



Feasibility Assessment for a Joint Main Street Program For Kennedy Street NW and Upper 14th Street NW



Prepared for the Department of Small and Local Business Development
Completed by Jon Stover & Associates | October 2016



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01

Executive Summary

EXECUTIVE SUMMARY: STUDY CONTEXT STUDY PURPOSE, METHODOLOGY, AND STAKEHOLDERS ORGANIZATIONS

Study Purpose

This report assesses the feasibility of developing a new DC Main Street program for Upper 14th Street NW and Kennedy Street NW in Ward 4. Funded and overseen by the DC Department of Small and Local Business Development (DSLBD), this study outlines how a DC Main Street program could be implemented to benefit businesses along these two corridors.

Assessment Scope and Methodology

This study includes the following components:

- Assessment of business owner and property owner receptiveness to, and capacity to support, a Main Street program.
- Assessment of neighborhood residents, community groups, and local leadership regarding their receptiveness to, and capacity to support, a Main Street.
- Assessment of previous Main Street programs in the area including Vinegar Hill South Main Streets and 14th Street Heights Main Streets and analysis of why these efforts failed.
- Assessment of best practices and the suitability of a Main Street program that

covers the geography of two adjacent, but separate, neighborhoods.

- Assessment of the applicability of the Main Street's Four Point Approach given neighborhood conditions and stakeholder needs.
- Assessment of the preferred program boundary deemed to have the highest likelihood of launching a successful Main Street program.
- Recommendations regarding program designation, suggested risk mitigation actions, program operating structure, leadership composition, and program implementation.

Key Local Stakeholder Organizations

Two community groups, the Community Alliance for Upper Fourteenth Street (CAUFS) and Kennedy Street Development Corporation (KSDC) are particularly suited for Main Street designation. Each was officially incorporated as a nonprofit within the past year and both are built off of the Main Street model. Each presides over the full potential Main Street coverage area for their respective corridors, and both organizations will have to have operational and

leadership overlap with a Main Street program in order for it to be successful. Other area stakeholder groups include the Fresh Vistas Farmers Market and the 16th Street Neighborhood Association.

Community Alliance for Upper 14th Street

CAUFS's primary purpose is to provide activities, both charitable and educational, that engage and support the revitalization of Upper 14th Street NW. They strive to inform individuals and stakeholders about neighborhood preservation, history, culture, and public use issues; enhance and preserve the character of the community; and combat deterioration. This is a nonprofit organization governed by a board of directors.

Kennedy Street Development Corporation

The Kennedy Street Development Corporation is a group of residents and business owners that are committed to Kennedy Street. This volunteer-based, nonprofit group has a dedicated interest in the development of small, local businesses along Kennedy, striving to promote a diverse and vibrant business environment.

EXECUTIVE SUMMARY: SUMMARY OF FINDINGS THERE IS A STRONG OPPORTUNITY FOR A MAIN STREET PROGRAM, BUT A NUMBER OF FACTORS HAVE THE POTENTIAL TO IMPEDE SUCCESS

Summary of Findings

Existing Conditions. The proposed coverage area stretches 36 blocks across two distinct neighborhoods and five separate retail nodes, each with a unique character and different business needs. While these conditions are somewhat atypical for a Main Street program and will present some programming and operation challenges, combining the corridors creates a critical mass of businesses and volunteers and the eclectic, diverse character may prove to be an asset.

Stakeholder Receptivity. CAUFS and KSDC have active, passionate leadership who are familiar with the Main Street model and desire to implement and oversee a program in the neighborhood. Businesses and commercial property owners expressed need and receptivity for a Main Street.

Lessons Learned from Previous Programs. Upper Fourteenth Main Street spanned 4 blocks and operated from 2002 to 2006. Vinegar Hill South was formed in 2008 and closed in under one year due to inappropriate board activity. The leadership base for both corridors is much stronger now, and creating a joint program may help build a critical mass of volunteer and fundraising support needed to sustain a program.

Viability of the Main Street Model. The programming and operational structure of a Main Street would be a strong fit for the neighborhood overall. The biggest uncertainty is whether enough money could be raised to sustain operations.

Joint Main Street Program Best Practices. Joint corridor Main Street programs are uncommon, but there are some examples that show it can be done. The most important success factor is strong leadership that represents both corridors, has a shared vision, shares resources, and works together collaboratively.

Main Street Feasibility Evaluation Criteria

Criteria	Summary of Conditions	Strengths and Opportunities	Weaknesses and Threats	Suitability for a Main Street
1 Existing Need for Assistance	There is need for support with safety, language issues, TA, marketing, and more	Existing community groups/businesses would benefit from increased capacity	Multiple retail areas with differing needs requires strong vision and capacity	Moderate
2 Business & Property Owner Receptivity	Most owners support a Main Street, many say they would volunteer	Most businesses & property owners are in favor of a MS	No major threats	Strong
3 Leadership Support & Capacity	CAUFS & KSDC are new orgs. with strong capacity and support	Strong interest, strong capacity, big volunteer base	CAUFS and KSDC have not shown the ability to collaborate	Moderate
4 Suitability of the MS Model	Four Point Approach evaluation score: 1 weak; 9 moderate; 6 strong	Strong leadership, strong applicability of the MS model	CAUFS and KSDC have not fundraised at a level needed to support a MS	Moderate
5 Lessons from Prior Local MS Programs	Previous programs closed due to poor board composition and limited capacity	New leadership in place; did not leave a negative legacy; joint area creates more capacity	Poor messaging if a Main Street fails twice in the neighborhood	Strong
6 Success Factors for a Joint MS Program	Joint programs live and die by leadership strength, unity, and shared vision	Strong existing leadership and stakeholder support	Corridors have two distinct identities; unproven ability to share resources	Moderate

EXECUTIVE SUMMARY: RECOMMENDATIONS THE CITY SHOULD OFFER MAIN STREET DESIGNATION ON A CONDITIONAL BASIS

In order to receive Main Street designation, by May of 2017 CAUFS and KSDC should collaborate to accomplish four identified tasks that will mitigate city risk and build a strong foundation for a successful Main Street Program.

Building a Path Towards Success

Risk Factors. A few critical success factors for the development of a new Main Street program have not been demonstrated in the subject neighborhoods. In particular, CAUFS and KSDC represent different neighborhoods and have not worked together extensively, shared significant resources, or executed joint programs. In addition, neither program has raised anywhere near the amount of money required to sustain a Main Street program.

There Remains a Strong Opportunity for a Main Street Program. It is important to emphasize that there is no indication that the two groups do *not* have the ability to fundraise or work collaboratively. Although both organizations have been active in the communities for several years, both KSDC and CAUFS have only been official nonprofit entities

for less than a year, are still in the process of building their capacity and experience, and each represents a distinct neighborhood. As such, the lack of collaboration and fundraising experience is unsurprising and should not be a reason to eliminate CAUFS and KSDC from consideration.

These Risks Can Be Mitigated. To reduce the amount of risk associated with creating this Main Street program, we have identified opportunities for CAUFS and KSDC to demonstrate a willingness to share resources and work collaboratively, the ability to execute a large fundraising campaign, and develop a process through which both organizations are satisfied with their role within the Main Street program. Main Street designation should be granted under the condition that by May 2017, CAUFS and KSDC have accomplished the following four action steps to the satisfaction of leadership at the Department of Small and Local Business Development.

Recommended Contingencies for CAUFS & KSDC to Achieve Prior to MS Formation

1. **Decide on an Organizational Structure.** CAUFS and KSDC should collaborate in

developing an organizational structure that fits the Main Street model and serves the objectives of both existing organizations. There is not enough neighborhood capacity to simply create a new independent nonprofit and maintain operations of CAUFS and KSDC as they currently are. Instead, both groups must find a way to roll their operations and leadership into a new nonprofit entity. An Executive Director, once selected, should not be someone with a bias towards either corridor.

2. **Create an Operational Work Plan.** CAUFS and KSDC should jointly develop a work plan that identifies the goals, objectives, and anticipated programming for the Main Street over its first three year.
3. **Raise \$40,000.** CAUFS and KSDC should undertake a joint fundraising effort that nets at least \$40,000.
4. **Execute a Joint Project.** Using money they have raised, CAUFS and KSDC should design and execute a joint project of their choosing that serves the community.

02

Project Background

STUDY CONTEXT AND PURPOSE

Project Scope

This study includes the following components:

- Assessment of business owner and commercial property owner receptiveness to, and capacity to support, a Main Street program.
- Assessment of neighborhood residents, community groups, and local leadership regarding their receptiveness to, and capacity to support, a Main Street program.
- Assessment of neighborhood residents, local community groups, and other local leadership regarding their receptiveness to, and capacity to support a Main Street program.
- Assessment of previous Main Street programs in the area including Vinegar Hill South Main Streets and 14th Street Heights Main Streets and analysis of why these efforts failed.

Study Purpose

This report assesses the feasibility of developing a new DC Main Street program for Upper 14th Street and Kennedy Street in Ward 4. Funded and overseen by the DC Department of Small and Local Business Development (DSLBD), this study outlines how a DC Main Street program could be implemented to benefit businesses along upper 14th Street NW and Kennedy Street NW.

- Assessment of best practices and the suitability of a Main Street program that covers the geography of two adjacent, but separate, neighborhoods.
- Assessment of the preferred program boundary deemed to have the highest likelihood of launching a successful Main Street program.
- Assessment of the applicability of the Main Street's Four Point Approach given neighborhood conditions and stakeholder needs.

STUDY PARTICIPANTS



Department of Small and Local Business Development (DSLBD)

DSLBD supports development, economic growth, and retention of local businesses and promotes economic development through local commercial corridors. DSLBD oversees the DC Main Street Program. Visit www.dslbd.dc.gov to learn more.



Jon Stover & Associates

Jon Stover & Associates (JS&A) specializes in economic analysis, retail revitalization, and helping public, private, and nonprofit organizations collaborate to meet economic development objectives. JS&A has helped a wide range of clients implement plans and programs that have successfully enhanced urban neighborhoods and corridors. Visit www.jonstoverandassociates.com to learn more.



STAKEHOLDER ORGANIZATIONS

To understand the perspective from the local community, neighborhood stakeholder organizations played active roles in this feasibility study. These organizations include:

Community Alliance for Upper Fourteenth Street (CAUFS)

CAUFS's primary purpose is to provide activities, both charitable and educational, that engage and support the revitalization of Upper 14th Street NW. They strive to inform individuals and stakeholders about neighborhood preservation, history, culture, and public use issues; enhance and preserve the character of the community; and combat deterioration. This is a nonprofit organization governed by a board of directors.

Kennedy Street Development Corporation (KSDC)

The Kennedy Street Development Corporation is a group of residents and business owners that are committed to Kennedy Street. This volunteer-based, non-for-profit group has a dedicated interest in the development of small, local businesses along Kennedy, striving to promote a diverse and vibrant business environment.

14th & Kennedy Farmers Market Fresh Vista Markets

The Farmers Market located at the intersection of 14th and Kennedy began in 2015 and runs every Saturday during market season. This initiative, now facilitated by Fresh Vista Markets, was created to fill a need identified by KSDC. The organization fundraised approximately \$7,500 to start the market.

03

Neighborhood Context

NEIGHBORHOOD CONTEXT



The Study Area Spans Multiple Distinct Neighborhoods

According to Washington DC Economic Partnership, the two corridors assessed during the study break down into four separate neighborhoods: Central 14th Street/Spring Road, Central 14th Street/Wmata Bus Barn, Central 14th Street/Colorado Triangle, and Kennedy Street.

This is a unique circumstance as the majority of the existing Main Street programs in DC are typically defined within one distinct neighborhood. The identification of these four neighborhoods by WDCEP indicates that each of the neighborhoods have distinguishing, unique characteristics.

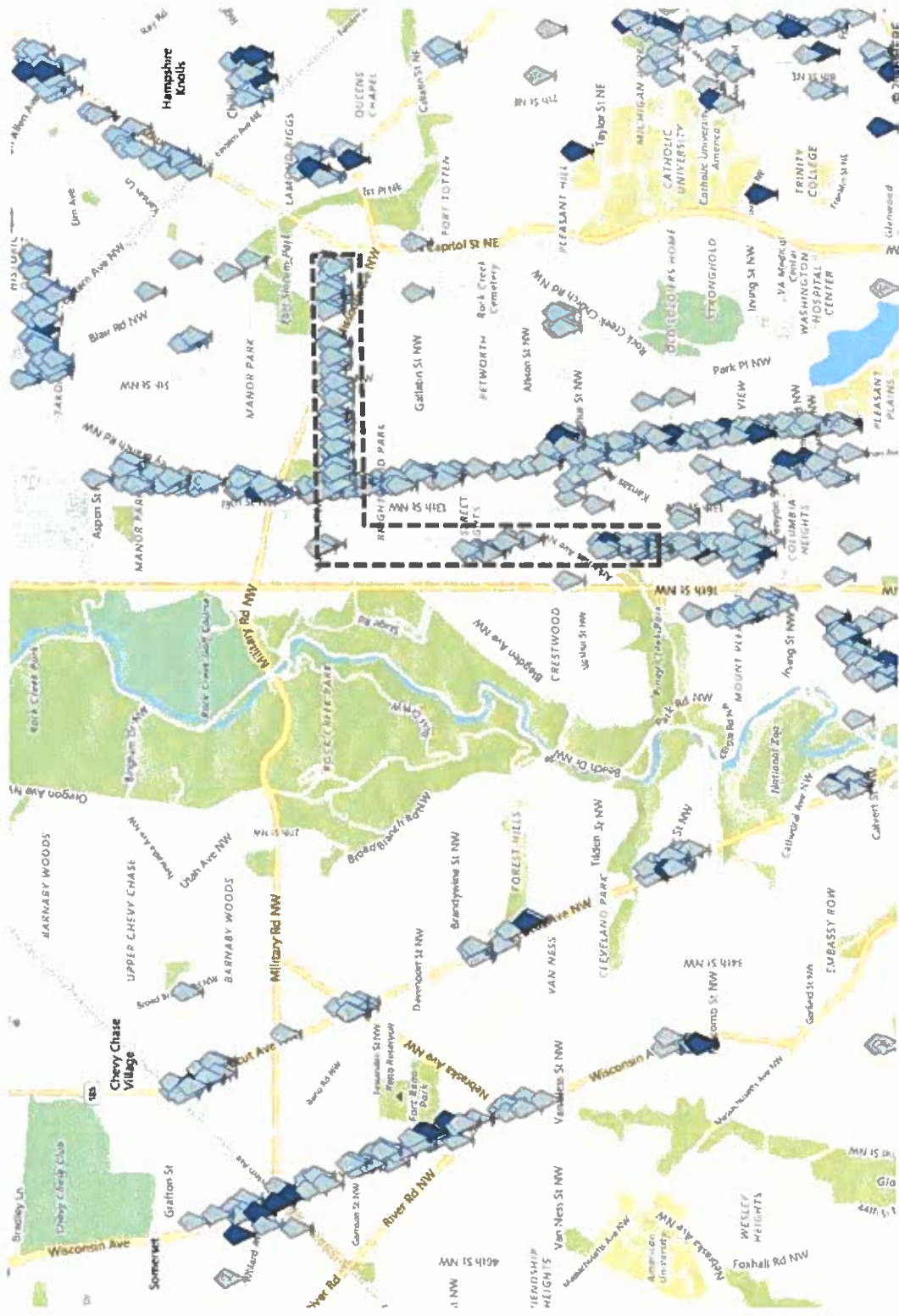
Neighborhood Demographic Snapshot

Population: 35,331 residents

Median Household Income: \$54,443

This neighborhood is very diverse in many ways, including racially and socioeconomically. Business owners along 14th Street and Kennedy Street represent a range of ethnic backgrounds and for many their native language is not English. There are particularly high concentrations of business owners who speak Spanish and Amharic or other Ethiopian dialects.

CITY-WIDE RETAIL CONTEXT



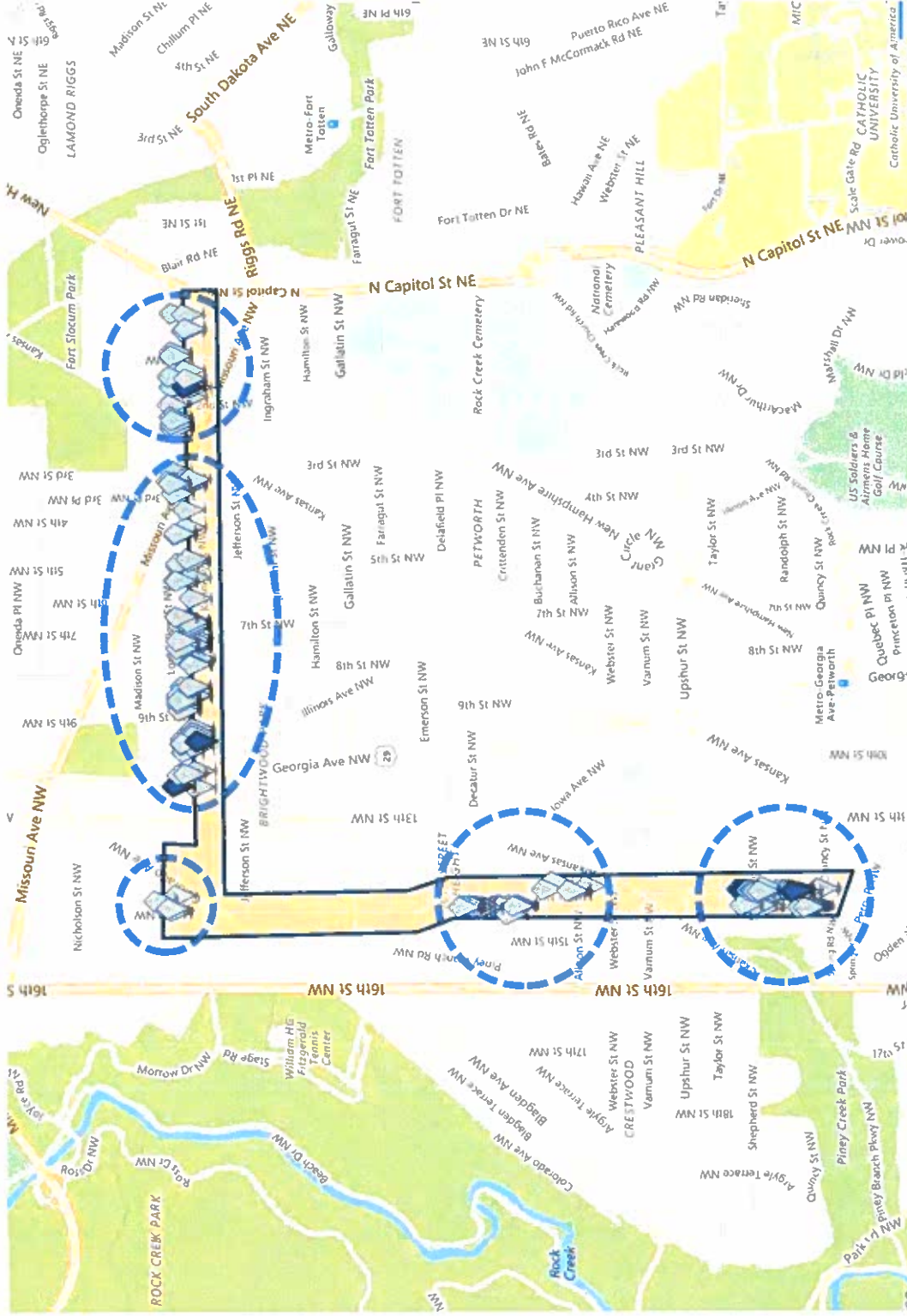
Northwest DC is characterized by a large number of distinct retail clusters – many of which span major arterial streets leading to Downtown.

The Upper 14th Street / Kennedy Street corridor combines to create a long, bent “L” shape. Given the retail landscape, the geography of the proposed Main Street boundary seems somewhat arbitrary.

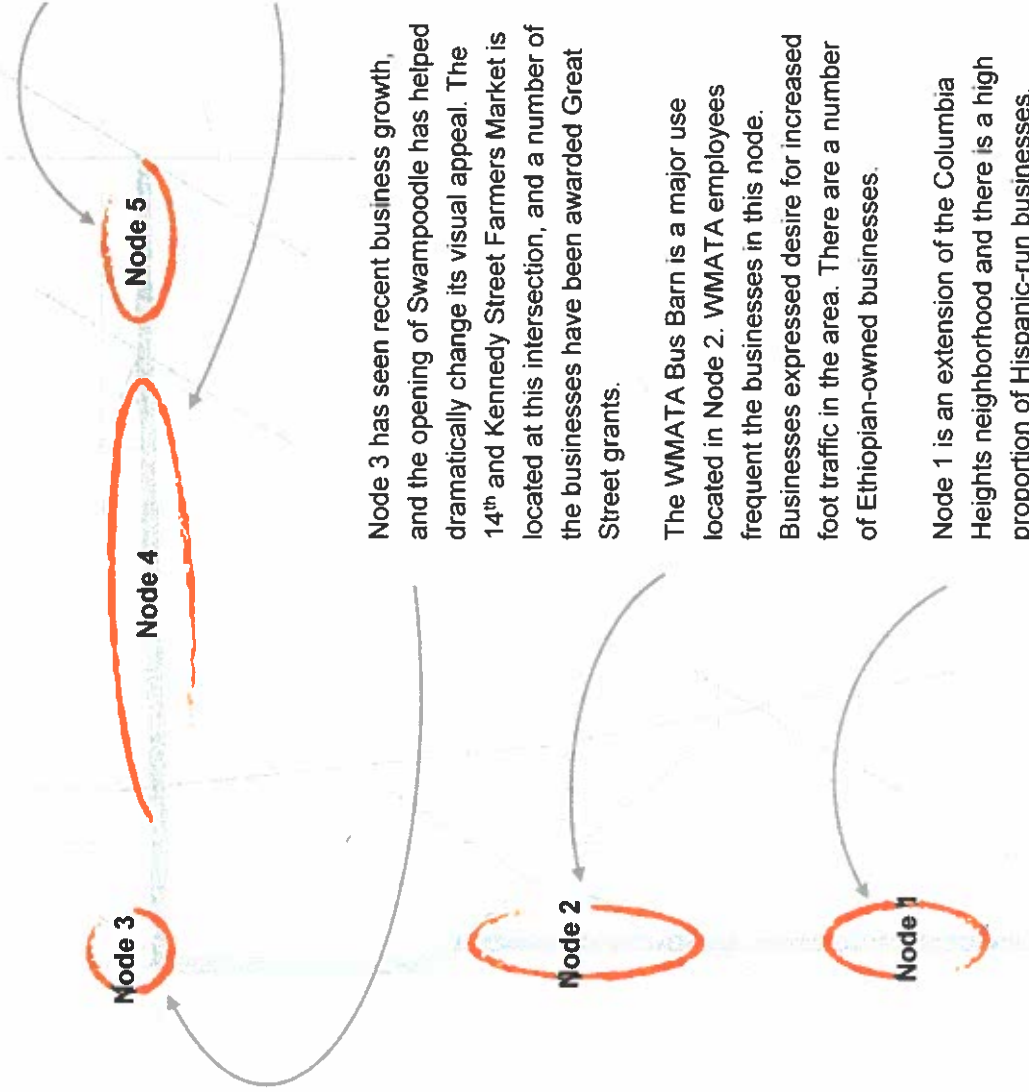
Note: Each blue diamond indicates an existing retail establishment.
Source: CoStar

THE BOUNDARY HAS FIVE DISTINCT RETAIL CLUSTERS

While Kennedy Street has a somewhat continuous retail presence, retail is grouped into three clusters along 14th Street. In all, there are five distinct retail clusters, each separated by stretches that lack commercial land uses.



14TH STREET & KENNEDY STREET: FIVE RETAIL NODES



Node 5 has a higher vacancy rate than other Nodes with many of the storefronts vacant. It contains an under-performing CVS store and a number of religious and social service organizations.

While predominantly African American, there are a large number of owners from Latin America, the Caribbean, Ethiopia, China, and Korea in Node 4. Businesses reflect this diversity, and the commercial corridor is broken up with a large portion of residential and nonprofit uses.

Node 3 has seen recent business growth, and the opening of Swampoodle has helped dramatically change its visual appeal. The 14th and Kennedy Street Farmers Market is located at this intersection, and a number of the businesses have been awarded Great Street grants.

The WMATA Bus Barn is a major use located in Node 2. WMATA employees frequent the businesses in this node. Businesses expressed desire for increased foot traffic in the area. There are a number of Ethiopian-owned businesses.

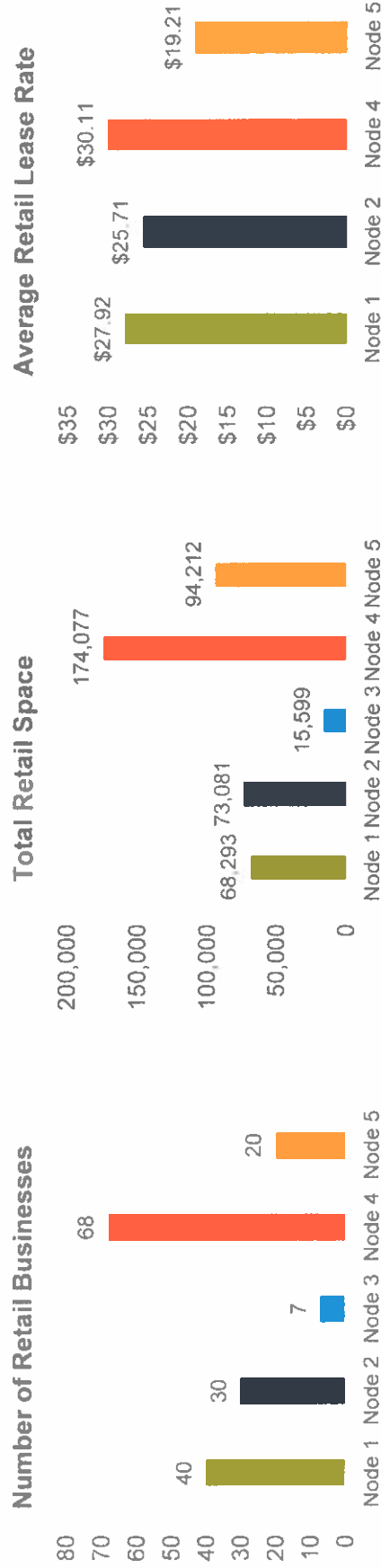
Node 1 is an extension of the Columbia Heights neighborhood and there is a high proportion of Hispanic-run businesses. Node 1 has the highest level of pedestrian traffic, and owner expressed concerns with public drunkenness and loitering.

This study area is comprised of five nodes of commercial activity – two nodes located on 14th Street, two nodes located on Kennedy Street, and one node at the intersection of both corridors. Each of these nodes has a different character, a different business mix, and different needs and challenges. Despite these differences, business owners in each node voiced an interest in having a Main Street program as well as the receptivity to collaborating with the other commercial nodes along 14th Street and Kennedy Street.

COMPARISON OF THE RETAIL NODES

Node 3 Node 4 Node 5

Each of the five commercial nodes have different sizes, physical characteristics, business types, and customer bases. The total number of retail space per node of activity ranges from 7 to 68 establishments and the average rent experiences a difference of over \$10 per square foot per year. A successful Main Street program would have to actively account for the different conditions and needs between each node.



04

Feasibility for a Main Street

DC Main Street Context

COMPARISON TO EXISTING DC MAIN STREETS

Program	Size of Corridor	Population Size***	Median Household Income	Non-storefront blocks (%)	Retail Spaces	Office Spaces	Avg. Retail Lease Rate (Rent/SF)	Retail Space Vacancy	Total Retail Space
14 th & Kennedy	36 blocks	35,331 residents	\$54,443	15 blocks (42%)	162 retail spaces	35 office spaces	\$27.58	2.2%	426,262 retail sf
DC MS Average	24 blocks	45,952	\$80,374	10 blocks (36%)	104 retail spaces	37 office spaces	\$40.72	7.8%	501,487 retail sf
Dupont Circle	55 blocks	78,210	\$96,649	36 blocks (65%)	125 retail spaces	150 office spaces	\$76.04	3.7%	674,600 retail sf
Van Ness	7 blocks	26,970	\$114,090	3.5 blocks (50%)	12 retail spaces	8 office spaces	\$32.54	22%	93,673 retail sf
Tenleytown	9 blocks	32,227	\$121,189	1 block (11%)	61 retail spaces	27 office spaces	\$60.15	1.7%	578,745 retail sf
Shaw	60 blocks	88,470	\$83,176	28 blocks (47%)	204 retail spaces	87 office spaces	\$40.09	4.1%	816,701 retail sf
North Capital	13 blocks	58,681	\$77,360	3 blocks (23%)	74 retail spaces	6 office spaces	\$38.63	4.2%	236,657 retail sf
Rhode Island	22 blocks	23,744	\$53,832	6 blocks (27%)	96 retail spaces	14 office spaces	\$31.18	7.0%	706,558 retail sf
H Street	32 blocks	54,250	\$87,314	4.5 blocks (13%)	290 retail spaces	20 office spaces	\$30.65	11.4%	1.2 million retail sf
Barracks Row	6 blocks	39,384	\$109,191	2 blocks (33%)	86 retail spaces	25 office spaces	\$54.47	5.6%	441,223 retail sf
Deanwood Heights**	10 blocks	31,785	\$32,661	5 blocks (50%)	50 retail spaces	11 office spaces	\$15.26	14.2%	162,850 retail sf
Congress Heights	27 blocks	25,797	\$28,279	12 blocks (44%)	37 retail spaces	18 office spaces	\$28.26	4.1%	103,861 retail sf

* NOTE: Size refers to the number of retail street segments served to A segment is defined as a stretch of street -- including both sides of the street -- between the intersections of two cross streets

** NOTE: In addition to managing the 27 core retail blocks in its neighborhood, Deanwood Heights Main Street receives DHCD funding to help oversee all business activity in Ward 7. When accounting for this new charge, the organization is known as the Ward 7 Business Alliance.

*** NOTE: Population size refers to the total population within a 1-mile radius of the center of each Main Street.

COMPARISON TO EXISTING DC MAIN STREETS

Findings

- The proposed geography is relatively large, but still appropriately sized in comparison to the existing DC programs.
- There is slightly lower population density in the neighborhood than the average DC Main Street. The overall residential stakeholder population will likely be larger than the average program's due to the larger geographic size of the 14th Street and Kennedy Street area.
- There are more retail businesses in the proposed geography (162 retail spaces) than the average DC Main Street (104 retail spaces). Given the small physical size of these spaces, there is actually less retail square footage in the neighborhood than on average.
- Overall, there is an adequate supply of retail businesses to support and sustain a Main Street program.
- The size of the program coverage area is 12 blocks larger than the average DC program. While this is a slight risk factor (potential over-extension of resources), the size is still in keeping with the typical Main Street size range. The larger size may indicate a need for particularly strong and active leadership and volunteer capacity.
- Retail activity is divided by stretches of residential land use. While this is somewhat counter to the traditional Main Street model, the amount of retail interruption and residential land use is in keeping with other DC program areas.

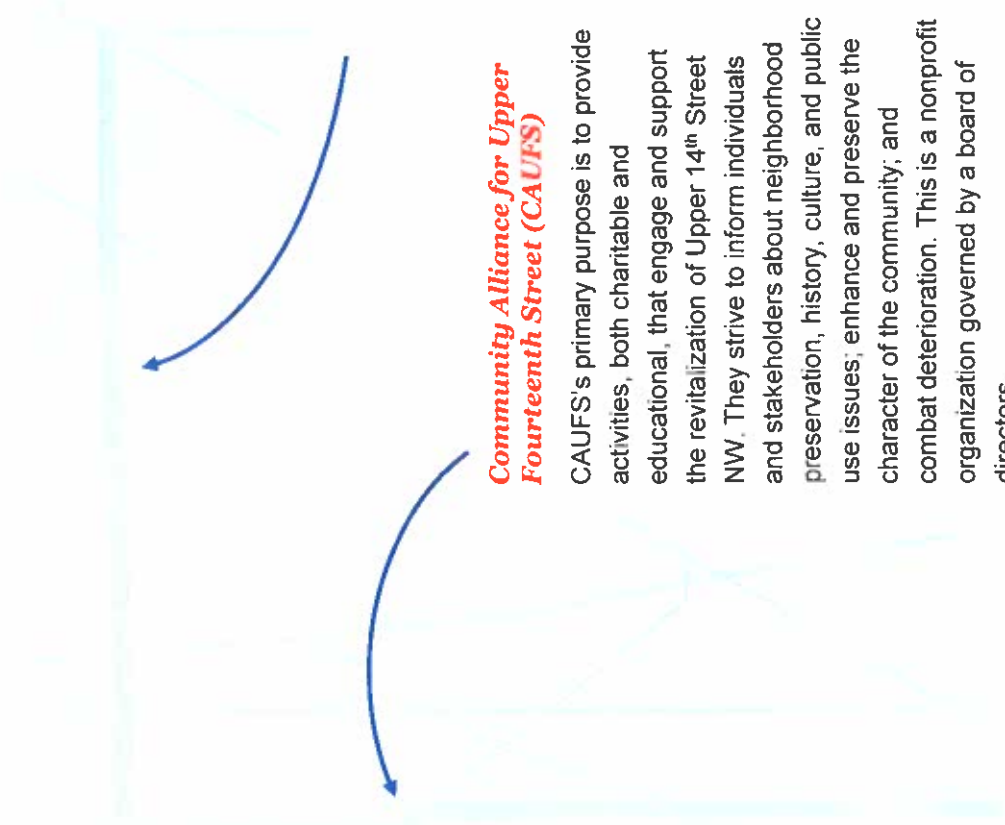
Conclusion

Based on the comparison of the proposed corridor to the existing Main Street programs in Washington, DC, the proposed 14th Street and Kennedy Street Main Street program has neighborhood characteristics in keeping with a viable Main Street program. Low retail space lease rate indicates an opportunity for economic revitalization for the businesses in the area. The high number of retail spaces throughout the two corridors indicates that the proposed Main Street will need to pay particular attention to the capacity necessary to build relationships with, and provide assistance to, a large number of stakeholders spread over a wide area with a diverse set of needs.

Stakeholder Receptiveness

STAKEHOLDER ORGANIZATIONS

In area of this study, both corridors have existing nonprofit organizations focused on positioning the area into thriving communities. These two nonprofits are **Community Alliance for Upper Fourteenth Street** and **Kennedy Street Development Corporation**.



Fresh Vista Farmers Market
The Farmers Market located at the intersection of 14th and Kennedy began in 2015 and runs every Saturday during market season. This initiative, now facilitated by Fresh Vista Markets, was created to fill a need identified by KSDC. The organization fundraised approximately \$7,500 to start the market.

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STAKEHOLDER OUTREACH & METHODOLOGY

Stakeholder outreach played a critical role in this feasibility assessment. Community buy-in and support is essential to a successful Main Street.

To gain the perspective of the community, the following steps were taken during this study:

- Attended community organization board meetings
- Conducted small group conversations
- One-on-one interviews with key stakeholders
- Multiple site visits to both corridors
- Attended the 14th & Kennedy Farmers Market
- In-person surveys with local business owners

Through these conversations and observations, we assessed the following factors:

- Support and interest for a Main Street
- Need of the community and businesses
- Capacity of local nonprofits and volunteer leadership

Conversations were had with over 40 representatives from the community. A number of stakeholders were spoken to numerous times, and later discussions involved feedback in response to this study's emerging findings.

Community Alliance for Upper 14th Street

Audrey Nwanze | Board Chair
 Rob Pigott | Board
 Kristen Barden | Board & ED of AdMo BID
 JJ Veler | Board
 Lyndrid Smith Rawlings | Board
 Larena Orr | Board
 Emily Cohen | Member
 Russ Breckenridge | Member
 Cris Maina | Member
 Cory Stowers | Local artist

Kennedy Street Development Corporation

Myles Smith | Interim Executive Director
 Lena Prince Nchako | Chair
 David Gottfried | Vice Chair
 Danielle Parsons | Board Member
 Vishant Manu Krishnam | Board Member

Fresh Vista Markets

Jim Coleman | Organizer

Advisory Neighborhood Commissioners

Taalib-din Uqdah | ANC 4C01
 Maria Barry | ANC 4C02
 Karrye Braxton | ANC SMD 4A06

Owners and/or Staff at the Following Businesses:

7-11
 Abeba's Hair Salon
 Andrene's Caribbean Food
 Culture Coffee
 CVS
 DC Barber Center
 Eileen's Closest
 Frenche's Cleaners
 Golden Leo Shoe Repair
 Industrial Barbers
 Kennedy B-Z Mart
 Kennedy Liquor
 La Libertad Restaurant
 Lyman's
 Mary Wood Florist
 Melissa's Unisex Hair Salon
 Quincy Liquor
 Sabor Latino Bar & Grill
 Super Saver Grocery & Deli
 Swampoodle
 Wonder Nails
 Zometa's

BUSINESS RECEPTIVITY

A door-to-door verbal survey was conducted to help understand the receptivity of local businesses to a potential Main Street program in the area. An overview of Main Street programs was provided, and then business owners and representatives were asked about their opinions on the need for such an organization, their willingness to volunteer, the areas in which business need assistance, and their thoughts on the geography of the program combining 14th Street and Kennedy Street. Conversations were had with over 20 businesses, including those located in each of the five nodes. Key findings are summarized below.

Most business owners are supportive of the idea of Main Street program in this area. When business owners were not familiar with the Main Street model, the owners were able to articulate interest that aligned with the intent of the program.

The majority of the businesses are receptive to combining 14th Street and Kennedy Street into one program. The general perspective indicated that improvements to one corridor would benefit the other corridor and that investment to the greater neighborhood would be beneficial even if it was not on their specific block.

The needs business owners articulated varied considerably between the five commercial nodes. For example, one particular node expressed a need for more customers in the area while other nodes were satisfied with their customer base and were more interested in improving corridor cleanliness and security.

Business owner language and race differ between nodes. Language barriers were substantial between the different nodes and represented a need in this area. A Main Street program in these neighborhoods should prioritize diversity in their program structure to ensure many types of stakeholders are represented.

Numerous business owners said they would be actively involved in a Main Street program which demonstrates commitment to the neighborhood.

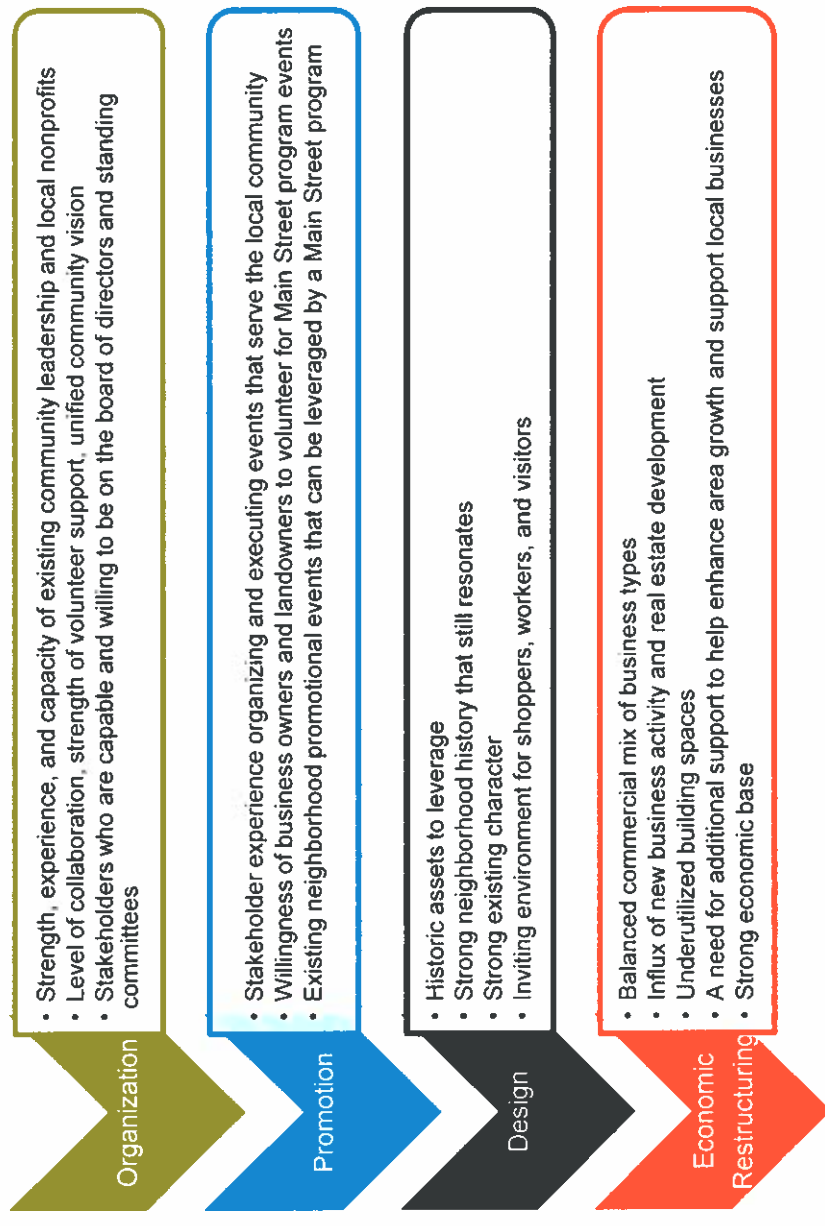
Viability of the Main Street Model

FOUR POINT APPROACH CONTEXT & EVALUATION METHODOLOGY

Evaluation Framework

This analysis summarizes the necessary neighborhood conditions that allow a Main Street program to be successful. These conditions are grouped in four categories, corresponding with the Four Point Approach. These conditions are then used as evaluation criteria to assess if a neighborhood can support a new Main Street program. The analysis on the following pages assesses (a) the existing conditions along Upper 14th Street and Kennedy Street and (b) the conditions necessary to successfully support a fully-funded, traditional Main Street program.

The Four Main Street Services ("Four Point Approach") and Corresponding Neighborhood Conditions that Impact the Opportunity for the Successful Implementation of Each Service:



FOUR POINT APPROACH CONTEXT & EVALUATION METHODOLOGY

The text below describes the four elements of the Main Street approach, copied directly from the National Main Street Center website.

Organization: Organization establishes consensus and cooperation by building partnerships among the various groups that have a stake in the commercial district. The most effective Main Street programs get everyone working toward the same goal. With this level of collaboration, a Main Street program can provide effective, ongoing management and advocacy for your downtown or neighborhood business district. Through volunteer recruitment and collaboration with partners representing a broad cross section of the community, your program can incorporate a wide range of perspectives into its efforts. A governing board of directors and standing committees make up the fundamental organizational structure of volunteer-driven revitalization programs. Volunteers are coordinated and supported by a paid program director. This structure not only divides the workload and clearly delineates responsibilities, but also builds consensus and cooperation among the various stakeholders.

Economic Restructuring: Through economic restructuring, we can show you how to strengthen your community's existing economic assets while diversifying its economic base.

Successful communities accomplish this by evaluating how to retain and expand successful businesses to provide a balanced commercial mix, sharpening the competitiveness and merchandising skills of business owners, and attracting new businesses that the market can support. Many Main Street programs also achieve success through creative reuse of historic properties. Converting unused or underused commercial space into economically productive property also helps boost the profitability of the district. The goal is to build a commercial district that responds to the needs of today's consumers while maintaining the community's historic character.

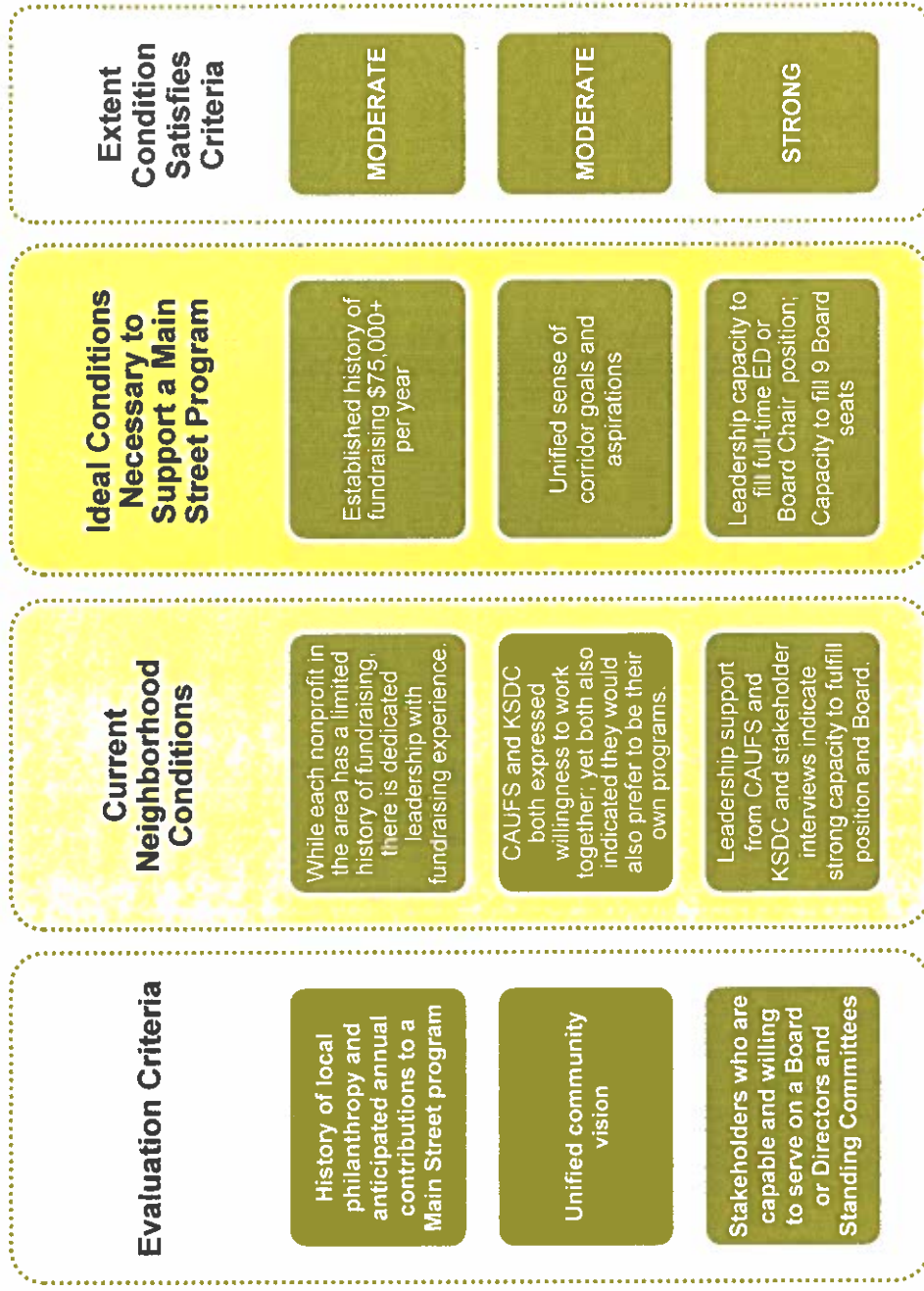
Promotion: Promotion takes many forms, but the goal is to create a positive image that will renew community pride and tell your Main Street story to the surrounding region. The techniques we teach, and the variety of tools at your disposal, will help to rekindle the vitality of your community. Promotions communicate your commercial district's unique characteristics, its cultural traditions, architecture, and history and activities to shoppers, investors, potential business and property owners, and visitors.

Design: Design means getting Main Street into top physical shape and creating a safe, preserving a place's historic character, inviting environment for shoppers, workers, and visitors. Successful Main Streets take 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, parking areas, street furniture, public art, landscaping, merchandising, window displays, and promotional materials. An appealing atmosphere, created through attention to all of these visual elements, conveys a positive message about the commercial district and what it has to offer. Popular design activities also include instilling good maintenance practices in the commercial district, enhancing the district's physical appearance through the rehabilitation of historic buildings, encouraging appropriate new construction, developing sensitive design management systems, educating business and property owners about design quality, and long-term planning.

MAIN STREET VIABILITY: ORGANIZATION

Organizational Viability

Although both KSDC and CAUFS are newly established nonprofit organizations, both groups demonstrate leadership capacity and desire to execute a Main Street program in the study area geography. A successful Main Street program would require that both organizations establish and execute a strong working relationship. Risk factors include the fact that the CAUFS and KSDC have limited experience working directly together and both organizations have very limited fundraising experience.

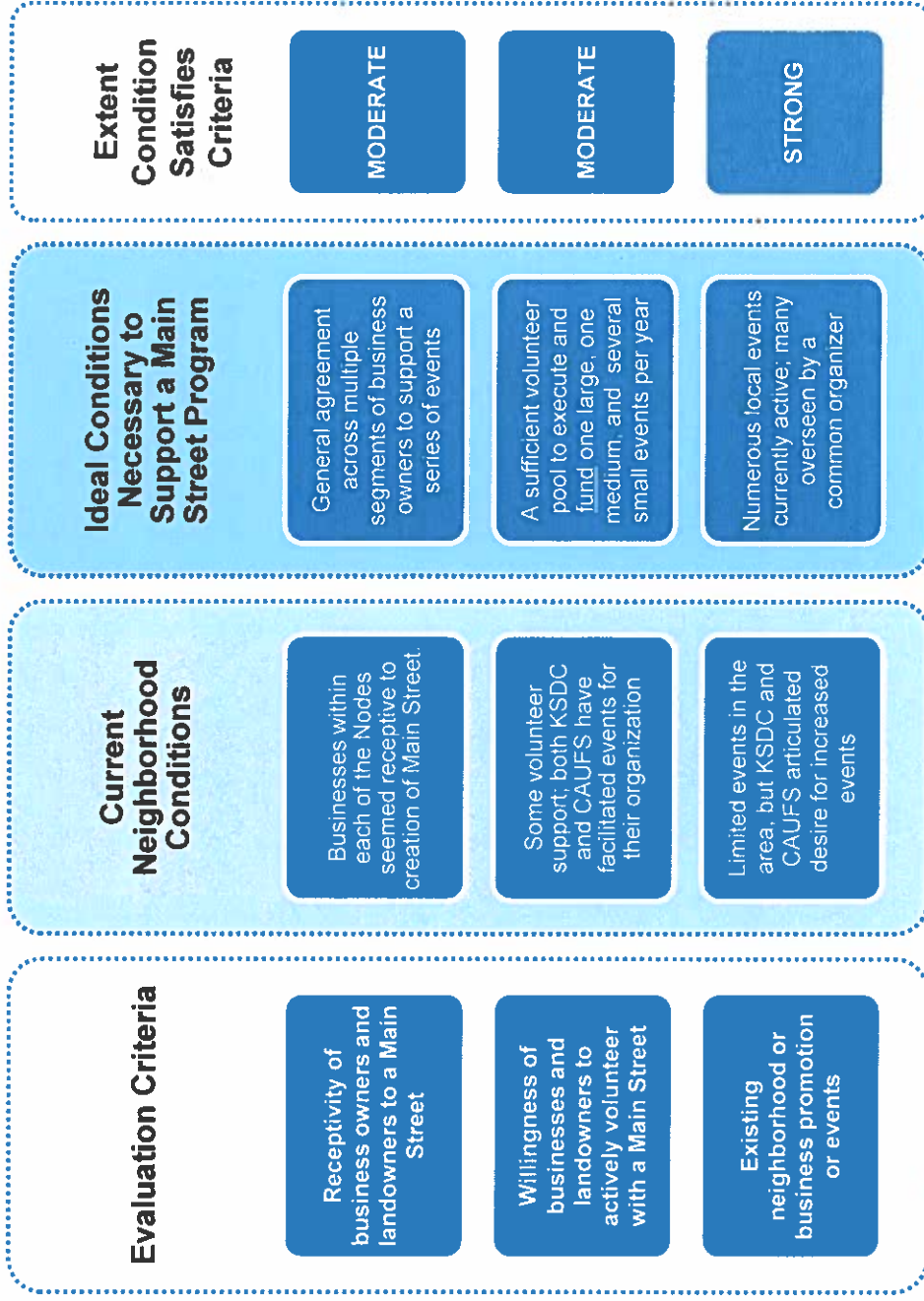


Conclusion: Moderate

MAIN STREET VIABILITY: PROMOTION

Promotion Viability

Both KSDC and CAUFS organize events throughout the year. KSDC hosts the Annual Kennedy Street Festival with several thousand in attendance. The organization fundraised approximately \$5,000 for this. CAUFS facilitates a quarterly event, Community Soup Dinners, that bring a few hundred people together. Overall, businesses within each of the Nodes generally felt a Main Street program would benefit the area. Some businesses expressed interest in supporting a Main Street through donation and volunteerism as demonstrated through current events.



Conclusion: Moderate

MAIN STREET VIABILITY: DESIGN

Design Viability

The overall physical characteristics of both corridors offer some appeal. Each of the five commercial nodes vary in physical appearance. Both communities expressed prioritization and experience with public design and streetscaping. Several artists currently work with both of the nonprofits and communicated interest in working with the potential Main Street program. A risk factor is that both corridors have a strong independent identity, history, and character.

Evaluation Criteria

- Presence of historic assets to leverage and enhance
- Strong neighborhood history and character that still resonates
- Neighborhood capacity to address streetscape elements
- Inviting environment for shoppers, workers, and other visitors

Current Neighborhood Conditions

- Limited architectural significance but with some historic charm
- Both corridors have vibrant histories that still resonate, but they do not share a common identity.
- KSDC has experience working with DDOT on large streetscape improvements
- Invitingness is limited currently; opportunity for improvement

Ideal Conditions Necessary to Support a Main Street Program

- Existing architectural or streetscape elements worthy of preservation
- A clearly defined sense of architectural identity & a sense of history/culture that resonates today
- Existing capacity to coordinate or help fund larger streetscape upgrades
- Opportunity to execute more nuanced design guidelines

Extent Condition Satisfies Criteria

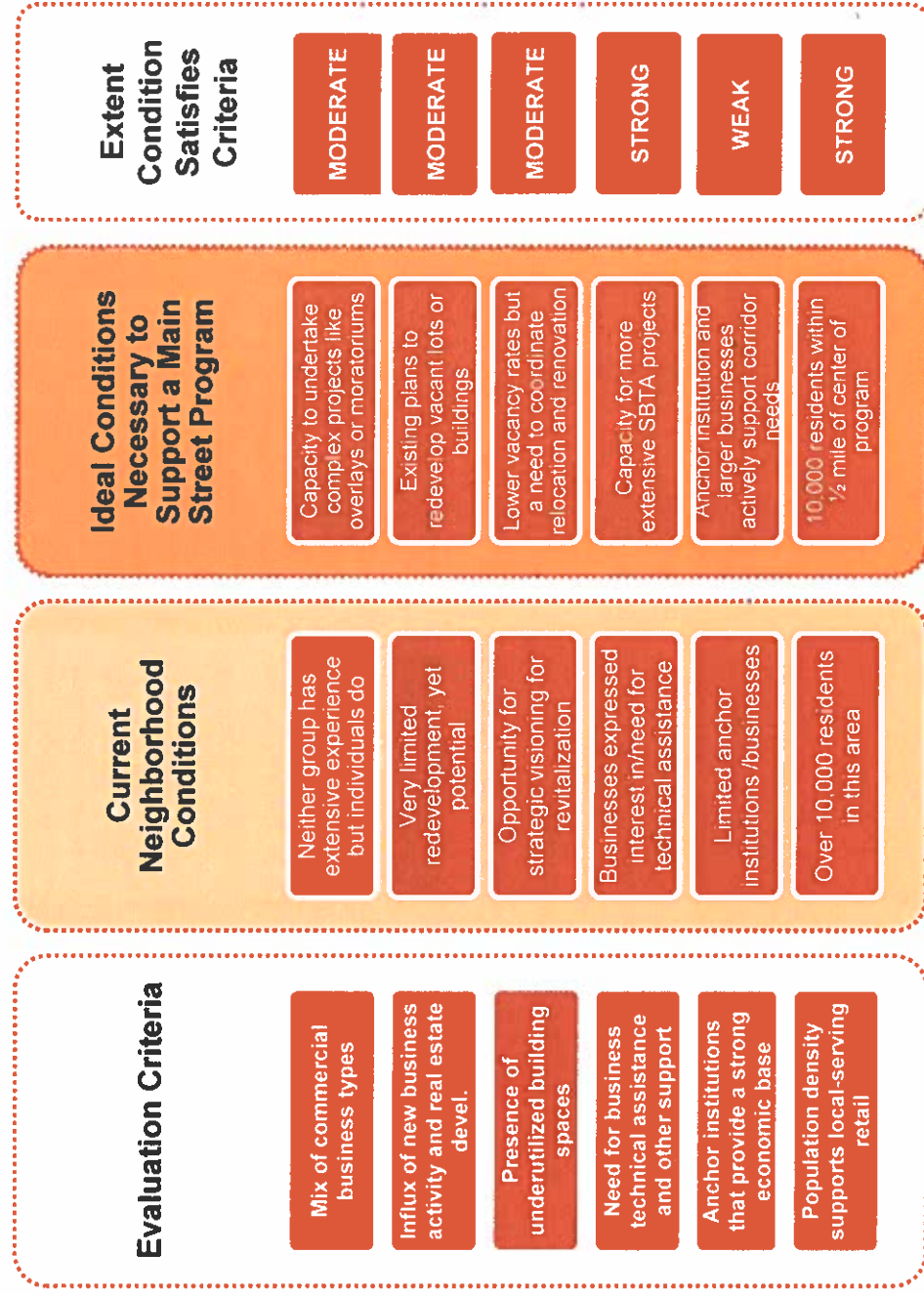
- MODERATE
- MODERATE
- STRONG
- STRONG

Conclusion: Strong

MAIN STREET VIABILITY: ECONOMIC RESTRUCTURING

Economic Restructuring Viability

A Main Street program in this area could benefit the economic development of the communities, but caution must be placed to ensure equality of efforts along all five nodes. There are strong opportunities to assist businesses with technical assistance, especially due to the diversity of the area and language barriers with business owners. CAUFS and KSDC leadership have much of the knowledge and capacity required for complex economic restructuring projects and initiatives. An important risk factor is the lack of a larger anchor institution that draws outside visitors or has the ability to contribute financially.



Conclusion: Moderate

SUMMARY OF FINDINGS: SUITABILITY OF A MAIN STREET

Summary of Findings

Using the parameters of the Four Point Approach, there is a moderate-to-strong opportunity for the development of a Main Street program in the area of Upper 14th Street and Kennedy Street. There are some risk factors within each of the four Main Street focus areas.

The two corridors are adequately positioned for a feasible joint program. Both CAUFS and KSDC communicated collaboration between the two existing nonprofits, positioning both programs into a successful relationship. One difficulty may include executing programming across all five commercial nodes.

Additionally, consideration of how these programs may best work together structurally will dramatically effect the feasibility for both communities to achieve a successful Main Street program.

Viability

Existing leadership in the area through current nonprofits demonstrate capacity and willingness for a viable Main Street program. Existing collaborating between CAUFS and KSDC will likely continue.

Organizational

Viability

Business owners and community stakeholders are receptive to the establishment of a Main Street program. Established nonprofits in the area demonstrate knowledge key to a successful program.

Promotion

Viability

Each of the five commercial nodes vary in physical appearance. Both communities expressed prioritization and experience with public design and streetscaping. There are strong opportunities to improve the design and physical condition of both corridors.

Design

Viability

A Main Street program in this area could substantially benefit the economic development of the communities, but caution must be placed to ensure equality of efforts along all five nodes.

Economic Restructuring

05

Case Studies of Previous Main Streets

14TH STREET HEIGHTS MAIN STREET

Ten years ago, the 14th Street Heights Main Street Program disbanded after four years of operation as a nonprofit. The program at the time was concentrated on a small geographic area of 14th Street with a program approximately 4 blocks in size. Some businesses and community leaders involved with the 14th Street Heights Main Street Program are still located in and active with the neighborhood, reflecting a persistent dedication to their community.

14th Street Heights Main Street

Location: 14th Street

Approximate Program Size: 4 blocks

Program Formation: 2002

Program Termination: 2006

Longevity of Program: 4 years

Last Executive Director: Martin Smith

Factors Contributing to Termination

- Leadership pulled out of the Main Street program; the Executive Director moved out of DC; the Treasurer terminated his position due to personal reasons; the Board Chair resigned for personal reasons including illness.
- The leadership of 14th Street Heights Main Street determined that termination of the program would be the most viable outcome of the reduction of leadership.
- Their program designation was not stripped from them, rather the Main Street program folded on their own volition.
- The small geographic size of the Main Street may not have warranted full-time staff and had limited amount of volunteers and local donors.

Implications for Future Main Street Programs in This Area

- The termination of the previous Main Street was due to the needs of its prior leadership rather than a reflection that it could not be supported by the neighborhood.
- A new organization would have a larger geographic purview and a stronger critical mass for both leadership participation and fundraising capacity than the original program.
- Some stakeholders in the original 14th Street Heights Main Street program are still active in the same geographic area. This exemplifies continued support and dedication that would well position a new Main Street program in the area.

VINEGAR HILL SOUTH MAIN STREET

Vinegar Hill South Main Street Program spanning Kennedy Street was created and disbanded within less than a year in 2008. Due to this short program length, very few businesses were actively involved with the Main Street and the executive leadership is no actively involved in the neighborhood.

Vinegar Hill South Main Street

Location: Kennedy Street

Program Formation: 2008

Program Termination: 2009

Longevity of Program: Less than 1 year

Last Executive Director: Lindsay Hicks

Factors Contributing to Termination

- According to interviews with people affiliated with the program, the Board struggled with corruption issues. Financial embezzlement by the Board President occurred rapidly within a few months of the program starting.
- The leadership of the Board had close ties to one another preventing a quality checks and balance system – the Board president had family members and close friends on the Board who did not report the wrongdoings of the leadership.
- Because this program lasted under one year. Few businesses participated in this program and many were unaware that a Main Street was located in this area.

Implications for Future Main Street Programs in This Area

- To position the Main Street for success, no leadership from Vinegar Hill South Main Street program should be involved in any leadership capacity with a new Main Street program.
 - Branding of Vinegar Hill South Main Street, specifically with the name of the program did not resonate with the community nor brand Kennedy Street effectively.
 - Leadership should reflect a broad range of stakeholder types, interests, and perspectives.
-

LESSONS LEARNED FROM PAST MAIN STREETS

Based on interviews with people associated with Vinegar Hill South Main Street and 14th Street Heights Main Street, the following implications emerged.



Successful leadership creates a successful Main Street program.

Ultimately, both 14th Street Heights Main Street and Vinegar Hill South Main Street were terminated as a result of the leadership in both programs, albeit for dramatically different reasons. High quality leaders that demonstrate commitment to the neighborhood, capacity to work with a range of stakeholders, and skills in fundraising and program implementation is a fundamental success factor for a Main Street.



Main Street programs need a large enough geographic area to provide a critical mass of businesses, volunteers, and fundraising capacity.

Main Street programs that are too small may have difficulty fundraising and hosting events that draw significant numbers. Changing the size, in addition to structure, of a proposed program will separate the new program from the failures of past programs.



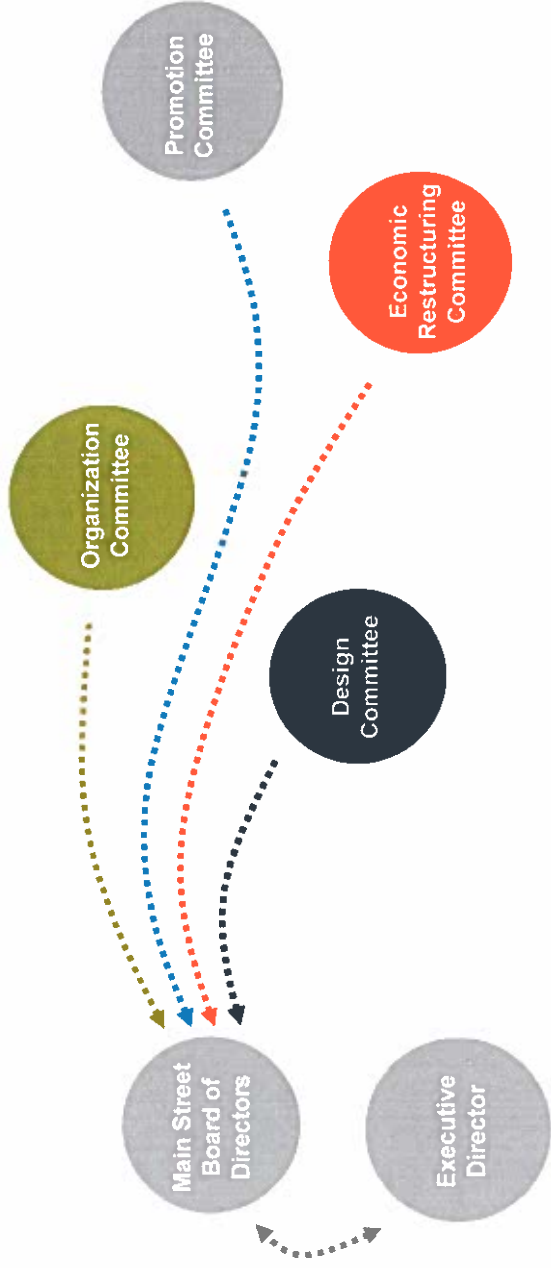
Established stakeholder support for a Main Street is a good precondition for success.

There is more stakeholder interest in a Main Street and more capacity to help support a Main Street than in years past. Neither of the previous programs had the quantity, quality, and diverse representation of stakeholder support necessary to maintain an effective program.

06

Main Street Structure Best Practices

CONTEXT: TYPES OF EXISTING MAIN STREET STRUCTURES



“A freestanding Main Street organization has a high level of autonomy, remaining accountable only to the community it serves, its funders, and its volunteers. Staff reports directly to the board of directors.”

- National Main Street Center

Standard Main Street Program Structure

Typically, a Main Street program covers a single geographic area, most commonly a commercial district, and is structured as a nonprofit organization. The standard program consists of a Board of Directors, a full-time Executive Director, and a four committees representing each one of the Main Street 4-Points: Promotions, Design, Economic Vitality, and Organization.

Unique Main Street Program Structure

Given that there are over 1,200 Main Street programs across the country, many Main Street programs create variations on this Main Street program structure. For example, Main Street programs may be rooted in another nonprofit corporation that oversees the Main Street program - this creates an additional layer of management that the Main Street Board of Directors would report to.

The structure of Main Street programs is determined at the time of the program's incorporation. However, the chosen structure can be adaptable should the program find it necessary. Cases studies exist across the country of Main Street programs shifting their operational structure to accommodate changes in their communities, political and leadership shifts, change in operational funding, or even community support.

JOINT MAIN STREET PROGRAMS

To understand the feasibility of a Main Street program that covers two distinct areas, a few Main Street programs across the country were assessed that had similar characteristics to 14th Street and Kennedy Street. These case studies considered the program and operational structures of the groups and the physical characteristics of the districts under their program. A SWOT analysis was conducted for each of these case studies to find applicable strengths and considerations when determining feasible structures for 14th Street and Kennedy Street.

Rome Main Street Alliance, New York

Comprised of four downtown corridors radiating from a central point, this Main Street program focuses on redevelopment of the corridors as well as beautification.

Allentown

Two Main Street programs exist immediately adjacent to each other – Seventh Street Development Corporation and Hamilton District Main Street. These organizations have a collaborative relationship yet they are separate programs.

Destination Congress Heights, DC

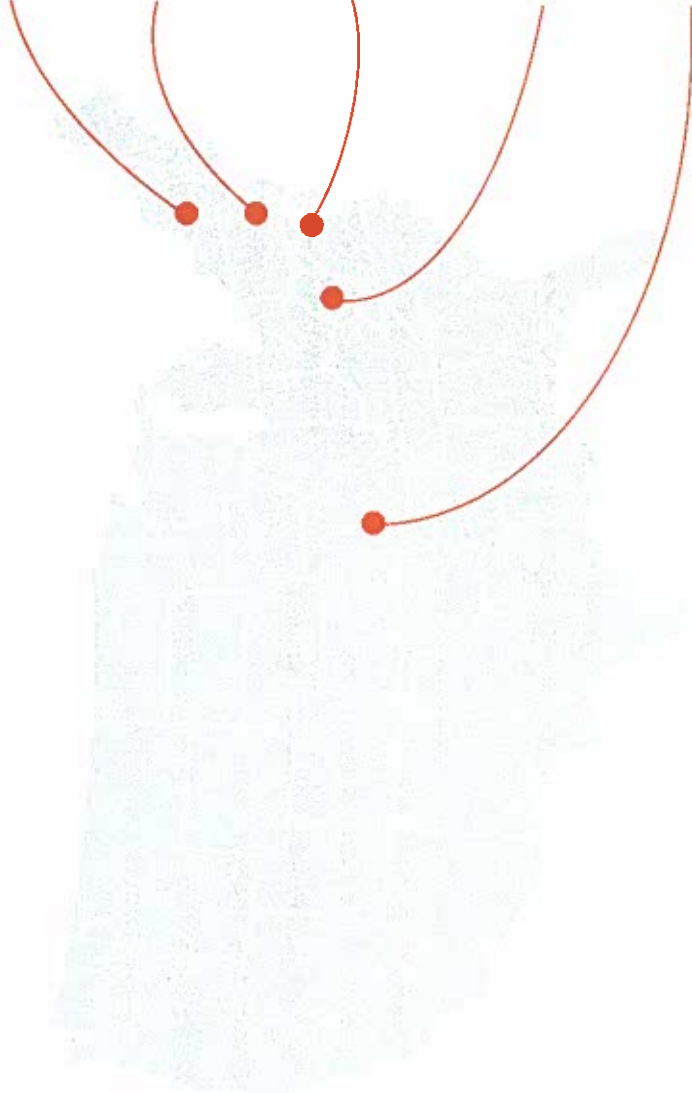
Embedded in the nonprofit Congress Heights Community Training & Development Corporation, this local Main Street program demonstrates the structural organization of a Main Street as a function or program within another nonprofit organization.

Charleston Main Street, West Virginia

Combining the East End and West End Main Street programs, Charleston Main Streets in West Virginia formed as an umbrella Main Street program overseeing two separate districts in the city.

Urban District Alliance, Springfield, Missouri

As an umbrella organization, the Urban District Alliance oversaw three separate districts in Springfield. This structure is no longer intact and shifted towards concentration on only one district.



CASE STUDY: CHARLESTON MAIN STREETS

Charleston Main Streets is an umbrella Main Street program that oversees two districts – the East End and the West Side. Originally, each of these organizations started as individual Main Street programs. Recently, the two districts combined into a single nonprofit Main Street.

Charleston Main Streets

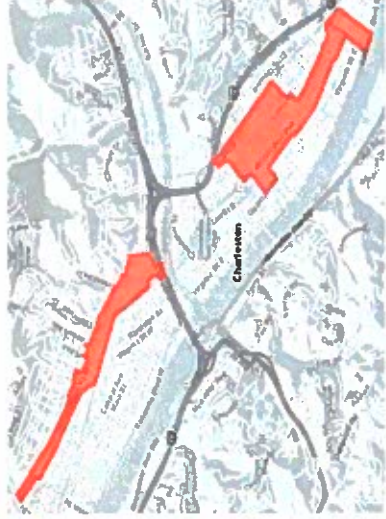
Location: Charleston, West Virginia

Approximate Program Size: 0.5 sq miles

Program Formation: 2015

Districts: East End ('02) & West Side ('05)

Executive Director: Ric Cavender



Implications For The Feasibility Of 14th Street & Kennedy Street:

- By combining the districts, each area was able to focus more on program implementation and economic development instead of operational tasks such as fundraising.
- Combining programs led to a larger budget than the two individual programs. The first operational year of the program ended with a positive balance. The overall budget for the first year equated to approximately \$500,000.
- Shared resource include increased staff capacity. Charleston Main Streets has four staff members: the Executive Director, Capacity Development Manager, and two District Program Directors.
- Combining two districts into one Main Street program led to concerns over community identity retention for each area.
- This organization was formed through an Advisory Board consisting of selected stakeholders and leadership representing both the East End and the West Side with the intent of balancing representation in the creation process of the new umbrella program. While this process emphasized curated representation, additional community buy-in would have been achieved if more emphasis was placed on the grassroots level instead of this top-down approach.
- This program requires separate boards for each of the districts as well as an overall Board of Directors – requiring a large amount of necessary leadership.

CASE STUDY: DESTINATION CONGRESS HEIGHTS

As a local Main Street program, Destination Congress Heights is a key case study with their programmatic structure of the Main Street program embedded in the larger nonprofit of Congress Heights Community Training & Development Corporation. Originally formed as Congress Heights Main Streets in 2009, in 2015, the Main Street program became under the direction of CHCTDC.

Destination Congress Heights

Location: Washington, DC

Approximate Program Size: 0.1 sq miles

Program Formation: 2009 / 2015

Districts: Only 1 commercial corridor

Executive Director: Kevin Vaughan



Implications For The Feasibility Of 14th Street & Kennedy Street:

- A new Main Street program housed in an existing nonprofit can help the Main Street program get started and gain capacity through guidance, leadership and consensus building.
- This model is applicable for communities that face a wide range of needs with a significant portion of those needs unmet within the framework of Main Street's 4-Point Approach.
- Capacity can be spread between the nonprofit to the Main Street program with additional resources allocated for the program instead of relying on a self-sufficient program.
- Embedded in a larger nonprofit program, the Main Street program brand is less evident to the community.
- Multiple nonprofits in the community, whether or not they are under the same umbrella program, can be confusing to business and property owners. The owners may not be aware of who to go to for resources and miss opportunities because of this confusion.

CASE STUDY: ROME MAIN STREETS ALLIANCE

Rome Main Streets Alliance consists of three distinct commercial corridors all radiating from a central point – Fort Stanwix National Monument. As a hub and spoke model, each corridor has a distinct identity yet functions together as a cohesive Main Street program. Originally formed as a Main Street program in the early 2000s, the program dismantled after a change in political leadership. In 2016, Rome Main Streets Alliance gained traction to re-establish the program becoming again a successful Main Street program.

Rome Main Streets Alliance

Location: Rome, New York

Approximate Program Size: 0.5 sq miles

Program Formation: Early 2000s / 2016

Districts: 3 corridors

Key Leadership: Jim Bintz



Implications For The Feasibility Of 14th Street & Kennedy Street:

- Each corridor has an individual identity defining the corridors. For example, one corridor is defined as the restaurant row for the community and another corridor has become a concentration for arts and cultural activities. These characteristics have helped ensure that the corridors retain their community identity.
- The corridors are most successful when they have an anchor at the end to serve as a "gateway" to the district.
- By not having separate boards or committees for each of the corridors, a strong unified community is communicated through the Main Street model.
- Originally, each corridor in the Rome Main Streets Alliance had it's own committee under the organization. This structure was originally created to ensure each corridor was represented and needs were met. However, this committees became very politically charged and contributed little benefits to the programmatic structure of the Main Street program.
- There is not a checks and balances system to ensure that each corridor is receiving equal attention and that the needs for each are being met.

CASE STUDY: URBAN DISTRICT ALLIANCE

Urban District Alliance originally was an umbrella Main Street program that oversaw three separate commercial districts under one Main Street program. However, this structure has folded and efforts are only concentrated on the downtown area of Springfield and the Historic C-Street Community Improvement District operates as an "Aspiring Community" within Missouri Main Street program.

Urban District Alliance

Location: Springfield, Missouri

Districts: Originally 3 separate districts under one umbrella program.



Implications For The Feasibility Of 14th Street & Kennedy Street:

- Originally, the geographic area of the Urban District Alliance covered multiple districts. Each district operated within its own Board but the Urban District Alliance served as an umbrella program, overseeing all districts. This required extensive amounts of leadership capacity due to the board structures. The structure proved to be unsustainable for the Urban District Alliance.
- Separate board structures for both 14th Street and Kennedy Street may be a helpful way to ensure leadership participation that represents both commercial corridors. However, careful consideration must be taken to ensure that participation from both is continued and that one area does not end up becoming the core program focal-point.
- A Main Street program that spans multiple neighborhoods may find itself concentrating its efforts in particular sub-areas within the geography, and these areas of emphasis may change over time. An unequal allocation of resources may be ideal if it reflects the will of area stakeholders, but is ill-advised if it unfairly favors one area over another.

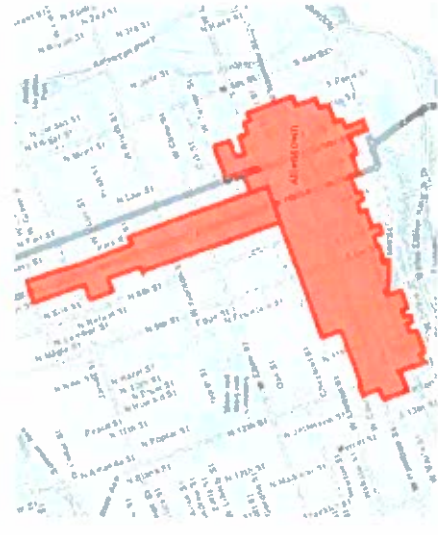
CASE STUDY: ALLENTOWN SEVENTH STREET DEVELOPMENT CORPORATION & HAMILTON DISTRICT MAIN STREET PROGRAM

Seventh Street Development Corporation and Hamilton District Main Street Program are adjacent Main Streets located in Allentown, Pennsylvania.

Seventh Street Development Corporation & Hamilton District Main Street Program

Location: Allentown, Pennsylvania

Districts: 2 separate programs



Implications For The Feasibility Of 14th Street & Kennedy Street:

- It can be successful to have two abutting Main Street programs that act independently of one another. Considerations for this structure should include leadership capacity, origination of the two programs, and city interests.
- Both program collaborate and have a strong working relationship to achieve shared goals. This helps contribute to the success of the overall area as well as the individual programs.
- The structures of the two programs are different: technically while they are both designated Main Street programs Seventh Street is a development corporation while Hamilton District is considered purely a Main Street program. The two different programmatic structures may impact individual goals of their districts as well as fundraising and revenue.

JOINT PROGRAM IMPLICATIONS AND SWOT ANALYSIS

<p>Charleston Main Streets</p> <p>The umbrella program of the two separate districts allows for each community to completely retain their own identity but reduces the required capacity for each individual district through shared resources. Additional leadership is required for this structure as there are additional board positions necessary with their structure.</p>	<p>Destination Congress Heights</p> <p>Consolidating the Main Street program under a larger nonprofit allows for guidance and mentorship as the program develops. However, this dilutes the brand of the Main Street program and can lead to confusion with stakeholders who may be unsure of who to contact for technical assistance.</p>	<p>Rome Main Streets Alliance</p> <p>Encompassing three corridors, this Main Street program works to ensure each corridor achieves success and the program meets the differing needs. Community buy-in is vital to structuring a Main Street Program with differing communities. This must be emphasized during the creation of the program.</p>	<p>Urban Districts Alliance</p> <p>Including multiple districts in the Main Street program provides increased access to leadership and resources. However, the required large amount of people within the overall group to communicate double or tripled when more districts were covered leading to inefficiencies within the organization.</p>	<p>Seventh Street Development Corp. & Hamilton District Main Street Program</p> <p>These Main Street programs demonstrate the success of two adjacent Main Street programs covering different districts. Both districts have a collaborative and strong relationship.</p>
<p>SWOT Analysis Findings</p>				
<p>STRENGTHS</p> <ul style="list-style-type: none"> • Joint program structures allow for a larger geographic area to be covered in a single Main Street program. • A joint Main Street program can still retain the identities and characteristics of each district area if the organizational structure is designed appropriately. 				
<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Because of the larger geographic area covered in a joint program, these programs may need larger budgets than would be allocated for only one program. • Necessary leadership capacity may be greater in a joint program since the programs often have additional boards representing the different areas 				
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Can streamline programming and operational budget into one program instead of two • Existing collaboration between districts may help transition into a Main Street program. 				
<p>THREATS</p> <ul style="list-style-type: none"> • In some organizational structure, a joint program relies on a large amount of representatives from each area. A structure with too many representatives may create an organization that relies on too much leadership and the overall area may struggle to find this capacity given both KSDC and CAUFS in existence. • Once a joint Main Street program, it may be more costly or logistically difficult to separate into two districts in the future. • Community pride in separate districts may stifle the opportunity for togetherness and collaboration under a joint program. 				

BEST PRACTICES: IMPLICATIONS FOR KENNEDY STREET & UPPER 14TH STREET

Based on case studies of Main Street programs that span two distinct neighborhoods or commercial corridors, four key considerations emerged that are particularly applicable to a Program for Upper 14th Street and Kennedy Street.



Leadership

Both districts must demonstrate that leadership is willing to collaborate and work together to achieve unified, shared goals.



Ability to Work Collaboratively

Each district must contribute resources to the overall program. Additionally, resources must be distributed equally amongst the geographic area. Hyper concentration of allocated resources will lead to disparities between the different areas.



Community Identity

To achieve a successful joint Main Street program, each district must be willing to allow for an evolving community identity in synergy with the other. Branding the two communities together under one singular Main Street program must allow for flexibility in the community identity.



Stakeholder Support

The stakeholders, including leadership, the city, political entities, business owners, property owners, and the community must support a joint Main Street program between the two districts. Lack of support could potentially lead to the failure of this Main Street.

APPLICATION OF BEST PRACTICES: VIABLE PROGRAM STRUCTURES

Based upon best practices and the organizational case studies of Main Street programs across the country as well as the existing local leadership with KDSC and CAUFS, the diagrams below depict five potential joint Main Street programmatic structures. Additional considerations and recommendations include:

- To maximize capacity, resources must be distributed from both CAUFS and KSDC to a Main Street program or there must be significant organizational overlap.
- A Main Street program should not be created completely independently from CAUFS and KSDC with the existing nonprofits remaining unchanged. Leadership capacity in the area will likely not be able to sustain three completely independent nonprofits given the current structure of the two organizations.
- Existing members of both CAUFS and KDSC should be heavily involved with the Main Street program.



Consolidated Program

In this model, both CAUFS and KSDC are folded into the consolidated Main Street program. This program would be structured as a typical Main Street program and not retain identity of CAUFS or KSDC.

Consolidated with Representation for Respective Nodes

With this model, each of the nodes would still be represented by the respective nonprofit with overlap at Node 3. This model helps promote representation among all five nodes as well as help provide representation for both CAUFS and KSDC.

14th Street Main Street & KS Development Corporation

CAUFS would transition into a Main Street program on 14th Street. Kennedy Street would remain a Development Corporation, similar to the Allentown Model. This option would leave a Main Street with less-than-ideal capacity as it would not be able to directly leverage KSDC support.

Main Street as a function of both KSDC and CAUFS

Both CAUFS and KSDC would participate in and/or oversee the Main Street program. This model may create leadership redundancies. Consideration for allocation of fundraising and disbursement of Main Street funds may be difficult.

Separate Main Street with CAUFS and KSDC still active as smaller organizations with no direct ties or funding from Main Street.

This model relies on a large amount of stakeholder capacity and may lead to difficulty obtaining enough volunteer support to facilitate three separate nonprofits in the area.

07

Summary of Findings

SUMMARY OF FINDINGS

<p>Findings</p> <p>A combined Upper 14th Street and Kennedy Street corridor have some characteristics that are unlike any other exiting DC Main Street geography. The five distinct nodes along the two corridors presents a range of unique challenges that a Main Street program would need to address. However, the neighborhood has a business quantity and composition in keeping with other DC programs, even if the size of the proposed boundary is slightly larger than average.</p> <p>Existing Conditions</p>	<p>Findings</p> <p>Vinegar Hill South Main Street Program and 14th Street Heights Main Street ultimately folded because of leadership issues. No leadership from Vinegar Hill South Main Street should be involved with this potential Main Street program because of the financial corruption that previously occurred. Leadership within CAUFS has demonstrated willingness to work with all types of business owners as well as dedicated interest after the folding of 14th Street Heights.</p> <p>Viability After Past Main Streets</p>	<p>Findings</p> <p>Community leaders and stakeholders are highly receptive and eager for a new Main Street program in this area. Business and property owners vocalized a willingness to combine into a single district if it was determined that it would strengthen the nonprofit's capacity. Both CAUFS and KSDC articulated a willingness to collaborate and work together as well as a belief that city and community investment in this area would generate substantial results.</p> <p>Stakeholder Receptivity</p>	<p>Findings</p> <p>Through criteria set forth to determine that the 4-Point approach is viable in this area, both communities collectively demonstrated that they met substantial thresholds equally within each of the four categories: organization, economic restricting, design, and promotion. The shortcomings of the existing, new stakeholder organizations were fulfilled by dedicated and committed leadership in the communities.</p> <p>Viability of 4-Point Main Streets</p>	<p>Findings</p> <p>The Main Street model can be applied successfully in a number of different structures. Leadership from both corridors must be willing and able to share a common vision and work collaboratively in order to maintain a successful Main Street program. A fractious board would be a huge impediment.</p> <p>Program Case Study Findings</p>
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LESSONS LEARNED THROUGH THIS STUDY



Given the short history of the prior existing programs, another failed or short-term program in this neighborhood might reflect poorly on the city.

Because this area has seen investment through two previous Main Street programs that failed or folded, the creation of a new Main Street program must be around for a substantial amount of time to have lasting impact.



Skilled and appropriate leadership is fundamental for creating a successful Main Street program.

The leaders of a Main Street, especially the Board of Directors, Board Chair, and Executive Director must have the skills and knowledge to execute both their tasks as well as the ability to form foundational relationships with the businesses and property owners in the area.



The two nonprofits representing the separate areas must demonstrate willness and capacity to work together.

Because this potential program would span the jurisdiction of two neighborhoods, and would be formed off of two existing nonprofits, the groups must demonstrate an ability to work together.

- Another failed Main Street will likely lead to no other chances for a Main Street program in this area, and might reflect poorly on the city-wide Main Streets program.
- Because there are communities throughout the District that desire a Main Street program, providing funding for an area that has already seen investment could create tension and concerns for allocation of funding.
- Business owner and property owner support for nonprofits in this area may decline if a new program is not successful.
- The previous Main Street programs in this area folded as a result of their leadership.
- Successful leaders for this program must not only demonstrate the capacity to properly and appropriate guide the program, but they must also foster and build relationships amongst both communities.
- Leadership must represent diversity of the neighborhood in both demographics and range of contextual needs. This area demonstrates diversity in a wide variety of spectrums. Leadership must support the needs of business and property owners and work with the community to ensure that all voices are heard.
- Best practices from other Main Street programs across the country conclude that when structuring a joint Main Street program, leadership must be willing to work together and share resources. If leadership is unwilling or unable, the joint structure will likely fail.
- Allocating and sharing resources, especially money, can cause tension in joint programs which would likely cause the program to fail. Demonstrating the willingness to appropriately distribute resources will indicate successful relationships.

SUMMARY OF FINDINGS: MAIN STREET SUITABILITY FOR KENNEDY STREET AND UPPER 14TH STREET

Of the six types of criteria used to evaluate the suitability of a Main Street program for Kennedy Street and Upper 14th Street, each indicate either a moderate or strong opportunity for an effective and sustained Main Street program.

Criteria	Summary of Conditions	Strengths and Opportunities	Weaknesses and Threats	Suitability for a Main Street
1 Existing Need for Assistance	There is need for support with safety, language issues, TA, marketing, and more	Existing community groups/businesses would benefit from increased capacity	Multiple retail areas with differing needs requires strong vision and capacity	Moderate
2 Business & Property Owner Receptivity	Most owners support a Main Street, many say they would volunteer	Most businesses & property owners are in favor of a MS	No major threats	Strong
3 Leadership Support & Capacity	CAUFS & KSDC are new orgs. with strong capacity and support	Strong interest, strong capacity, big volunteer base	CAUFS and KSDC have not shown the ability to collaborate	Moderate
4 Suitability of the MS Model	Four Point Approach evaluation score: 1 weak; 9 moderate; 6 strong	Strong leadership, strong applicability of the MS model	CAUFS and KSDC have not fundraised at a level needed to support a MS	Moderate
5 Lessons from Prior Local MS Programs	Previous programs closed due to poor board composition and limited capacity	Old programs did not leave a negative legacy; new active leadership and greater capacity	Poor messaging if a Main Street fails twice in the neighborhood	Strong
6 Success Factors for a Joint MS Program	Joint programs live and die by leadership strength, unity, and shared vision	Strong existing leadership and stakeholder support	Corridors have two distinct identities; unproven ability to share resources	Moderate

08

Recommendations

CHARACTERISTICS THAT SUPPORT A MAIN STREET PROGRAM ON KENNEDY STREET AND UPPER 14TH STREET

Would you recommend funding a Main Street Program to represent Kennedy & Upper 14th?

You have the political support to give money to a neighborhood that:

- *Is in need;*
- *Has the conditions in place to do well; and*
- *Has strong, passionate, experienced stakeholders who understand the Main Street model and want a Main Street on their corridor.*



There are many indications that a Main Street program can be successful in this area such as ...

Both nonprofits in the area have strong leadership capacity with a vested interest in the neighborhoods.

Each program has expressed willingness to collectively work together and have individually demonstrated eagerness for a Main Street program.

The two corridors and respective businesses are in current need of a Main Street program. Businesses in the area were able to articulate their needs which aligned with tasks suitable for Main Streets.

There is strong volunteer support from both the existing leadership in the area, community stakeholders, and businesses.

Both CAUFS and KSDC have conducted promotional events for their corridors and demonstrated ability in this capacity.

Leadership representation in the area have very strong design experience. KSDC in particular have worked with DDOT on streetscape considerations and studies.

The two programs have successful organization experience and have significantly grown as organization over the past few years – from ad hoc community groups to designated 501(c)3 nonprofits demonstrating the knowledge and capacity for continuous improvement.

Both existing organizations are framed off of the Main Street model and are very knowledgeable about the program. Combined, these two areas present a stronger opportunity than each area individually. As separate programs, neither area is currently positioned for an optimal singular program.

RISK FACTORS FOR THE VIABILITY OF A MAIN STREET PROGRAM ON KENNEDY STREET AND UPPER 14TH STREET

Would you recommend funding a Main Street Program to represent Kennedy & Upper 14th?

You have the political support to give money to a neighborhood that:

- *Is in need;*
- *Has the conditions in place to do well; and*
- *Has strong, passionate, experienced stakeholders who understand the Main Street model and want a Main Street on their corridor.*



While the proposition for this Main Street program has many strengths, there are a number of important risk factors including ...

Each corridor has its own identity with unique history. There is a lack of cohesive story that spans the entirety of the area as well as community desire to retain these two identities.

The geographic area consists of five distinct nodes between the two corridors that have different conditions and needs.

How well will the two existing organizations work together? While both nonprofits in the area vocalized willingness to work together, this has not been demonstrated yet.

The organizational structure is undetermined, and may be complex. An optimal structure would be decided on at a community level with stakeholder buy-in. This has only been very preliminarily discussed amongst the organizations.

Both KSDC and CAUFS have limited fundraising experience (partly because they are very new nonprofits) and have not met ideal threshold fundraising amounts.

The nonprofits in the area have limited economic development experience.

There is currently very little development occurring in the area as a whole. This may factor in to the ability for the Main Street to adequately fundraise as many programs in DC rely on developer contributions.

There are few high-wealth local institutions, businesses, or investors that can easily provide large annual financial contributions to the Main Street, which will make fundraising more difficult.

STUDY RECOMMENDATION: THE CITY SHOULD OFFER MAIN STREET DESIGNATION ON A CONDITIONAL BASIS

In order to receive Main Street designation, by May of 2017 CAUFS and KSDC should collaborate to accomplish four identified tasks that will mitigate city risk and build a strong foundation for a successful Main Street Program.

Building a Path Towards Success

Risk Factors. A few critical success factors for the development of a new Main Street program have not been demonstrated in the subject neighborhoods. In particular, CAUFS and KSDC represent different neighborhoods and have not worked together extensively, shared significant resources, or executed joint programs. In addition, neither program has raised anywhere near the amount of money required to sustain a Main Street program.

There Remains a Strong Opportunity for a Main Street Program. It is important to emphasize that there is no indication that the two groups do *not* have the ability to fundraise or work collaboratively. Both organizations are less than a year old, are still in the process of building their capacity and experience, and each represents a distinct neighborhood. As

such, the lack of collaboration and fundraising experience is unsurprising and should not be a reason to eliminate CAUFS and KSDC from consideration.

These Risks Can Be Mitigated. To reduce the amount of risk associated with creating this Main Street program, we have identified opportunities for CAUFS and KSDC to demonstrate a willingness to share resources and work collaboratively, the ability to execute a large fundraising campaign, and develop a process through which both organizations are satisfied with their role within the Main Street program. Main Street designation should be granted under the condition that by May 2017 CAUFS and KSDC have accomplished the following four action steps to the satisfaction of leadership at the Department of Small and Local Business Development.



CONTINGENCY SPECIFICS

In order to receive Main Street designation, by the end of FY2017 CAUFS and KSDC should collaborate to accomplish five identified tasks that will mitigate city risk and build a foundation for success.

Given the identified risks associated with creating this joint Main Street program, there are four conditions and objectives that should be achieved by May of 2017. These tasks will provide the opportunity for the two organizations to work together, demonstrate a willingness to collaborate and share resources, showcase their ability to fundraise at a high level, and allow CAUFS and KSDC to develop a program organizational structure that best serves the neighborhood.

1. Decide on a Program Structure.

CAUFS and KSDC should collaborate in developing an organizational structure that fits the Main Street model and serves the objectives of both existing organizations. Both groups must find a way to integrate their operations and leadership into a new nonprofit entity. An Executive Director, once selected, should not be someone with a bias towards either corridor.

2. Create a Work Plan.

CAUFS and KSDC should jointly develop a work plan that identifies the goals, objectives, and anticipated programming for the Main Street over its first three year.

3. Raise \$40,000.

CAUFS and KSDC should undertake a joint fundraising effort that nets at least \$40,000.

4. Do a Joint Project.

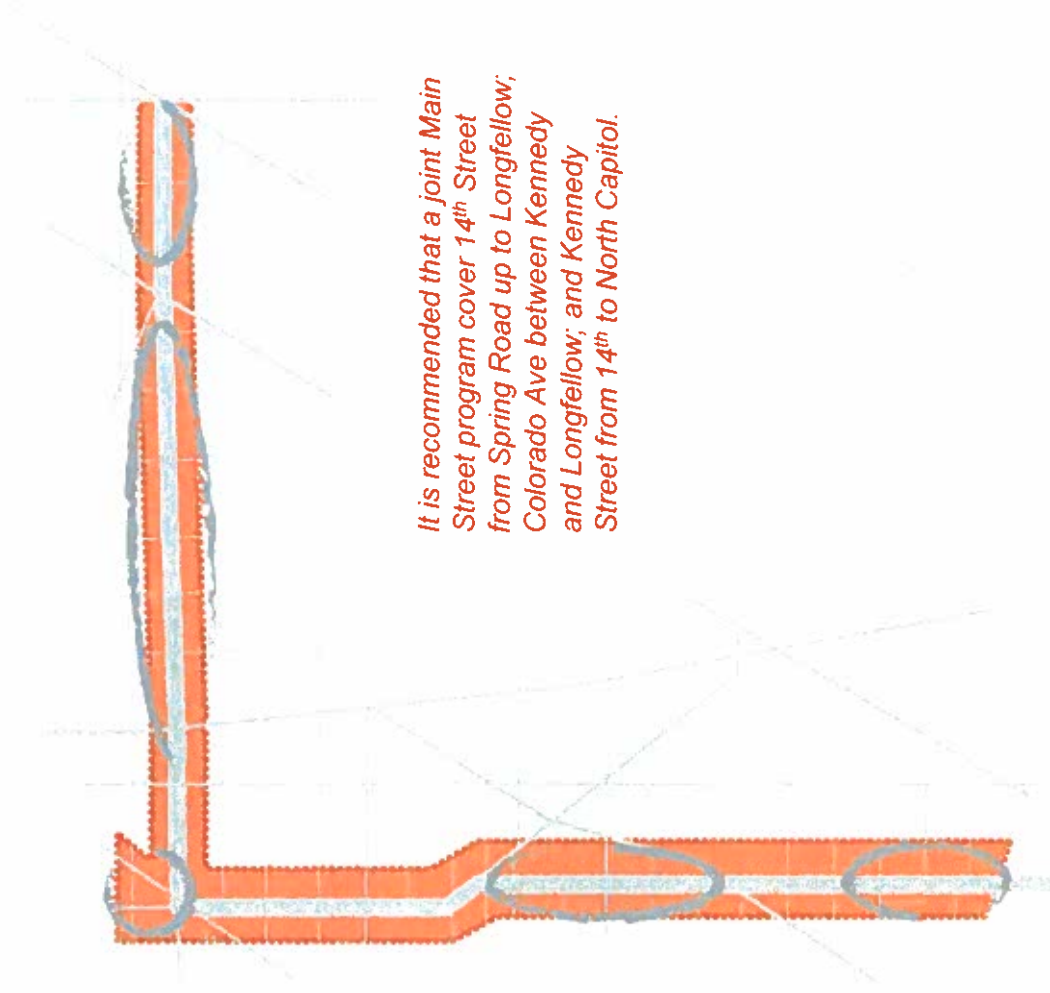
Using money they have raised, CAUFS and KSDC should design and execute a joint project of their choosing that serves the community.



RECOMMENDED PROGRAM BOUNDARY

The recommended boundary for an Upper 14th Street and Kennedy Street Main Street should encompass all five nodes of commercial activity, and should cover the full area highlighted in the map to the right.

- Business owners and community stakeholders in each of the nodes supported the prospect of a Main Street in this area.
- The five nodes combine for an ideal critical mass of retail activity, stakeholder support, and neighborhood volunteers.
- Node 3, located at the intersection of 14th Street and Kennedy Street, represents a junction-point where both existing nonprofit organizations overlap. This intersection proves to be a critical connection between the two communities and fundamental in the feasibility of a Main Street program in this area.
- This boundary includes pockets of residential development between commercial nodes. This is somewhat unique compared to existing Main Street programs in DC and should be further considered within the programming and structure of the Main Street.



It is recommended that a joint Main Street program cover 14th Street from Spring Road up to Longfellow; Colorado Ave between Kennedy and Longfellow; and Kennedy Street from 14th to North Capitol.

RECOMMENDED PROGRAM STRUCTURE & LEADERSHIP

Existing members of both CAUFS and KSDC must be heavily involved both in determining a Main Street organizational structure as well as actively involved in the program's operations.

The Executive Director should be someone without a bias towards one of the two corridors. While this may be a member of CAUFS or KSDC, it should probably not be someone who currently has a leadership role in either organization. The Executive Director should have a strong fundraising background, should have experience working with diverse populations, and, ideally, should speak Spanish.

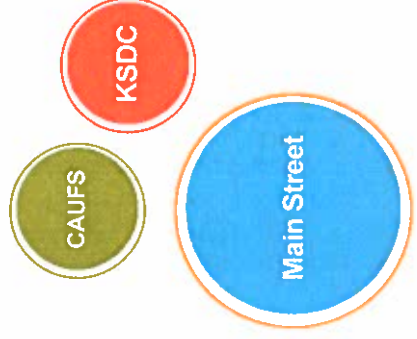
The Board of Directors should represent not only members from both CAUFS and KSDC, but should also have membership that (a) reflects business owners, commercial property owners, and neighborhood residents, (b) reflects the area African American, Hispanic, Ethiopian, and Asian business owner populations, and (c) has representation from all five retail nodes. One consideration might be to guarantee two board spots for stakeholders from each of the five commercial nodes.

Out of the five potential program structures identified in the review of best practices, two models are a particularly good fit for the neighborhood.



Consolidated Programs with Representation for Respective Nodes

Each of the nodes would still be represented by the respective nonprofit with overlap at Node 3. This model helps promote representation among all five nodes as well as help provide representation for both CAUFS and KSDC.



Separate Main Street with CAUFS and KSDC still active as smaller organizations with no direct ties or funding from Main Street

This model relies on a large amount of stakeholder capacity and may lead to difficulty obtaining enough leadership in the area to facilitate three separate nonprofits in the area.

RECOMMENDED NEXT STEPS

The following next steps are recommended to help CAUFS and KSDC move forward with a Main Street implementation process.

- Create a Main Street Steering Committee with members from CAUFS and KSDC that will collaborate to achieve the designation contingency tasks and other necessary preparations. The DC government is currently in the process of creating a Kennedy Street Task Force; there may be an opportunity for this organization to be involved in the steering committee process.
- The city may wish to consider designating a third-party facilitator or moderator to assist the Steering Committee. This moderator could help guide the collaboration process and ensure that both corridors are appropriately represented in the creation of the Main Street program. A facilitator could also help track progress on completing the contingency tasks and report back to the city. This role could be completed by DSLBD, by an outside consultant, or by an impartial third party volunteer.
- The Steering Committee should complete the contingency tasks by May 2017 prior to its designation as a Main Street program.



