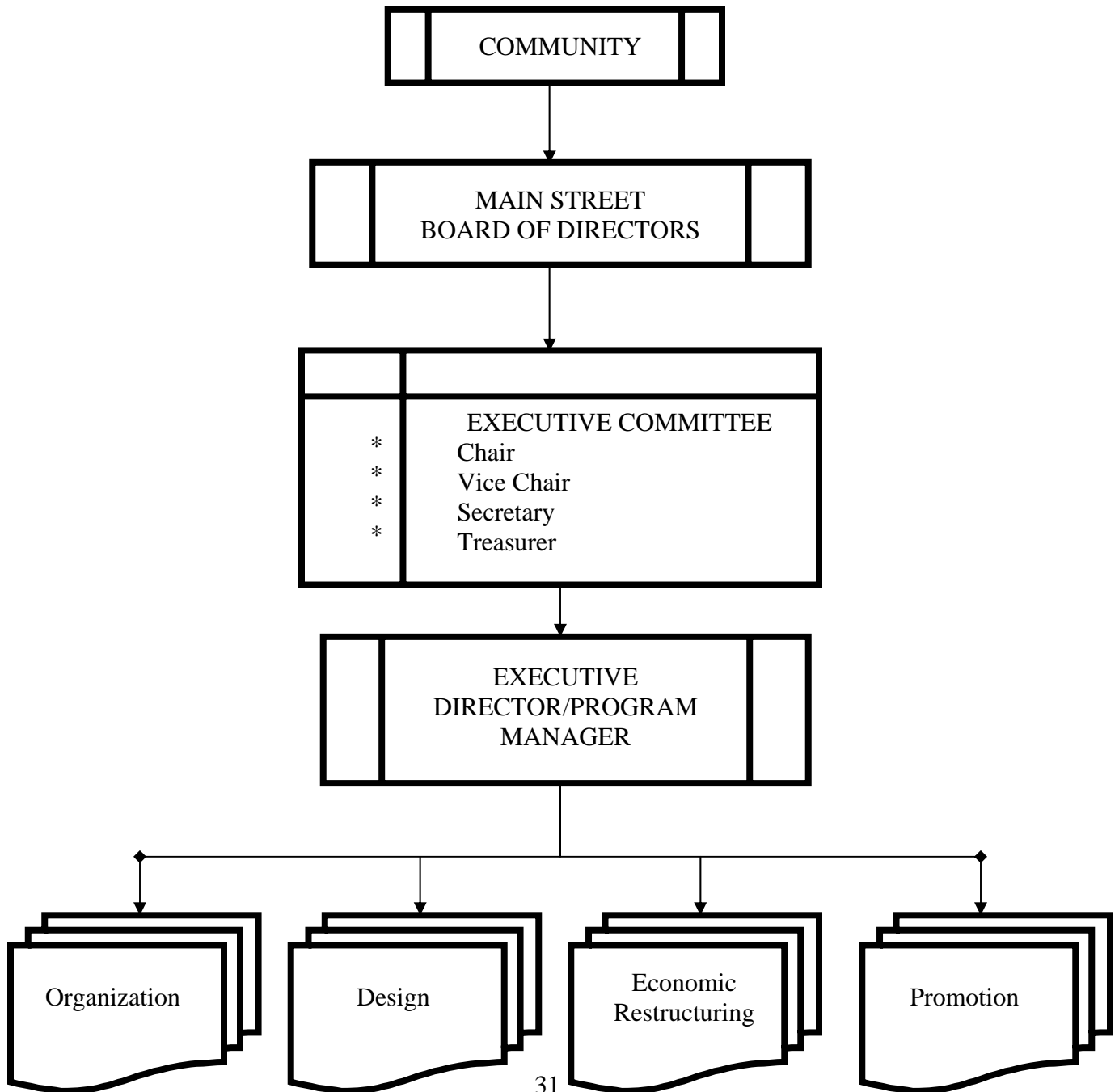
- ___ **Tab #4:**

- Attachment #7 Excel spreadsheet – master list of pledges
- Copies of all pledge letters

- ___ **Tab #5:**

- Letters of Support (up to 50)

SAMPLE ORGANIZATIONAL CHART



This is to be mailed to your local Main Street Program and not to the WEC Main Street Program.

PLEASE RETURN THIS FORM TO:

**Attention Treasurer
Your Town Main Street
P. O. Box 0000
Your Town, NY 00000**

(date)

WEC Main Street Program
Selection Review Committee
50 West Main Street, Suite 8107
Rochester, New York 14614

RE: Pledge Agreement

Dear Committee Members:

We enthusiastically endorse the application for the city/village of _____ to the WEC Main Street Program.

To this end, you will find our initial pledge to assist in the implementation of this effort for \$_____ payable in equal annual payments of \$_____ for the program's first three years. We understand that this is not a three-year project and that we will be asked for continued support of the program in future years.

We are pleased to make this contribution and to support the revitalization and promotion efforts of our downtown. We understand that the local Main Street Program will be an ongoing effort for years to come, focusing on the comprehensive Four-Point Approach; Organization, Design, Promotion, and Economic Restructuring, and that we will be asked to continue with our financial support beyond our original commitment. This pledge is contingent upon _____ being accepted into the Western Erie Canal Main Street Program.

Sincerely,

Signature

Please Print Name: _____

Business Name: _____

Address: _____

City/Village: _____ State _____ Zip Code _____

Phone Number: _____

Budget Samples:

MID-SIZED COMMUNITY (5,000 - 20,000)and up)						
THREE YEAR REVENUE SOURCES (PROJECTED & PLEDGED)						
* Minimum of \$40,000 cash required (May include reasonable in-kind rent donation)						
	Projected Income YEAR 1	Amount Pledged YEAR 1	Projected Income YEAR 2	Amount Pledged YEAR 2	Projected Income YEAR 3	Amount Pledged YEAR 3
SOURCE						
Local Government	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Cash	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
In-Kind						
Private Contributions	\$35,000	\$35,000	\$35,000	\$35,000	\$40,000	\$40,000
Cash	\$30,000	\$30,000	\$30,000	\$30,000	\$35,000	\$35,000
In-Kind	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Grants						
TOTAL IN-KIND	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
TOTAL CASH*	\$45,000	\$45,000	\$45,000	\$45,000	\$50,000	\$50,000
TOTAL INCOME	\$50,000	\$50,000	\$50,000	\$50,000	\$55,000	\$55,000
Mid-sized communities (5,000-20,000) must show at least \$50,000 in committed/pledged annual Cash/Rent support.						
Copies of Pledge Letters should be included in the application						
Total should equal In-Kind and Cash amounts.						
Total Income should equal Total Budget Expenditures below.						

MID-SIZED COMMUNITY (5,000 - 20,000 in Population)			
THREE YEAR BUDGET EXPENDITURES			
	1 st Year Amount	2 nd Year Amount	3 rd Year Amount
Manager's Salary	\$29,000	\$30,000	\$32,000
Manager Benefits	\$5,000	\$5,200	\$5,400
Additional Staff Salary	\$1,000	\$1,000	\$1,200
Additional Staff Benefits			
Travel	\$2,000	\$2,000	\$2,000
Professional Development	\$1,000	\$1,000	\$1,000
Rent*	\$2,500	\$2,500	\$2,500
Utilities	\$500	\$500	\$500
Telephone	\$750	\$750	\$750
Email/Web Page Service	\$500	\$500	\$500
Office Supplies*	\$750	\$500	\$500
Postage	\$500	\$500	\$500
Insurance/Bonding	\$500	\$500	\$500
Accounting/Legal Fees*	\$1,500	\$1,200	\$1,000
Equipment	\$1,450	\$500	\$200
Dues/Subscriptions	\$250	\$250	\$250
Printing/Photocopying*	\$900	\$1,000	\$900
Photographic Supplies	\$100	\$0	\$0
Organization Committee Activities	\$250	\$450	\$1,000
Promotional Committee Activities*	\$500	\$600	\$1,600
Economic Restructuring Projects		\$500	\$1,250
Design Committee Activities*		\$500	\$1,000
App for 501 (c)(3) Tax Status	\$500		
Contingency	\$550	\$50	\$450
Other (Specify)			
TOTAL BUDGET EXPENDITURES	\$50,000	\$50,000	\$55,000
TOTAL IN-KIND	\$5,000	\$5,000	\$5,000
TOTAL CASH	\$45,000	\$45,000	\$50,000
*Indicate possible items that might be supplied through in-kind donations (or portion thereof).			
Office Space donated by ABC Mercantile			
Computer hardware, fax machine, Internet Service donated by PC's for Me			
Printing donated by House of Copies			
Local professionals are providing probono Legal and CPA Services.			
*Dedicated office email and internet service must be acquired for use on office computer			

SMALL COMMUNITY (4,999 OR LESS)						
THREE YEAR REVENUE SOURCES (PROJECTED & PLEDGED)						
* Minimum of \$40,000 cash required (May include reasonable in-kind rent donation)						
	Projected Income YEAR 1	Amount Pledged YEAR 1	Projected Income YEAR 2	Amount Pledged YEAR 2	Projected Income YEAR 3	Amount Pledged YEAR 3
SOURCE						
Local Government	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Cash	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
In-Kind						
Private Contributions	\$25,000	\$25,000	\$25,000	\$25,000	\$30,000	\$30,000
Cash	\$20,000	\$20,000	\$20,000	\$20,000	\$35,000	\$35,000
In-Kind	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Grants Specify						
	\$	\$	\$	\$	\$	\$
TOTAL IN-KIND	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
TOTAL CASH*	\$35,000	\$35,000	\$35,000	\$35,000	\$40,000	\$40,000
TOTAL INCOME	\$40,000	\$40,000	\$40,000	\$40,000	\$45,000	\$45,000
Small (pop. 4,999 or less) communities must show at least \$40,000 in committed/pledged annual Cash/rent support						
Copies of Pledge Letters should be included in the application						
Total should equal In-Kind and Cash amounts.						
Total Income should equal Total Budget Expenditures below.						

SMALL COMMUNITY (4999 or less in Population)			
THREE YEAR BUDGET EXPENDITURES			
	1 st Year Amount	2 nd Year	3 rd Year Amount
Manager's Salary (part time)	\$18,000	\$18,000	\$21,000
Manager Benefits	\$2,000	\$2,200	\$2,400
Additional Staff Salary		\$1,000	\$1,000
Additional Staff Benefits			
Travel	\$1,000	\$2,000	\$2,500
Professional Development	\$1,000	\$1,000	\$1,500
Rent*	\$2,500	\$2,500	\$2,500
Utilities	\$500	\$600	\$650
Telephone	\$750	\$750	\$750
Email/Web Page Service	\$500	\$750	\$750
Office Supplies	\$1,500	\$500	\$500
Postage	\$1,500	\$1,000	\$500
Insurance/Bonding	\$1,500	\$1,500	\$1,500
Accounting/Legal Fees*	\$2,000	\$2,000	\$1,500
Equipment* (1)	\$1,400	\$500	\$200
Dues/Subscriptions	\$200	\$200	\$200
Printing/Photocopying*	\$1,250	\$1,500	\$1,000
Photographic Supplies	\$400	\$500	\$200
Organization Committee Activities	\$500	\$500	\$500
Promotional Committee Activities*	\$1,000	\$1,000	\$1,000
Economic Restructuring Projects	\$500	\$500	\$1,500
Design Committee Activities*	\$500	\$500	\$1,500
App. For 501 (c)(3) Tax Status	\$500	\$0	\$0
Contingency	\$1,000	\$1,000	\$1,850
Other (Specify)			
TOTAL	\$40,000	\$40,000	\$45,000
TOTAL IN-KIND	\$5,000	\$5,000	\$5,000
TOTAL CASH	\$35,000	\$35,000	\$40,000
*Indicate possible items that might be supplied through in-kind donations (or portion thereof)			
Office Space donated by ABC Mercantile			
Computer hardware, fax machine, Internet Service donated by PC's for Me			
Printing donated by House of Copies			
Local professionals are providing probono Legal and CPA Services.			
*Dedicated office email and internet service must be acquired for use on office computer			