



# **Local Main Street District**

# **Application and Guidelines**

# **Baltimore Main Streets Application Packet**

## **Table of Contents**

<b>INTRODUCTION</b>	<b>ERROR! BOOKMARK NOT DEFINED.</b>
<b>BALTIMORE MAIN STREETS</b>	<b>3</b>
<b>THE NATIONAL MAIN STREET CENTER™</b>	<b>ERROR! BOOKMARK NOT DEFINED.</b>
<b>THE MAIN STREET APPROACH</b>	<b>3</b>
<b>CHARACTERISTICS OF SUCCESSFUL MAIN STREET PROGRAMS</b>	<b>5</b>
<b>EXPECTATIONS</b>	<b>7</b>
<b>THE APPLICATION PROCESS</b>	<b>15</b>
<b>BALTIMORE MAIN STREETS: ELIGIBILITY REQUIREMENTS</b>	<b>15</b>
<b>SELECTION CRITERIA</b>	<b>17</b>
<b>APPLICATION REQUIREMENT</b>	<b>18</b>
<b>IF SELECTED, YOU CAN EXPECT TO...</b>	<b>19</b>
<b>SUGGESTIONS FOR COMPLETING THE APPLICATION</b>	<b>20</b>
<b>BALTIMORE MAIN STREETS APPLICATION FORMS</b>	<b>22</b>
<b>PROPOSED BUDGET TEMPLATE</b>	<b>28</b>

Mayor Brandon M. Scott, through the Mayor's Office of Small and Minority Business Advocacy & Development (SMBA&D), oversees the Baltimore Main Street Coordination Program (BMS). When funding is available and the application submission deadline is announced, the City will accept applications from qualified 501(c)3 community-based organizations to apply to become a local Main Street district.

## **Baltimore Main Streets**

In 2000, The Mayor's Office launched the Baltimore Main Streets program as a public-private initiative between the City of Baltimore and the National Trust for Historic Preservation's National Main Street Center. The Main Street Approach™ is a comprehensive strategy for the stabilization and revitalization of commercial districts. The Mayor's Office launched this program as an accompaniment to the City's neighborhood revitalization initiatives. Participating programs are: Belair-Edison, Federal Hill, Fells Point, Hamilton-Lauraville, Highlandtown, Pennsylvania Avenue, Pigtown, and Waverly Main Streets.

## **The Four-Point Main Street Approach**

The Main Street Four-Point Approach evolved around a design concern: how to preserve the historic commercial buildings found in the commercial district and neighborhood commercial districts? Preserving a community's character is still a large part of the Main Street Approach, but a commercial district must also grow and evolve through other elements. Managing that stabilization and growth to protect the district's original character are essential aspects of any Main Street program.

**Organization** refers both to the formal organization and the grassroots organizing that takes place as a Main Street program begins. Before starting work on any of the other points, a Main Street program must first get organized. This happens when a core group of people share common ideas about the business district and realize that they need help from others to accomplish their goals. The core group then seeks structure for the loose-knit group, articulates its common goals and the steps to achieve them, and disseminates the goals to the widest audience possible. Next, the group involves enough people to complete the necessary tasks.

The second aspect of organization is maintaining the formal organization through a legal and effective set of bylaws, articles of incorporation, partnerships with other organizations, fund raising, and hiring of staff.

Organizational activities establish consensus and cooperation by building partnerships among the various groups that have a stake in the commercial district. This will allow the Main Street revitalization program to provide effective, ongoing management and advocacy. Diverse groups from the public and private sectors (local bankers, merchants, business associations, property owners, community leaders, and others) must work together to create and maintain a successful program.

Organizational responsibilities within a Main Street program are either internal or external in nature. The internal responsibilities include managing the Main Street office and staff, preparing and approving annual budgets, keeping accounting and financial records, overseeing personnel evaluation, developing organizational policies and procedures, maintaining the board and committee structures. External organizational responsibilities include planning and conducting fund-raising activities, increasing the volunteer base, seeking public/private partnerships, developing broad-based community support through consistent communication, and implementing a public relations strategy.

**Design** takes advantage of the visual opportunities inherent in a commercial district by directing attention to all of its physical elements: public and private buildings, storefronts, signs, public spaces, landscaping, merchandising, displays, and promotional materials. Its aim is to stress the importance of design quality, clean green and safety in all of these areas, to educate people about design quality, and to expedite commercial improvements. Historic preservation is an important part of the design work plan, but far from the only component. The design committee must also concern itself with all projects that affect the district's appearance, including public improvements, new building construction, traffic and parking, sign systems, and ensuring a clean, green and safe environment.

**Promotion** takes many forms, but the goal is to create a positive image of the commercial district in order to rekindle community pride. Promotion seeks to improve retail sales events and festivals and to create a positive public image that attracts investors, developers, and new businesses. Main Street promotions generally concentrate on three types of activities: retail promotions, special events, and image development. Because retail promotions highlight businesses, they should make the cash register ring. Businesses may not be very competitive so it is important to promote the district's other qualities. Sidewalk sales and discount coupons come to mind as retail promotions, but promotions that showcase the variety and quality of goods and services available are more important.

**Economic Vitality** strengthens existing economic assets while diversifying the economic base. This is accomplished by retaining and expanding existing businesses to provide a balanced commercial mix, converting unused or underutilized space into productive property, sharpening the competitiveness and merchandising skills of business people, and attracting new businesses the market can support.

Economic restructuring is one of the four building blocks for a successful Main Street program. The economic restructuring committee's role in changing the economy will involve three types of objectives:

- Business retention — helping businesses find better ways to reach their customers; improving business skills; and assisting business startups.

- Business recruitment — defining the best businesses to serve existing customers; seeking new businesses to complement existing stores; and looking for new market niches.
- Property development — taking advantage of underutilized space and creating new uses, such as housing.

Achieving these objectives will require projects such as financial incentives, business recruitment campaigns, business visitations, and packaging deals. Primarily, though, the committee will be an information service, providing counseling, rumor control, partnerships, technical assistance, and help in building the confidence of consumers and investors. Simply put, economic restructuring is an organized effort to position the central business district to respond to a constantly changing market. The goal of the economic restructuring effort is to strengthen the economy to not only retain current activity, but also to support new commercial endeavors.

## **Characteristics of Successful Main Street Programs**

While the Main Street Four-Point Approach provides the format for successful revitalization, implementing it is based on eight principles that pertain to all areas of the revitalization effort.

**Comprehensive.** Commercial revitalization is a complex process and cannot be accomplished through a single project. For successful, long-term revitalization, a comprehensive approach must be used.

**Incremental.** Small projects and simple activities lead to a more sophisticated understanding of the revitalization process and help to develop skills so that more complex problems can be addressed and more ambitious projects undertaken.

**Self-Help.** Local leaders must have the desire and will to make the project successful. Baltimore Main Streets and the National Main Street Center can provide direction, ideas, and training; but continued and long-term success depends upon the involvement and commitment of the community.

**Public-Private Partnership.** Both the public and private sectors have a vital interest in the economic health and physical viability of the commercial district. Each sector has a role to play, and each must understand the other's strengths and limitations so that an effective partnership can be forged.

**Identifying and Capitalizing on Existing Assets.** Business districts must capitalize on the assets that make them unique. Every district has unique qualities, like distinctive buildings and scale, which give people a sense of place. These local assets must serve as the foundation for all aspects of the revitalization program.

**Quality.** Quality must be emphasized in every aspect of the revitalization program. This applies equally to each element of the program, from storefront design to promotional campaigns to educational programs.

**Change.** Changes in attitude and practice are necessary to improve current economic conditions. Public support for change will build as the program grows.

**Implementation Oriented.** Activity creates confidence in the program and ever-greater levels of participation. Frequent, visible changes are a reminder that the revitalization effort is under way. Small projects at the beginning of the program pave the way for larger activities as the revitalization effort matures.

## **Expectations**

### **What support can a BMS managing organization expect from the Baltimore Main Streets Coordinating program:**

To achieve the elements of successful Main Street programs, Baltimore Main Streets will provide the following assistance for each designated Main Street district:

- \$60,000 annual grant to support program administrative operations and personnel costs.
- Paid annual membership in the National Main Street program.
- Advocate for the inclusion of public improvement needs of District in City's Capital Improvement Program (CIP) (to be determined on an annual basis) and other applicable Federal, State, and Local funding sources.
- Technical assistance in organizational development strategic planning and market development from both the National Main Street Center and the City.
- Assist Participant with the development of a three to five-year Strategic Plan which includes annual priorities and the implementation of viable strategies for strengthening the Participant's commercial district.
- Provide resources and support to the Manager and volunteers on an ongoing basis including telephone and e-mail consultation.
- The Coordinator will make no fewer than six (6) on-site visits annually to Participant.
- Provide written quarterly notification to Participant regarding benchmark requirements.
- Conduct meetings and workshops to further develop and refine the skills of the Manager, volunteers, and board members. In addition, the City will provide technical resources and training from the NMSC, consultants, and third-party trainers, as needed. The Program will provide no less than two mandatory trainings annually.

- Identify opportunities for professional development that meet the standards of the Program and the NMSC.
- Facilitate on-going media coverage of the Program and Participant, which includes issuing no less than one press release annually for Participant's signature event.
- Conduct and fund at least one citywide promotional event and provide branding assistance for Participant.
- Maintain a website and social networking sites that features the Participant, program initiatives, and resources. If applicable, the website will have reciprocal linking to Participant.
- Façade Improvement Grant. The Coordinator agrees to work with the Participant to secure façade improvement funding, which includes the Baltimore Development Corporation Façade Improvement Grant (FIG) in accordance with FIG's policy.
- At all times and for all purposes hereunder, the Participant is an independent contractor and not an agency or instrumentality of the City. The funding agreement does not create a general partnership, joint venture, or other such entity between the City and the Participant.

### **What Baltimore Main Streets will expect from each *fully* designated Main Street program**

- The neighborhood Main Street program must commit to raising funds, at least \$25,000 by the end of the fiscal year (June 30<sup>th</sup>), towards administrative costs. Although these matching funds do not need to be secured in order to complete and submit this application, commercial district leaders and constituents must raise the first year's matching funds.
- Hire a full-time Main Street manager by launch of the program.



- The Main Street Manager is responsible for the daily implementation of the Main Streets Funding Agreement requirements. The Manager will fulfill duties as assigned between staff with appropriate expertise and/or one person assigned to fulfill tasks and requirements of this Agreement. The Manager may not participate in or be responsible for any residential projects, except insofar as the residential project is a part of a mixed-use project expected to directly benefit the commercial corridor.
- Program leaders must secure office space in the district--either donated or paid for with funds raised locally.
- Demonstrate progress in and implement all four areas of the Main Street Four Point Approach® (Organization, Promotion, Design, and Economic Vitality) as advocated by the National Main Street Center (“NMSC”), while also addressing the areas of Clean, Safe, and Green as a part of the program goals.
- Establish a strong volunteer committee system whose scope shall include the following committees: Design, Promotion, Economic Vitality, and Organization, which may include Fundraising if it is not its own committee. The Organization may be combined with a Board of Advisors. If a volunteer committee system does not exist at the start of this Agreement, then the Participant will create and carry out during the term of this Agreement an action plan with the Program assistance that will demonstrate progress towards recruiting and maintaining volunteers.
- Attendance by the Main Street manager at each training session sponsored by Baltimore Main Streets.
- Fully participate in the Small Business Saturday promotion, which is defined as, the identification and implementation by the Participant of at least one neighborhood event; the

active promotion of the neighborhood event and the broader citywide promotion; and, participation in the timely distribution and acquisition of all materials with the Program staff.

The neighborhood event must be scheduled and the details finalized and submitted to the Coordinator at least forty-five (45) days prior to the event date. In addition, the Manager must attend the Miracle on Main Street kickoff event, typically scheduled in November.

- Explicitly acknowledge the sponsorship of the Program on all public communications, which includes the Participant's website and social networking sites. Participant's letterhead should reflect the program as "a Baltimore Main Streets Initiative." Copies of all public communications and media coverage of the Participant must be provided to the Coordinator. Please see Exhibit H, attached hereto and incorporated herein, for instructions on how to use the Program's logo.
- Participate in performance reviews annually by their governing Board, or more frequently if required by their governing documents.
- Participant agrees not to commence work under this Agreement until it has obtained and provided documentation to the Coordinator of the insurance required under the funding Agreement. Failure to obtain insurance coverage as required or failure to furnish a "Certificate of Insurance" as required, will permit the City to terminate the Funding Agreement at the discretion of the Coordinator.
- Ensure attendance and full participation by the Manager, and participation from a majority of the Board members, at all community and citywide technical assistance visits; promote and encourage attendance at state, regional, and national training opportunities as identified by the Program.

- Maintain professional development requirements through attendance at the NMSC Conference at least every other year; pay for the Manager's travel costs, accommodations, and meal expenses associated with the National Conference. Expenses should be reimbursed based on the local program's reimbursement policy. If no policy exists, the local program agrees to reimburse the Manager based on the current City reimbursement policy set forth in the City's Administrative Manual.
- Maintain records of all actions, and accurate books of account for all funds received and disbursed, with full documentation to substantiate the transactions. Participant will retain records for a period of at least three (3) years after receipt of the final payment under this Agreement, or three (3) years after any financial audit pertaining to the Funding Agreement. If Participant should go out of existence, custody of the records will be transferred to the Coordinator.
- All costs shall be supported by properly executed payrolls, timesheets, invoices, contracts or vouchers, or other official documents evidencing in proper detail the nature and propriety of the costs. All checks, payroll, invoices, contracts, vouchers, orders or other accounting documents pertaining in whole or in part to the Funding Agreement shall be clearly identified and readily accessible.
- On a quarterly basis, the Participant must submit the following to the Coordinator for review:
  - Statement of Financial Position/Balance Sheet;
  - Statement of Activities/Income Statement;
  - Statement of Cash Flows (indirect reporting method preferred);
  - Proof of payment during the last quarter of the Manager's salary; and

- Proof of payment during the last quarter, where applicable, of State of Maryland and Federal payroll, unemployment, real property and personal property taxes.
- Develop a strategic plan with an annual written implementation strategy that covers the period of the annual Agreement and submit the initial draft of the plan to the Coordinator no later than February 28, 2024. The finalized strategic plan shall be submitted to the Coordinator no later than June 30, 2024. The strategic plan and implementation strategy must consist of the following sections: Organization, Design, Promotion, Economic Vitality, (the “Strategy Sections”), and a separate fundraising work plan to show how the local program plans to meet its fundraising requirement of at least \$25,000. The strategic plan must include program goals with specific tasks explaining how each goal will be accomplished and who is responsible for each task. After initial strategic plan is developed, the Participant will continue with a workplan revised every two to three years with benchmarks and outcomes according to each of the MS four points or within the Urban Main criteria. The workplan can be updated as the Strategy Sections within the four-point approach change direction and/or revise plans based on the need of the MS district.
- Maintain and submit data to the Coordinator so that the Coordinator can monitor the progress of the Participant, including the timely submission of quarterly reports using a format provided by the Program, and provide other information requested by the Coordinator on or before identified deadlines. Quarterly reports must be submitted to the Coordinator and completed fully no later than thirty (30) days after these dates: September 30; December 31; March 31; and June 30. This data is reported annually to the Coordinator, and to the public, if requested.

- Maintain up-to-date building and business inventories and vacancy information and submit them to the Coordinator quarterly. Submission of all reports must be in the format requested by the Coordinator.
- Maintain good standing as a nonprofit organization in the State of Maryland, by the annual filing of Form 990 with the Internal Revenue Service. The Participant will provide copies to the Coordinator of the Form 990 on an annual basis, promptly after they are filed. The Participant will register as a charity with the Maryland Secretary of State.
- On an annual basis, the Participant must submit the following to the Coordinator for review: Participant's Bylaws and signed Conflict of Interest Statements for the Participant's Board and staff, using the supplied form.
- Commercial district leaders must be willing to create a full-time program responsible solely for the commercial district revitalization. The organization should be organized around one of the following formats:
  - A new independent, not-for-profit Main Street organization.
  - An existing not-for-profit organization (merchants association, community development corporation, special assessment district organization) that will be modified to become a Main Street organization with full representation from merchants, residents, property owners and institutions.
  - An existing organization that will add a Main Street program to its current mission. The original mission should be community development and the committee structure should be expanded to include four Main Street volunteer committees dedicated to the commercial

district and include its Board to have at least 20% of the Board represent the Main Street Initiative.

## The Application Process

The City of Baltimore will post via the Mayor's Office of Small and Minority Business Advocacy & Development website to advise when funding exists and we are accepting applications from qualified community based 501 (c)3 organizations to become a Main Street District. The awardee will be selected competitively for participation.

### Who May Apply

Applications submitted on behalf of the Main Street District must meet the following eligibility requirements listed below:

- Official representative of a 501(c)3 neighborhood-based small business or community economic development organization located and actively working within a one-mile radius of the proposed Main Street District.
- The Application must represent a collective effort by a broad range of neighborhood constituencies i.e., small business owner, neighborhood organizations, residents, service organizations, and, community based local anchor institutions.
- Baltimore Main Streets will retain any applications that are submitted outside of the funding application window.

## Baltimore Main Streets: Eligibility Requirements

In order for this application to be reviewed and considered for participation as a potential Managing organization it must meet the following eligibility requirements to:

1. **Demonstrate a board section of community stakeholder location:** The district and most of its primary trade area must be within Baltimore's city limits. Additionally, the application must reflect the support of community stakeholders for the applicant.
2. **Exhibit a proven background in community economic development, organizational management, small business development, and community organizing.** The district should include a significant number of historic commercial buildings. The organization must demonstrate a commitment to implementing the National Main Street Four Point Approach. Applicants should detail their prior work in the community and any additional information that displays their track record of commitment to the community.

## The Selection Process

The selection process involves several stages:

- 1.) **Application Submission:** Interested qualified organizations must submit completed applications by the stated deadline on the SMBA&D Baltimore Main Streets website.
- 2.) **Review of Applicants:** Baltimore Main Streets in partnership and consultation with key stakeholders, such as: Department of Planning, the Department of Housing and Community Development, and representatives of the National Main Street Center, to

select the neighborhood(s) to join the BMS program. This is a discretionary program that takes into consideration the totality of the City's planning and economic efforts. The selected neighborhood will be in conformity with the City's equitable economic development plans.

- 3.) **Announcement of Winners:** Selected neighborhoods will be announced publicly by SMBA&D.

## **Projected Timetable**

Main Street Application due date, as detailed in our meetings and/or as posted on the Mayor's Office of Small and Minority Business Advocacy & Development's website: [smba-d.baltimorecity.gov](http://smba-d.baltimorecity.gov)

Application Review Process

Managing Organization Announced



## Selection Criteria

Commercial districts will be selected for participation in **Baltimore Main Streets** based on the information provided in this application. The review will analyze the following criteria:

- **Broad-based neighborhood support** for the commercial district’s revitalization and for long-term participation in Baltimore Main Streets. Merchant organizations, neighborhood organizations, schools, religious institutions, property owners, residents, civic groups and lending institutions should be willing to work together as a team for the successful revitalization of the commercial district.
- **Economic capacity:** The application should demonstrate the capacity for economic growth in the commercial district, including creating new jobs and businesses. There must be an existing commercial district to further develop via Baltimore Main Streets.
- **Financial commitment:** Applicants must be willing to raise funds to maintain full-time staff and a fully functioning Main Street revitalization effort and to commit *substantial* volunteer time and energy to the Main Street program. The need to raise funds will continue over the years.
- **Familiarity with the goals and philosophies of the Main Street program,** including the use of volunteer board of directors and the Four Point (organization, design, promotion, economic restructuring) approach to commercial district revitalization.

### Applications may be submitted to:

Via email: (Preferably)  
[Charlyn.naterseverino@baltimorecity.gov](mailto:Charlyn.naterseverino@baltimorecity.gov)

Or

Charlyn Nater, Interim Director of Baltimore Main Streets  
Baltimore Main Streets Coordinating Program  
3000 Druid Park Drive, Suite 3000B  
Baltimore, MD 21215

## **Application Requirements:**

Please submit the following.

1. One original completed application form, including all attachments;
2. An 8 ½ x 11 street maps outlining the targeted business district and the trade area the district serves;
3. Any supplemental materials that you think will help selection committee members evaluate your commercial district, including letters of support, images, or copies of publications.
4. Letters of support from community organizations, merchant organizations and local elected leaders are encouraged, but not required.

Your application will not be judged on its length or on how attractively information is visually presented. ***Focus on its content rather than on its appearance.*** Please answer all questions in the application as completely as possible. If you have questions about the application, Baltimore Main Streets, or need general assistance, please contact:

Charlyn Nater, Interim Director of Baltimore Main Streets  
Baltimore Main Streets Coordinating Program  
3000 Druid Park Drive, Suite 3000B  
Baltimore, MD 21215  
[Charlyn.naterseverino@baltimorecity.gov](mailto:Charlyn.naterseverino@baltimorecity.gov)

## **If Your Community is Designated, You Can Expect to...**

**Establish an Office:** The new Main Street organization will be expected to establish a Main Street office in the commercial district.

**Hire a Main Street Manager:** This must be a full-time position.

**Recruit and Manage Volunteers:** Main Street is a volunteer-driven initiative.

**Create an Organization:** The Main Street program can be a new, independent organization or can be part of an existing one. In addition to the Board of Directors, the Main Street organization will maintain four working committees- organization, promotion, design, and economic restructuring. The design committee of your organization will be expected to work with the Baltimore Main Streets program to establish a physical improvement program.

**Establish Budget and Set up Accounts:** Each local organization will need to establish a budget and set up an accounting system for managing its budget, organizational income and city reimbursements.

**Attend Training Sessions/Meetings:** Main Street board members, particularly committee chairs, and program staff will be expected to attend orientation and training sessions. These will include the following:

- *Main Street 101*, a two-day training in the Main Street “Four Point Approach”
- *Program Manager Orientation* where new managers will learn professional responsibilities, use of reference materials etc.
- *BMS Monthly Meeting*, Executive Director or Manager will attend monthly meetings

**Report Monthly to Baltimore Main Streets:** The newly formed Main Street organization (with the assistance of Baltimore Main Streets) will be expected to develop annual work plans and produce monthly reports which track new businesses, volunteer hours contributed, construction projects, and forthcoming promotional events. The program manager of the new Main Street organization will track activities, events, and improvements and submit on a quarterly basis to Baltimore Main Streets. Once the local Main Street organization is created or designated, that entity will complete standard documentation for the use of City and Federal funds.

**Promote Your Participation:** If chosen, your district will be part of a citywide program. The Main Street Manager and the Board will be expected to participate in photographs, public relations events, and neighborhood tours that highlight your district as well as the citywide program. Your program will also be a part of a nation-wide network of Main Street programs.

**Receive the following assistance from Baltimore Main Streets:** Baltimore Main Streets is providing a generous package of financial and technical assistance to designated Main Street communities. Baltimore Main Streets is committed to your success. To set you up for success Baltimore Main Streets will provide the following:

- **Administrative Funding** – Once the board is prepared, Baltimore Main Streets will begin transferring \$60,000, to cover staffing and other administrative costs for the fiscal year.
- **Additional Support** – Baltimore Main Streets will provide support as you begin your program and will continue to do so at certain intervals. This is inclusive of:
  - start-up consultation to orient new board members to their roles; such as:
    - hiring the Main Street manager &
    - ensuring that you are prepared to receive funding from Baltimore Main Streets;
  - an onboarding and orientation meeting for the manager to learn the basics needed to establish a strong Main Street program, how to use the Main Street Approach as a revitalization tool, and how to manage a revitalization program; &
  - program evaluation to measure the program’s progress.
- **Training Materials** – Each program will receive a set of publications relevant to commercial revitalization at the beginning of the year and a membership in the National Main Street Network.

## Suggestions for Completing the Application

As you begin to prepare your application for participation in Baltimore Main Streets, we encourage you to think of the application process as a tool to seek neighborhood opinions and to build partnerships with businesses, residents, shoppers, schools, local organizations, and other constituents. A few specific suggestions:

**Broad-based Support:** Main Street revitalization programs work best when they are supported by a broad range of constituents willing to devote time and energy to the revitalization process. Get as many people as possible involved early on in the revitalization process by holding neighborhood meetings to discuss how the neighborhood’s application should be completed.

**Letters of Support:** Encourage neighborhood constituents to write letters of support for the application. Ask supporters to write from the heart, rather than simply signing a form letter, and to explain why the neighborhood’s business district is important and what each supporter is willing to do to help in the revitalization effort.

**This Is A Self-Help Program, Not A Grant Program:** Baltimore Main Streets will bring expertise in commercial district revitalization to Baltimore’s commercial districts. Although Baltimore Main Streets will provide a substantial amount of financial assistance to selected neighborhoods to help defray neighborhood program administrative costs and to help finance physical improvements and marketing activities, Baltimore Main Streets is, above all, a self-help and technical assistance program. As you talk about Baltimore Main Streets with others in your neighborhood, and as you complete the application, think of the application as an opportunity for training, consulting expertise and information—not as a grant application.

**Fill the Application Out Yourself:** We strongly discourage neighborhoods from hiring a professional grant writer to complete this application. The Main Street program succeeds because of volunteer collaboration; such collaboration begins with the application process itself.

# BALTIMORE MAIN STREETS APPLICATION FORMS

- I.            **Application checklist**
- II.           **Contact information**
- III.           **Community Characteristics**
- IV.           **Narrative questions**
- V.             **Proposed budget**
- VI.           **Supplemental materials**

## I. Application Checklist

Please check to be sure that your completed application package contains one original and 1 copy, if submitting hard copy documents,<sup>1</sup> of the following ***required items***. Any materials submitted will not be returned and will become property of the Baltimore Development Corporation and the City of Baltimore.

- A completed application form
- An 8 ½” x 11” street map outlining the targeted business district and the trade area the district serves
- A proposed Budget for your Main Street organization
- Letters of support from community organizations, merchant organizations and local elected leaders are encouraged, but not required.

***Your application will not be judged on its attractiveness or on how well information is visually presented. Focus on its content, rather than on its appearance.***

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<sup>1</sup> You do not need to submit a copy if you are submitting your application electronically.

## II. Baltimore Main Streets: Contact Information

**Name of Main Street District:**

**Neighborhoods this program will serve:**

**Name(s) and title(s) of person(s) preparing this application** (*please attach additional sheets if needed*):

(1) Name:

Title:

Mailing Address:

Telephone:

Facsimile:

Signature:

(2) Name:

Title:

Mailing Address:

Telephone:

Facsimile:

Signature:

**Committee and affiliate organizations or other individuals *active* in preparing this application.** If your district is designated, this committee will likely make up the new Main Street board:

Name	Phone Number	Email address
1.		
2.		
3.		
4.		
5.		

### III. Community Characteristics

1. Please check the types of nonprofit organizations (if any) which are currently active in the proposed Main Street program area:

- \_\_\_\_\_ Merchants and/or professional associations  
Name:  
Size of membership: Budget:
- \_\_\_\_\_ Historic preservation organization  
Name:  
Size of membership: Budget:
- \_\_\_\_\_ Health center  
Name:  
Size of membership: Budget:
- \_\_\_\_\_ Residents association/civic association  
Name:  
Size of membership: Budget:
- \_\_\_\_\_ Youth organization  
Name:  
Size of membership: Budget:
- \_\_\_\_\_ Community Development Corporation  
Name:  
Size of membership: Budget;
- \_\_\_\_\_ Crime Watch Organizations  
Name:  
Size of membership: Budget;

- 2. What other major organizations are active in the proposed Main Street area?
- 3. Please list all parks within the community?
- 4. Is the commercial district a Retail License Business District or a Benefits District? If so, please attach a budget with an explanation of how funds are used.



5. Is there any commercial revitalization organization in place? If so, what is the name of it and how are the applicants affiliated with it?
6. Is a commercial district manager or staff person already in place? If so, please attach a resume and job description.

## **IV. Narrative**

**Please answer the questions to the best of your ability.**

1. Based on your understanding of the Four Point Main Street approach, what does your organization expect to achieve by participating in Baltimore Main Streets?
2. Summarize your neighborhood's development history and economic trends. Describe the neighborhood's current economic condition, including any factors that are affecting the growth or lack of growth in the proposed Main Street program area. Where are the district's greatest opportunities for creating new jobs?
3. Please list five (5) of your neighborhood commercial district's major assets.
4. Please list five (5) of your neighborhood commercial district's major problems.
5. Describe past and present efforts to revitalize the neighborhood's commercial district.
6. Main Street organizations typically are separately incorporated organizations. List and briefly describe other major volunteer-driven nonprofit programs in the neighborhood. How would the neighborhood Main Street program recruit volunteers? Might there be any competition with existing volunteer-driven nonprofit organizations in the neighborhood? If so, how do you envision these conflicts being resolved?
7. How would the neighborhood Main Street program be organized? Where would the office be located?
8. How would the neighborhood Main Street program raise its share of administrative, marketing and other funding? Please attach any letters of commitment.
9. Why do you think your commercial district needs a Main Street program?

## **V. Proposed Budget and Funding Sources**

On the following pages, please provide a first-year Revenue and Expenditure plan for your program. Please include all funding sources for the program and amounts committed. Attached is a baseline funding plan example for Baltimore Main Streets that you can use as a starting point.

**Baltimore Main Streets**

**Proposed First-Year Budget**

**REVENUE PLAN**

<b>REVENUE SOURCE</b>	<b>AMOUNT</b>	<b>COMMITMENT STATUS</b>
<b>TOTAL REVENUES</b>	<b>\$</b>	

**Baltimore Main Streets  
Proposed First Year Budget**

*Please note that your budget may reflect other sources of income beyond the City's annual commitment and your necessary matching funds*

**EXPENDITURE PLAN**

Expenditure Item	

<b>Total Expenditures</b>	
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**Baltimore Main Streets Proposed First-Year Budget**  
**SAMPLE BUDGET**

**Sample REVENUE PLAN**

<b>REVENUE SOURCE</b>	<b>AMOUNT</b>	<b>COMMITMENT STATUS</b>
City grant for Main St. manager	\$ 45,000	Pending designation as Main St.
City promotion grant	\$ 2,000	Pending designation as Main St.
City physical improvement grant: private property improvements	\$ 25,000	Pending designation as Main St.
Earned income	\$ 5,000	Planned
Membership	\$ 5,000	Committed
Additional Fundraising	\$ 16,000	Planned
<b>TOTAL REVENUES</b>	<b>\$98,000</b>	

**II. Sample EXPENDITURE PLAN**

*Your budget should reflect some of your goals articulated in the application narrative*

<b>EXPENDITURE ITEM</b>	<b>AMOUNT</b>
Main Street manager salary	\$ 40,000
Main Street manager fringe	\$ 8,500
Rent and utilities	\$ 12,000
Office supplies	\$ 2,000
Equipment	\$ 3,000
Public relations materials	\$ 1,000
Private property improvements	\$ 25,000
Insurance	\$ 1,000
Promotional events	\$ 4,000
Professional Development	\$ 1,500
<b>TOTAL EXPENDITURES</b>	<b>\$98,000</b>