

MAIN STREET HANDBOOK

Increasing Your Main Street's Financial Stability: A Guide to Turning Supporters into Donors



OREGON
MAIN STREET



2021

Main Street Workbook: Turning Supporters into Donors



Oregon Parks and Recreation Department Oregon Heritage/State Historic Preservation Office Oregon Main Street

725 Summer Street NE, Suite C
Salem, OR 97301
(503) 986-0690
Sheri Stuart, State Coordinator
(503) 986-0679
sheri.stuart@oregon.gov

Written by Sheri Stuart in 2008 as "A Guide to a Successful Membership Campaign"
Updated and expanded by



Donna Ann Harris
Heritage Consulting Inc.
422 South Camac Street
Philadelphia PA 19147
267 251 5444
heritageconsultinginc@gmail.com
www.heritageconsultinginc.com

Graphic Design by Philip Green
541 543 5191
Philip.Basil.Green@gmail.com

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Introduction & purpose of workbook

Local revitalization programs must raise funds from a diverse group of supporters to build and sustain a viable organization. This workbook presents a comprehensive, community wide approach for seeking financial contributions to your local Main Street organization from donors, including:



Certainly, local and county government participation is critical as well. However, asking for support through an investor campaign or annual fund drive generates immediate returns as well as opens future fundraising opportunities for larger projects.

One of the key reasons to begin an investor campaign or annual fund drive is to grow the effort over the years so that it can supply a substantial part of the organization's operating budget. These funds are regular, predictable revenue sources that can grow over time. A good long-term goal would be to raise 25% of the organization's operating budget from your annual fund drive every year.

Funds raised through investor campaigns are unrestricted revenue that the Main Street organization can use for any purpose. These funds can be used to pay rent, staff salaries, upgrade websites, and other items that are difficult to fund through grants. By undertaking an investor campaign or annual fund drive, the organization controls all the planning, implementation, and renewal process each year and isn't subject to the ever-changing funding priorities of foundations, corporations or government agencies.

A great deal of background preparation goes into launching a successful "friends of Main Street" campaign or annual fund drive. Your "friends of Main Street" campaign needs to present a compelling case about why people should give to your organization.

People give to organizations

Have a strong mission they believe in.



Can demonstrate an ongoing need for funding.

Have a reasonable plan for continuing to provide services.

A large base of small donors is an excellent barometer of your organization's success. Investors essentially "vote" on how your organization is doing with their checkbooks or credit cards each time they renew their investor gift. It is an accurate, market-driven evaluation of your downtown program and its leadership. Having more investors equals more political power and clout, something any downtown organization can use in abundance. A successful investor campaign list means there are many more people to invite to events and more upper-end donors to cultivate during the year for additional gifts. An investor program invites residents and shoppers to participate in the organization once a year. All investors have the potential to give more if they are asked to upgrade their gifts when they renew. Investors can also be invited to support other worthy special projects proposed by your Main Street organization throughout the year.

Finally, investor campaigns are the baseline for all future Main Street fundraising—especially if you ever plan to do a major gifts campaign where you are seeking large donations of \$5000 or more. An investor program builds a base of supporters for larger fundraising drives ahead. You must cultivate your donors first by gathering their small gifts before you can begin to ask them for thousands. That is why an investor campaign is so critical for any Main Street organization. You must start asking individuals for small gifts and build from there.

This workbook will show you HOW to segment your approaches to donors using a variety of communication channels you already use to raise money from all your potential audiences. These audiences include property owners, merchants, residents, shoppers, those in your mailing list, and your social media fans. This workbook will help prepare your organization to put together a winning effort to raise the funds you need from these audiences.



The value of Main Street to stakeholders

No matter the size of your town or its demographics, donors benefit every day from a revitalized downtown, and therefore should be asked to support your work. Downtowns have both economic and symbolic value to the community at large as the physical, historical, and cultural center of town. A healthy and thriving downtown is a showcase for the rest of the community, and it is used by everyone throughout the week. Downtown is the heart of most towns because municipal government buildings are concentrated there along with the important civic buildings: the library, post office, religious institutions, theaters, and schools. Residents and visitors use the restaurants and other eateries, handsome retail shops, numerous professional and personal service establishments, and convenience stores year in and year out.

A well restored downtown is the ultimate public-private partnership because both entities must invest together in its success. That is where your local Main Street organization comes in. This community-wide fundraising effort must engage and convince stakeholders to financially support your work.

Ben Muldrow, Partner; Arnett Muldrow; and Matt Ashby, Urban Planner, Ayres Associates; worked with Colorado Main Street on the Pickaxe Project, a robust series of tools that not only streamlines the delivery of the benefits of the Main Street Approach, but provides mechanisms that can be tailored to a variety of audiences and contexts. In the toolkit, they define the Prime 5 Audiences of Main Street in the following way:

Owners

The owners are so very important to our districts. They are the building owners, the business owners, the property owners, the developers and prospects. They are the ones who are putting their blood, sweat and tears into the district. They have the HIGHEST level of risk involved of any audience. The best way to think of it, the owners are putting on a major event each day and are doing it on their dime.

Why is Main Street Important to Owners?

- ▶ We believe that business owners should prosper
- ▶ We believe customers will love our district
- ▶ We believe that our buildings deserve love, and we build the economy to support that love
- ▶ We believe profit is good
- ▶ We believe that loyalty comes from experiences

Measurable Results:

- ▶ Storefront occupancy
- ▶ Increased sales
- ▶ Foot traffic
- ▶ Business revenue
- ▶ Social media mentions
- ▶ New business
- ▶ Average age per unit

Donors

Our donors help us to exist. But we don't want it to be charity, we want it to be earned. Businesses investing in our organization, gaining exposure, leaving a legacy, and supporting the place they call home.

Why is Main Street Important to Donors?

- ▶ We want to be the organization known for getting things done, and a movement worth investing in.
- ▶ We believe that Main Street is a wise investment
- ▶ We believe that this is a smart way to build business
- ▶ We believe that Main Street can help leave a legacy
- ▶ We believe that Main Street is an efficient way to advertise
- ▶ We believe that supporting grassroots economic development makes your support of your community apparent

Measurable Results:

- ▶ Event attendance
- ▶ Social reach
- ▶ Income
- ▶ Willingness to give
- ▶ Donor satisfaction survey

Public

The public are our customers, our event guests. They are the ones who make the market viable. They are the ones who support small business. They are the economy builders. The loyal ones who return time and time again. And at Main Street, we help people fall in love with our community.

Why is Main Street Important to the Public?

- ▶ We believe people want to feel special
- ▶ We believe that events create memories
- ▶ We believe that traditions are born downtown
- ▶ We believe that our origin story is important
- ▶ We believe that downtown is how people become connected to their community

Measurable Results:

- ▶ Sales
- ▶ Customers
- ▶ Attendance
- ▶ Street traffic
- ▶ People complain about parking less

Volunteers

Volunteers make all the difference in Main Street. We encourage others to become involved in our work through our committees, events, and our board. Volunteers must be happy with their involvement and keep coming back for more fun. They must feel they are making a difference in their downtown.

Why is Main Street Important to Volunteers?

- ▶ We believe that with Main Street, you can make a difference
- ▶ We believe that you will feel a part of something bigger
- ▶ We believe that Main Street is fun and rewarding
- ▶ We believe that Main Street can be a safe place to make change

Measurable Results:

- ▶ How many show up
- ▶ How many come back
- ▶ Satisfaction survey
- ▶ How often they help
- ▶ If they bring friends

Government

Our elected officials and city staff are some of our greatest partners. Main Street presents A beautiful opportunity to be involved in the future of the community in a non-political fashion, while communicating to the constituents and making them love their place. Jobs, tax base, private sector investment, small business support—Main Street offers it all.

Why is Main Street Important to Government Officials?

- ▶ We believe that Main Street are the Pioneers of Economic Development
- ▶ We believe that growing tax base and growing jobs starts at the heart
- ▶ We believe that Main Street makes the Government's job easier
- ▶ We believe that Main Street is the most efficient way to leverage financial improvement

Measurable Results:

- ▶ Budget
- ▶ Funding
- ▶ Support
- ▶ Ease of partnerships
- ▶ A seat at the table

Keep these audiences and how they benefit from your organization in mind as you craft your story about the work you do. And, look to these indicators on how to measure results above and beyond the dollars you receive as a true measure of the success of your donor campaign.

Example: Communicating Your Value to the Prime 5 Audiences:


MAINCHANGERS



Rangely Commons – TREAD Makes a Mark

Positive change is coming to Rangely in the form of a new gathering space the community can enjoy. Previously known as the “courtyard between the library and Town Hall,” a fresh look is coming to the space along with a new name. TREAD, the local Main Street Program, has recently received a \$50,000 grant from the Colorado Department of Transportation to enhance the sidewalk and pavement in the area. “We thrilled to have the opportunity to introduce TREAD to the broader community with this exciting project,” says Jeannie Caldwell, manager of the program. Rangely was recently welcomed into the statewide program administered by the Colorado Department of Local Affairs. “Joining Main Street has opened up access to new grant programs, enabling Rangely tap into even greater resources than ever before.”

The refreshed space will be known as Rangely Commons, and is envisioned to evolve over time into a civic plaza space that can welcome smaller events, concerts and vendors. Improvements will include a bit more green as some of the deteriorating pavement surfaces will make way for additional grass softening the area. “The area has always been beautifully maintained, with abundant flowers during the summer months. TREAD is enthused for this to be one of our first projects out of the gate,” says Sue Samaniego, one of TREAD’s new board members.

TREAD follows the National Main Street Center’s Four-Point Approach to community revitalization. Using a team approach, the volunteer board collaborates with the Chamber and Town to advance economic development, focused on advocating for the community, while enhancing Rangely’s built environment. Beautification of Rangely Commons is just the beginning. Watch for more great initiatives as TREAD gains traction!

Here’s just a few of the (not-so-hidden) messages:

Government:
It’s great that TREAD was able to tap into new funding sources. This is definitely worth the investment.

Public:
I’ve never heard of TREAD, but it sounds like they’re making a mark on Rangely. It will be nice to have a new space in town to gather.

Volunteers:
This new TREAD board sounds interesting. Maybe I should look into volunteering.

Investors:
Communities who invest in themselves are a great place for us to invest.




▶ Encouraging businesses to donate to the local Main Street program

Merchants and property owners get the largest share of the benefits of the local Main Street organization's work as we have outlined above. They are often the first group to be asked to be financial supporters and that is appropriate. They should be approached for their financial support because of both the tangible and intangible benefits they gain through the work of hundreds of volunteers who expend thousands of volunteer hours each year to the local Main Street organization.

We encourage you to first appeal to merchants and property owners by focusing on charitable intent and by explaining the broad social good of the Main Street organization. This is like the appeal you will make in your campaign to individuals, downtown shoppers, and social media fans. The general benefits of a flourishing community, alive with events organized by your local Main Street organization, is often enough of a selling point. Both property owners and merchants already cooperate in Main Street-driven activities because they already believe in its downtown improvement mission.

Focus first on asking for gifts that would support the unrestricted operating budget for your organization including your cleanliness, safety, and beautification efforts; the Farmers Market (if you manage one); the special events and image activities; the design assistance you provide to everyone; and how small business retention and expansion makes sense for all downtown businesses. Your reinvestment statistics can come in handy here to explain the real, tangible impact your organization is having on downtown. The 2021 "Expired but in Good Standing Renewal Letter" for business owners from Klamath Falls Downtown Association in the sample documents in the appendix explains what the organization has done in the last year and uses well-chosen reinvestment statistics to encourage the business owner to renew their support from a charitable intent. Tell these businesses about the programs that highlight your mission, such as the Fourth of July parade, the new hanging flower baskets, how you maintain a safe and clean downtown, the yearly festivals, or the other beloved annual events such as the farmer's market—your mission and vision for downtown should be front and center of any campaign message to a merchant or business owner.

Later in this publication in the "Value-Based Giving Categories" section, we discuss how downtown organizations have blended charitable intent with value-based giving in their campaigns for business owners and provide several examples from local Main Street programs in Oregon.

Working with Government

While not a part of the general donor campaign, local government support is an important part of the overall funding strategy for Main Street organizations. Local government benefits from the main street effort in a variety of ways, not the least of which is increased tax base, new business and job creation, better goals and vision, a healthier economy, better services available, positive perception of downtown and community, and better relations between city hall and private sector.

Keep in mind that these essential steps in forging both a philosophical and financial partnership with local government:

- ▶ Review any strategic plans your local government might have in place.
- ▶ Identify areas you already are doing work that meets the City's goals and objectives or strategic vision or areas that meet your mission and where you could have an impact.
- ▶ Take City Commissioners out for coffee and get their feedback on how they think your organization is doing or what they would like to see you do.
- ▶ Put together a budget request that links your request to city plans that are part of your organization's goals and objectives.
- ▶ Give regular updates to the City Commission (at least quarterly although monthly is even better)

Planning Your Campaign: Who Does What?

The first task in any investor campaign is to determine who will take the lead in developing the overall fundraising strategy. Many programs fumble at this point because roles are not clearly defined which leads to confusion over who is doing what (see “What’s My Role in the Investor Campaign?” in the Resources section below). Key players include the outreach committee, the volunteer teams, the board of directors, and staff.

Outreach Committee. We recommend that the outreach committee take the lead in developing the overall investor campaign. Often, a special investor campaign subcommittee is formed under the outreach committee to fulfill this function. The role of the outreach committee in the investor campaign process is to:

- ▶ Develop the overall investor campaign plan and submit to the board for approval
- ▶ Coordinate implementation of investor campaign
- ▶ Identify and train team leaders
- ▶ Recruit additional volunteers needed to assist with the campaign
- ▶ Organize the end-of-campaign event
- ▶ Monitor progress

If you do not have an outreach committee, consider creating an investor campaign subcommittee of the board.

Volunteer Teams. The volunteer teams will implement the campaign according to an approved work plan. The outreach committee will identify the team leaders who are responsible for identifying two additional team members. Multiple teams will be needed for one-on-one solicitation of merchants, property owners, and individuals. The number of one-on-one solicitation teams is dependent on the number of current donors who give \$100 or more to the organization—all these people need a visit—and the number of merchants and property owners in your town. Merchants and property owners also need a visit, to thank them for their quick renewal, and to check in and reinforce the organization’s interest in their well-being. Individual team members will be asked to:

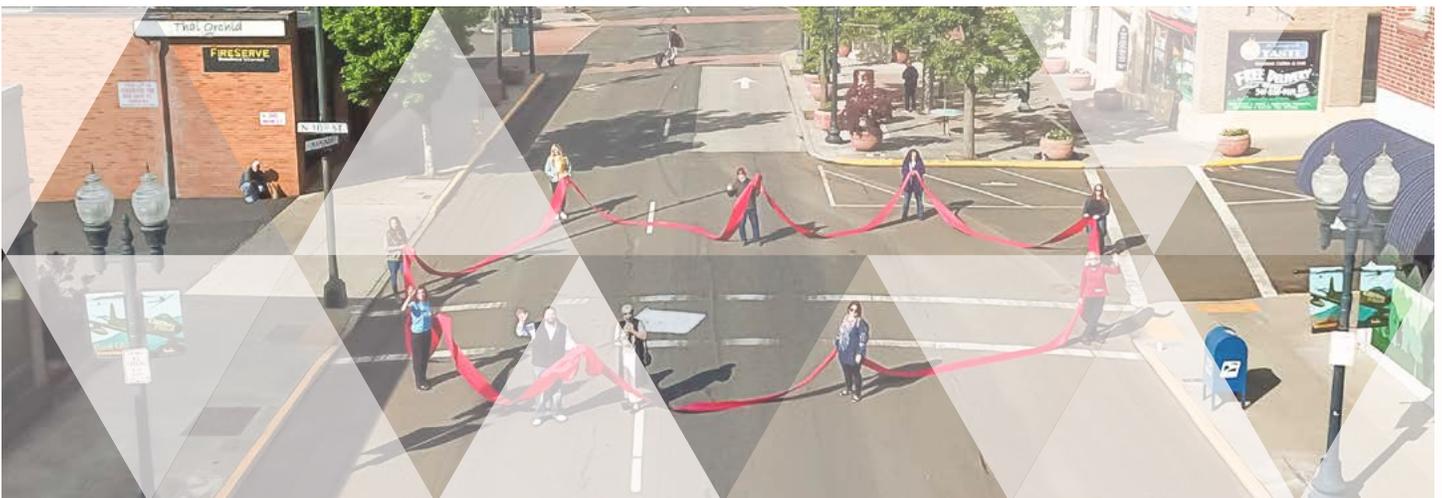
- ▶ Contribute to the Investor Campaign
- ▶ Contact people and businesses they know for renewals or new gifts
- ▶ Write personal notes on renewal letters to people they know
- ▶ Write and design newsletters, e-newsletters, and social media posts
- ▶ Make visits to donors and merchant and property owners they know
- ▶ Follow up with investors who have indicated that they will give a gift
- ▶ Write thank you letters to those investors they contacted when their gift is received

Board of Directors. The board must review and approve the investor campaign plan prior to implementation. In addition, the board needs to oversee the fundraising effort to make sure the campaign is on track. Individually, board members should:

- ▶ Contribute to the Investor Campaign
- ▶ Understand, endorse, and oversee planning
- ▶ Contribute to the mailing list
- ▶ Help identify and evaluate potential investors
- ▶ Share in the cultivation of key potential investors
- ▶ Make introductions to potential investors
- ▶ Participate in the campaign and help make the “ask”
- ▶ Write supporting letters
- ▶ Write thank-you letters
- ▶ Write personal notes on renewal letters and make personal phone calls
- ▶ Accompany others in making the “ask”

Staff. The principle role for staff is to support both the board and outreach committee. This is mainly “behind the scenes.” Staff should not be expected to ask for funds because this can be perceived as asking for their salary. It is far better for peers to solicit peers and sell the mission of the organization. Specifically, staff should:

- ▶ Take initiative and generate investor campaign ideas for the outreach committee, the teams, and the board
- ▶ Manage information (keep records, mailing lists, thank you letter acknowledgements)
- ▶ Prepare correspondence, help draft fundraising materials, coordinate printing and mailing
- ▶ Support the board and outreach committee by motivating, recommending, encouraging, stimulating, and thanking



What is a Multi-Channel Investor Campaign?

We recommend that you consider asking residents, shoppers, merchants, property owners, and organizations to invest in your downtown organization. You will reach them through different means, and we suggest that you use as many of the following communication channels as is reasonable for your organization.

- ▶ In-Person—the MOST effective method to raise money; every downtown organization should use this channel when approaching merchants and property owners as well as individuals
- ▶ Printed Newsletter Mailing list—send newsletters if you still use a printed newsletter
- ▶ E-newsletter—send your e-blasts to the names on your email addresses
- ▶ Social media channels—post solicitations about the campaign to all your social media channels including Facebook, Instagram, Twitter, or other social media platforms you use

What channels will work best for you?

Each town is different and depending on how your organization has developed its communication channels, you might have highly developed methods for communicating news about your organization already. You might want to use ALL these communication channels or SOME but use as many as make sense for your town.

- ▶ You know everyone in town by sight and by name—Solicit these people in person
- ▶ You have contact with most merchants and property owners—Solicit these people in person
- ▶ You have 200 people on hard mailing list—Solicit these people via your paper newsletter
- ▶ You have 2,000 people on email list for your e-newsletter—Solicit these people via e-newsletter
- ▶ You have over 1200 fans on your various social media channels—Facebook, Instagram and Twitter—Solicit these people via posts on all your social media channels

The multi-channel fundraising methodology we suggest here will also help you increase the sums raised from each group, and help you create multiple pitches to potential supporters to implement a wide variety of downtown projects.

How much can you realistically raise from an investor campaign in the first year?

A realistic goal for a first-time investor campaign is dependent on the size of the community, its median income, and how many channels you are using to ask people to financially support the organization. Asking for support in person is likely to bring the largest sum of any other channel.

If you decide to only use your social media channels, the result will be smaller because there is no personal touch. However, using a combination of channels; including personal asks, e-newsletter blasts, and social media posts, will generate higher sums because “investors” will be solicited several different ways during the campaign.

Shoot for a goal that is a bit of a stretch, but not insane. A thorough first year effort should bring in between \$5,000 and \$12,000. More is possible if you work all the communication angles, have in-person conversations with more than 50 people, and offer a challenge gift in the last week of the public campaign (see more about challenge gifts later in this workbook).

The investor campaign also needs to be reinforced with press releases to traditional news media to highlight the short timeline for the campaign, and the benefits that the Main Street program offers to everyone who uses the downtown.

Asking for funds can be one of the most fearsome tasks for volunteers. It shouldn't be. Volunteers invest time, money, and faith in the program and want it to succeed. Developing a creative, well-organized campaign will set volunteers up for success. Indeed, it can be a fun bonding experience for board members and volunteers. We have some training exercises to use at the end of this workbook to make asking easier.

How will we reach residents?

Your paper newsletter and email lists comprise the bulk of area shoppers and residents that use your downtown and want to hear about new store openings and specials at their favorite restaurants. Whether you send them information weekly, monthly, or on another schedule, your residents will hear from you through these two channels during the public campaign.

Another opportunity to chat up residents would be at your events throughout the year. We recommend having a Main Street table at each event, staffed by one or two volunteers who can hand out literature and take investor donations during the event. Don't forget to have a fully charged device to accept credit card donations at this table. Engaging with residents at events is an excellent way to learn what is important to residents and to bring this information about to the Main Street staff.

Consider using platforms like ZoomGives to solicit donations during events, when you can capture the good will that people have towards your organization while they are having a fun time.

Don't call this a membership campaign

Local Main Street programs in several other states have received communications from the Internal Revenue Service about their use of the word "member" in their fundraising solicitations. Most Main Street organizations have the most favored IRS 501(c)3 tax status, which permits anyone who donates to the organization to deduct their gift to the Main Street organization from their personal income taxes as a charitable contribution.

Main Street organizations are fundamentally different from Chambers of Commerce. Main Street organizations provide their services to the public, whether the individual or business financially supports the organization or not. For example, Main Street organizations list every business in downtown on their downtown directories or maps.

Chambers of Commerce provide services to their members only. Chambers have a different federal income tax designation as a 501(c)6 organizations. A Chamber will only include Chamber members on their maps and directories.

To make it painfully clear that Main Street organizations don't limit services to members only, the IRS encourages local Main Street organizations to use another name for these small, yearly donations made by individuals, residents, or shoppers, to the Main Street organization. We are suggesting calling these people who make small annual gifts to your program "investors," "supporters," or "friends of" your Main Street organization. You pick the term that makes the most sense for your organization. For the purposes of this Workbook, we will call those who make these small, annual donations to your annual fund, as "investors" rather than "members."

What do Americans give their money to? What type of organizations?

Religion remains the top charity that Americans support with their charitable dollars. Main Street would likely fall within either the public society benefit category or arts, culture, and humanities. In 2019, these two giving categories represented 13% of all giving. While this might seem like just a small slice to all donations, please do not shy away from asking individuals to support your organization. Yes, you are competing against cancer, animals, and your alma mater for donations. But people will donate to causes that they know that matter to them, and that they use every day. Your downtown heads that list.

Charitable donations made by individuals

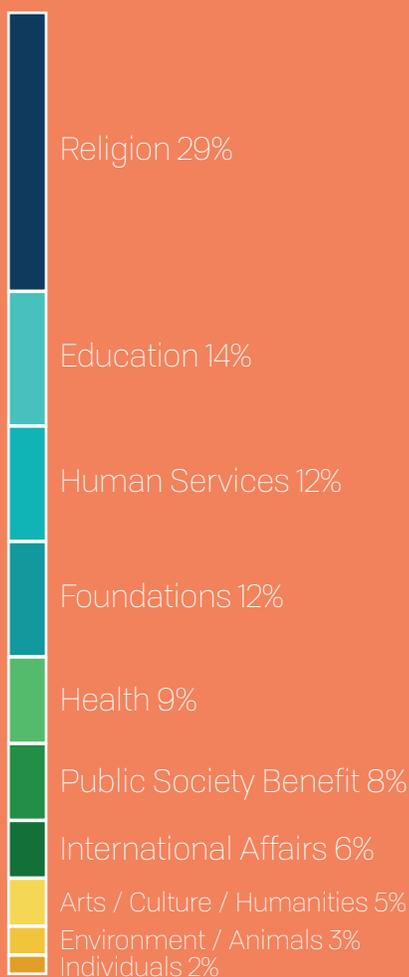
You may have heard this saying before, but it is true. People give money to people. They don't give money to ideas, there must be someone making the ask, that means YOU, before a check will be written, or a donation made to your downtown organization. People give money to people.

You may have heard that there has been a decline in charitable giving due to the 2018 Tax Cuts and Jobs Act which reduced the tax incentive for giving by many households. The tax law doubled the standard deduction for families, meaning that fewer households itemized and took separate deductions for charitable donations. This did have an impact of the number of donors, but the amount given to charity increased. Let's look at the national statistics.

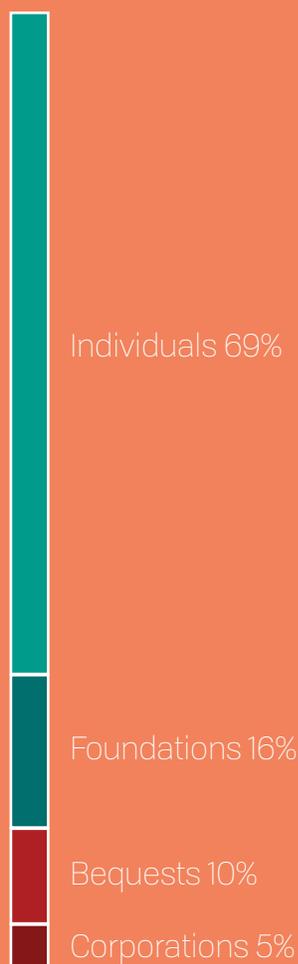
Each year in mid-June, Giving USA reports on charitable giving data in the United States on a national level. In 2019 Giving USA noted that over \$449.64 Billion dollars was donated by Americans to charity. In 2019, 69% of all charitable contributions came from individuals. This slice has varied from 74% to 69% percent over the last ten years and individuals still donate far more to charity than foundations (17%), bequests (10%), and corporations (5%). Given these statistics, Main Street organizations should renew and upgrade their pitch to individuals because they are the people who continue to make the most philanthropic donations both large and small across the country.

Giving by Americans in 2019

Cause / Institution



Type of Donor



Source: Giving USA, 2020

12-week Investor Fundraising Campaign in Your Town

The multi-channel investor campaign we recommend has three phases: 1) The Planning Phase, which encompasses half of the entire 12-week campaign. 2) The Public Phase when the newsletters go out, social media posts are placed, and teams meet with individuals, merchants, and property owners. 3) The Wrap Up Phase, which includes a tally of your successes, a party, and many thank you letters.

The following is an outline of the key steps for the overall campaign.



Planning Phase: Weeks 1 to 6



Week 1: Gather documentation, and make sure your online donation platform works flawlessly.

The outreach committee, with the help of staff, should prepare an online file for the office with all the necessary information needed to respond to potential questions. This information will also be useful in putting together campaign materials. Some of the things to include in the online file are:

- ▶ Articles of Incorporation
- ▶ By-laws
- ▶ Letter of Determination from the Internal Revenue Service
- ▶ Most recent IRS Form 990 filing
- ▶ Current budget
- ▶ Board of Directors list with their affiliations
- ▶ List of anyone who donated \$100 or more
- ▶ List of current investors
- ▶ List of all merchants and property owners
- ▶ A “one-pager” on the organization
- ▶ One-page biography of key staff and volunteers (e.g., board members and committee chairs)
- ▶ Annual report or list of accomplishments
- ▶ A few relevant letters of support or testimonials
- ▶ Important newspaper clippings about the organization
- ▶ 20 high quality photos of happy people having a happy time downtown (make sure you have permission to use these)
- ▶ Stories of successful assistance to business and property owners and the positive impact the organization is having on the district
- ▶ Anti-discrimination policy

A flawless online donation platform

You will need an online platform to take donations on your website, in your e-newsletter, and on your social media posts. Make sure your website’s Donate NOW button works flawlessly and provides an immediate thank you reply for any donation. Work with your website designer to add this functionality if needed and put this button on your home page. You might also want to add the ability to take recurring donations such as monthly donations of \$5.00 or \$10.00 a month on your donation platform. Check with your donation platform to determine if there are additional fees to them for accepting recurring donations and figure out what the break-even costs to you.



The link to your online donation platform must work without fail from all the communication channels you will use. Have someone that does not know the organization well donate on your website to test it. Have the person report any problems or glitches now so that they can be fixed immediately. Do the same with the links you will use for the paper newsletter, e-newsletter, and social media channels.

Nonprofit fundraising software

As part of your planning, please review how you will organize and manage the hundreds of donations you will receive during the public campaign. If you use a Main Street-centric database like **Maestro Community Manager** or **Downtown Diva** for your Customer Relationship Management software, you should be able to add all of your new investors to your database pretty easily.

If you currently do not use fundraising or membership management software, you might want to check out **Network for Good**, **Little Green Light**, or **Wild Apricot**. All of these are geared to nonprofit organizations. All have monthly fees and different bells and whistles to make renewals easier. The best program for you is one that the office staff and volunteers can use easily throughout the year to issue renewals and send reminder letters or emails to your supporters.



Week 2: Create a goal, budget, and theme for overall campaign.

The board, with input from the outreach committee, will establish the overall fundraising goal for the entire campaign and for each channel that your organization will use to solicit donations. The board should also decide the investor giving categories for your Pyramid of Gifts for this year. The giving categories should be realistic yet optimistic for the community and the goals of the campaign. Consider adding additional categories to encourage larger gifts. For example, if you have a substantial number of \$100 donations, consider adding a \$125 level and asking the \$100 donors to give at the \$125 level. Make sure that all the campaign literature has the largest giving category on top and lowest amount on the bottom. It is also a good idea to include a “make your own donation” category or a blank, so that a potential donor can give what they can. See the annual investor forms for Oregon City Downtown Association and the Klamath Falls Downtown Association in the Sample Documents section, as both permit potential investors to add an amount they choose on their donation forms.

Each channel team will develop a work plan, and budget for their part of the overall campaign, which the board will approve. Each team should have a goal for money to raise, the number of new investors to join, and the retention rate of any existing investors if you have them. Make sure the budget includes any costs for incentives and benefits of being an investor (cling decals etc.).

Review your giving categories

Many Main Street organizations give symbolic or local names to their giving categories or use traditional Gold, Silver, etc. These donation levels do not bring specific benefits. They rely on the person's charitable generosity to decide which donation level makes sense for them. If you have not reviewed your giving categories recently, it would be a good idea to do so now.



How to choose the lowest giving category for your town

There are two philosophies about what should be the lowest level in your giving pyramid. Some communities want to make the lowest level a very modest sum, say \$10, to encourage as many people as possible to become investors so the organization can represent itself as having a very large base of support (See Oregon City's \$10 for My Town campaign materials in the Sample Documents). Other organizations prefer to use a slightly higher level that is typical for other nonprofits in the community, say \$25 or \$35. Choose the approach that makes sense for your community.

Example: Investor Campaign Brochure Tear Off Sheet

Here is an investor campaign brochure tear off form asking for donation levels from Downtown Cedartown Association, Inc. Note that all giving opportunities are listed here: Basic giving levels for individuals and nonprofit supporters, and the range of Business giving levels from \$2,500 to \$100. From a marketing perspective, you might want to consider putting Benefactor level, \$2,500, on top rather than at the bottom. This brochure also encourages the donor to ask their employer about matching gifts (see sidebar on Employee Matching Gifts). Even if you accept donations online, remember to include the organization's name and address on all communications, as about half of all donations still come via paper checks to their favorite charities.

(Charitable Giving Statistics & Facts for 2021 | Balancing Everything)

I believe in the future of Cedartown

All Members Benefit from:

- Increased Business
- Downtown Revitalization
- Monthly Newsletters
- Business and Property Marketing
- Networking Opportunities
- Downtown Signage
- Website listing
- Business Referrals from our Welcome Center
- Educational Opportunities
- Façade Grant Program
- Downtown Dollars
- Small Business Development Center

2007 Membership Investment Levels

Basic:

Individual Membership \$50

Community Partner \$75 (Non-Profits)

Business: (* includes all benefits of preceding levels)

New Business-- \$100

Business Supporter-- \$150
*Website link

Business Sustainer -- \$250
*Website AD

Business Partner -- \$500
*Full Web Page with Preferred Property listing

Patron -- \$1,000
*Homepage & Newsletter Sponsorship

Benefactor -- \$2,500 and up
*Logo on all Major Event signage and print materials

All donations are tax deductible.
Don't forget to ask if your company has a matching gift program, and your gift to Main Street could be doubled.

Name: _____

Address: _____

Home Phone: _____

Work Phone: _____

Fax: _____

Email: _____

Yes! I'd like to volunteer

Please make checks payable to:
Downtown Cedartown Association

THANK YOU FOR YOUR SUPPORT!!!



Value based giving categories

Business owners and merchants may prefer to support your events as advertising or sponsorship opportunities for their businesses, rather than from simply a charitable intent. We hope that these key stakeholders will contribute generously to BOTH your charitable based appeals as well as your sponsorship solicitations. For business owners that seek a specific value for their financial support, you can generate participation by offering an advertising opportunity, or the ability to offer samples of their product to event-goers attending your special events, to provide hospitality to other vendors or their employees at your events. Many Oregon downtown organizations blend both charitable and value-based/ sponsorship giving categories in their solicitation materials. See the examples from:

- ▶ McMinnville Downtown Association 2019 member/sponsor form
- ▶ Coos Bay Downtown Association 2021 member and sponsorship form
- ▶ La Grande Main Street Downtown 2021 business partner application form
- ▶ Harrisonburg Downtown Renaissance Friends of Downtown brochure

The value-based giving categories you use for your business solicitations will depend on the types of events that your organization presents and other activities that your business owners truly value as part of their sponsorship in your downtown organization. If you are setting up or revising your sponsorship benefits structure because your business owners seek sponsorship benefits for their involvement, you would be wise to ask your stakeholders directly about the benefits they truly value and shape your sponsorship program around that feedback.

Establish a theme for the campaign

The outreach committee should establish an overall theme to bring attention to the campaign and help energize volunteers. Some thoughts to get you started include:

- ▶ Family: "We are a family working together for a better community."
- ▶ Resumé: "We work for you."
- ▶ Puzzle Piece: "Be an essential piece of something great."
- ▶ Stock Certificate: "Take stock in downtown."
- ▶ Casino: "Main Street is a sure bet."
- ▶ Desert Island: "Are you feeling stranded? Main Street will rescue you!"



Example: La Grande Main Street Downtown Business Partner Benefits at a Glance

	Bronze	Silver	Gold	Platinum
Tickets to 2021 Annual Meeting	1	2	3	4
Promotion in Newsletter	✓	✓	✓	✓
Promotion on Social Media	✓	✓	✓	✓
Promotion on Website			✓	✓
Event Sponsorships	0	1	3	6
Electronic Event Promotions		✓	✓	✓
Print Event Promotions		✓	✓	✓
Radio Event Promotions			✓	✓
PA Acknowledgements at Events				✓
Logo on Event Banners				✓
Discount on Event Vendor Fees	✓	✓	✓	✓
10% off EOBF and Holiday Sponsorships	✓	✓	✓	✓
15% off Professional Services from Redbat Design	✓	✓	✓	✓

Example: Harrisonburg Downtown Renaissance Friends of Downtown brochure

Harrisonburg Downtown Renaissance also uses a blended approach in their Friends of Downtown brochure depending on the gift amount. The donor gets a variety of benefits. They have also used inventive names for their giving categories.

\$1000 - Visionary
\$500 - Leader

\$250 - Innovator
\$100 - Believer

\$50 - Collaborator

Our Work is Not Done.

There's more to do:

- Conducting customer research
- Recruiting new businesses
- Sharpening our competitive edge
- Enhancing downtown's appearance
- Attracting more people downtown
- Planning business workshops & assistance programs
- Facilitating new development projects
- Hosting new networking groups
- Recruiting new & diverse volunteers
- Growing festivals & events

New projects are already in the works, great ideas are being formed, and innovative concepts are just waiting to be implemented.

We Need You.

We can't do it without our Friends.

HDR is a private, nonprofit organization that relies on the generous contributions of its supporters. When you become a Friend, you're letting us know that:

- You like what's happening downtown;
- You want to see more of it; and
- You want to be a part of it.

As a Friend, you are investing in downtown's future and making HDR's work possible.

“ I love downtown because of the strong sense of community. Faces change over time, but the feeling of 'we're all in this together' continues. ”

-- Lauren Penrod
Owner of Midtowne Market & Bottle Shop

Join Us.

To show our appreciation, we offer public recognition, Friends-only events, social gatherings, opportunities to give feedback on our projects, and much more!

Donor Benefits	Visionary \$1,000+	Leader \$500+	Innovator \$250+	Believer \$100+	Collaborator \$50+
Investment in downtown revitalization	■	■	■	■	■
Recognition in HDR's newsletter	■	■	■	■	■
Receive an HDR Friend window cling	■	■	■	■	■
Invitation to exclusive Friends' events/seminars	■	■	■	■	■
Inclusion in the Downtown Dollars program*	■	■	■	■	■
Link on HDR's website*	■	■	■	■	■
Invitation to the Donor Appreciation Reception	■	■	■	■	■
Inclusion in downtown networking organizations*	■	■	■	■	■
Blog article highlighting your business*	■	■	■	■	■
Recognition at HDR's Celebration & Reception	■	■	■	■	■
Recognition at the Advisory Board Breakfast	■	■	■	■	■

* Indicates benefits to qualifying downtown businesses.

Imagine the possibilities.

An entertainment venue that attracts national acts.

Taking a yoga class or having lunch in an urban park.

A mixed-use parking deck with restaurants, retail, offices, and apartments.

A greenway to connect our city.

Become a Friend.

Visit downtownharrisonburg.org or mail a check payable to HDR, 212 S. Main St. Harrisonburg, VA 22801

Harrisonburg Downtown Renaissance is a 501(c)(3) organization. Your donation may be tax deductible.



Monthly giving (AKA recurring gifts)

Monthly giving has become very popular in the nonprofit community in the last five years. Donors are asked to give a small amount each month (usually \$5 or \$10) on their credit card to support organizations that they care about. This is very easy to set up if your online donation provider has that option. We suggest you consider it. Monthly donors give more to the organization over the year than if they gave one check. Most monthly gifts at \$5 or \$10 are so small that they are hardly felt in a monthly family budget. Before you offer a recurring gift opportunity, find out what the fees are from your online donation service provider so you can build the cost into your work plan.



Week 3: Assemble the team leadership, prepare each team's work plan, and schedule work based on 12-week schedule.

Organize teams based on which channels make the most sense for your organization. Create several teams for in-person solicitation of merchants/property owners and individuals, another team to work on content and photos for newsletters, another team to create content for the e-newsletter (you can use the same information for both formats), and finally another team for social media posts. Consider if you want a Thank You Team whose sole job is to assure that the thank you letters get out within a week of donation.

All teams should have a minimum of three volunteers, including board members. The outreach committee identifies the team leaders who are responsible for identifying two additional team members. For more "mature" programs, have volunteer teams of five people—the team leader and four additional team members. The In-Person Solicitation Team will need a few teams of three as they are visiting one-on-one with those who have given before: the merchants, property owners, and anyone who has made a gift of \$100 or more. Team members should include a mix of board members and other volunteers.

Team development

Build in a friendly competition between the teams with prizes awarded to teams who recruit the first new investor, for the most money raised, and for the highest number of new and renewing investors. Prizes will be awarded at the ending party for campaign workers. Each team decides how they will organize their work. These teams will make their approaches to individuals or merchants and property owners. Teams will decide how they will develop the content for the four (4) e-newsletters and four (4) printed newsletters sent to mailing list and the content of the four (4) social media posts as part of their work plans that we describe later in this workbook.

What time of year is best for an Investor Campaign?

In preparing the schedule for your investor campaign, the outreach committee should consider other organizations' funding campaigns in your town, any major community events, and other activities, to minimize conflicts. Strategize the best time during the year for the campaign. Think about the organization's cash flow needs and use some common sense. Campaigns in January or February, around April 15, and in dead of summer are



likely to generate less money. May is excellent as well as early fall, and year-end campaigns from Thanksgiving to New Years are highly promising. Network for Good says that 36% of all charitable donations in America are made in the fourth quarter of the year, 29% of all charitable donations are made in December, and 11% of all giving occurred in the last three days of the year.

Create work plans

The outreach committee will use a work plan form and set deadlines for the entire campaign, including the early planning and production of support materials and follow-ups. Each channel (In-Person Solicitation, Newsletter, E-Newsletter, Social Media, and Thank You teams) also needs a specific work plan that follows the 12-week overall schedule for the campaign and works in harmony with others during the public phase of the campaign.

Keep the public campaign to no more than a four-week timeframe for greater impact; to keep volunteers motivated to make their contacts; and to send out newsletters, e-newsletters, and social media posts.



Week 4: Teams develop their campaign materials, develop a list of contacts, remove donors from email and mailing lists.

Each team has specific written materials to develop during the planning phase of the campaign during the first six weeks of the larger 12-week campaign. These materials include writing and designing pieces for mailing or emailing to potential investors. Much of the content—such as accomplishments for the year, short articles, or testimonials—can be used by each of the teams and should be available on Google Drive or Dropbox. The Newsletter, E-newsletter, and Social Media teams can share written materials and photos, but ideally, they should have their own content to differentiate their efforts.

In-Person Solicitation Team needs: advance letter sent to current investors to let them know when the campaign will start. The investor packet includes an investor letter with information about organizational accomplishments and upcoming projects, pertinent news articles from the last year, and the investor brochure with gift levels for individuals, merchants, and property owners. The teams soliciting merchants and property owners may have different giving levels or brochures. Information in the packets to solicit individuals who gave more than \$100 can use the same or similar content as the Newsletter Team (see below), so it makes sense for the teams to share information. It is important to provide enough information for renewing and new investors to decide, but not so much that they feel overwhelmed.

Tips for success

- ▶ Personally hand-sign letters. This takes time but the payoff is high.
- ▶ Include a personal note (when appropriate) on the letter.
- ▶ Use testimonials from well-regarded merchants, property owners, elected officials, shoppers, and residents, describing what the program has done and why they contribute.



Newsletter Team will be sending out four (4) newsletters over four (4) weeks of the public campaign. These newsletters will need two or three short punchy articles with photos for each newsletter (250-400 words) so prepare 8-12 short articles about highlights of last year and plans for the coming year. One article in each of the four newsletters should be about the organization's impact, recent accomplishments, reinvestment stats, and upcoming projects with photos. Include testimonials from merchants, property owners, elected officials, and shoppers about how much better downtown looks and functions. Include with each newsletter a stamped or business reply envelope (consider a colored envelope to have it stand out). This group will be using the organization's mailing list, and it would be worth reviewing the list and cleaning it up now, so that there will be few returned letters from people who have moved away or passed away. Do not forget the costs for printing the letter, brochure, reply envelope, bulk mail fees if you use it, postage, or a mailing house in your work plan. Make sure to include on each newsletter the address of the office, in case a donor wishes to send a check rather than make an online gift.

E-newsletter Team needs: four (4) e-newsletters over four (4) weeks of the public campaign: These e-newsletters can use the same content from the Newsletter Team as noted above. The e-newsletter will need two or three articles and photos for each e-newsletter. We suggest mixing up the content so that the same information is not going out in both the hard copy newsletter and the e-newsletter the same week. Each e-newsletter you send will have a link to the online donation platform you use and have one article with the obvious ask for support. Make sure a thank you acknowledgement is sent immediately from you through the online platform if someone donates online. Don't forget to include on each e-newsletter the address of the office in case a donor wishes to send a check rather than make an online gift.

Social Media Team needs: This team will make four (4) posts over four (4) weeks of the public campaign for each social media platform you use. These posts need to have a colorful photograph and text about your accomplishments, future, and why your fans should support the organization. Include the link to the online donation platform and make sure that all who donate get an immediate thank you acknowledgement from you through the online platform. Don't forget to include on each social media post the address of the office in case a donor wishes to send a check rather than make an online gift.

Segregate your lists

The outreach committee makes a list of all previous and potential investors. The committee should remove the names of individuals or groups who have given more than \$100 to the organization in the past few years, even if their donation has lapsed. These people who give at higher levels are "donors" and need to be asked in person for their gifts. It is important that all donor names be removed from email lists and mailing lists (for newsletters) so that they do not get multiple asks. These donors should be contacted by the In-Person Solicitation Team, board members, or the outreach committee in person before the investor drive begins (see the schedule below). One or more of the In-Person Solicitation Team's members will be approaching merchants and property owners for their renewals or first-time gifts. The Newsletter Team, who will be using the



organization's mailing list, may want to review the mailing list and clean it up now, so that there will be few returned letters from people who have moved away.

To identify potential investors, the outreach committee should:

- ▶ Look for potential gaps by reviewing and refining the organization's stakeholder list.
- ▶ Look for opportunities to leverage business and personal relationships.
- ▶ Limit the number of calls each volunteer is required to make.
- ▶ Divide the list into an "easy" list of previous paid investors (if you have them) and potential investor list. Allow teams to alternately select from each list so they have a balanced mix of people they know and do not know.



Tell stories about your impact on people

The ability to tell a compelling story about the highly important work of your Main Street organization, and especially about the people it helps, will go far towards presenting your case for support. We say this several times throughout this document, but people really do give to people. Your stories can focus on the merchant who is new to downtown, or the longstanding legacy business owner whose family has been in town for 120 years. You can highlight a farmer's market vendor and what participation in the market means to his family business. Try to include stories about the volunteers who work at events, chair your board, or lead committees. Young people who participate in some aspect of your downtown work can make a good story. Mix up these stories about people with other stories centered on facts and figures from your reinvestment statistics in your letters, brochures, newsletter articles, and social media posts.

Talk about the work you have done and what you plan to do in the next year in your messages. Ask your supporters to make their donation in the first line of the second paragraph of your letter, newsletter article, or social media post, and again at the end of your message. Explaining that your supporters' gifts go toward general operating expenses is generally viewed as unappealing (but true). Instead, focus on general programs that meet your mission, such as your summer band concerts, the flower beds or new trees you planted, how you maintain a sparkling downtown, your seasonal banners, or the other beloved annual events such as the farmer's market. See the sample letters in the back of this workbook for examples. Avoid directing donations to capital or other projects (like benches or reports). These gifts should be directed to unrestricted operating costs where your organization can have the most flexibility.



Week 5: Train the In-Person Solicitation Team Members.

Host a one-hour training session for all the In-Person Solicitation Team members. Several of the In-Person Solicitation Team members will target merchants and property owners. Tie the training to the selected campaign theme to keep it fun and entertaining. Have volunteers do a role-playing exercise (see “Role Play Exercise: Typical Questions Raised by Potential Investors” in the training section in the appendix). This is also the time to divide up the contact list among teams. Make sure volunteers have:

- ▶ Investor packets consisting of a hand-signed letter, investor brochure, investor form, and reply envelope
- ▶ Read the campaign guides with information about the organization and the campaign (see Planning and Training documents in the appendix)

The In-Person Solicitation Team sends out the advance letter to current investors, telling them they will be calling for an appointment. The volunteers will be making their appointments during the four-week public phase of the campaign.



Week 6: Provide incentives or premiums for early renewals, start visiting donors.

The In-Person Solicitation Team will need to send out letters two weeks in advance of the start of the public campaign to let current investors know when the campaign will be launched and tell them to expect a call to make an appointment for a visit. Consider offering an “early bird” discount for renewals received in advance of the public start of the campaign. This will reduce the number of individual contacts the In-Person Solicitation Team needs to make, especially to merchants and property owners.

Some towns like to offer a small token for becoming an investor such as a static cling investor sticker, an investor photo or certificate, or a small token linked to the campaign theme. If you do decide you need to have a small token of support, please make it inexpensive and easy to send in the mail. You may also choose to offer an additional few months of benefits such as 14 months rather than 12 months as an incentive to renew promptly. Another option is a special “early bird” discount to a local event that sells out fast. Whatever you decide to offer as an incentive to renew early, don’t forget to include the cost (if any) for these incentives in your Team’s work plan.

Public Campaign: Weeks 7 to 10

In the next four weeks, the investor campaign begins in earnest. All the materials are printed and ready. The teams are trained and ready to launch the public phase of this campaign.



Week 7: Launch the public campaign! Support with traditional PR; send out first newsletter, e-newsletter, and social media posts; and start visiting this week for renewals.

The “early bird” portion of the drive is finished, the theme has been established, materials readied, teams selected—now the public campaign begins!

The outreach committee will prepare and send press releases to the key media in your area to let them know the campaign is underway and keep them informed of the progress toward your goal during the four-week public phase of the campaign. Tell your potential investors about the overall goal for the campaign in the first newsletter, e-newsletter, and social media posts.

The In-Person Solicitation Team begins their work in earnest this week. Team members dedicated to reaching out to merchants and property owners have already sent a letter asking for an appointment to renew or ask for a new gift and are making visits this week. These team members will review the packet materials in detail to give merchants and property owners the most up-to-date news about the organization and its future.

Team members dedicated to “donors”—those individuals who have given \$100 or more—are visiting with these highly valued people after setting up an appointment to visit. These people will want to know all about future, after all, they gave sizable sums to the Main Street organization last year. ***Follow-up to secure these gifts from these in-person solicitations is time consuming but necessary.*** Spend the time you need to follow up with these donors. Weekly follow-up calls may be needed to assure that these gifts are processed and to confirm that a thank you note has been received.

Support with traditional PR

This campaign will generate better results if it is supported with traditional public relations tools to reinforce the Main Street organization’s relevance. Does the community know what your Main Street program accomplished this year? Send a press release. Do you prepare a “Year in Review” report or other retrospective about your work? Consider including that as a link in one of the social media posts or e-newsletters. You can use reinvestment statistics as a story for one or more of the e-newsletter or social media posts.



Week 8: More in-person visits with donors, send out first newsletter to mailing list, first e-newsletter to email list, and first social media post.

The In-Person Solicitation Team members working with merchants and property owners should be working hard this week on their one-on-one visits to these critical stakeholders. These visits also “take the temperature” of downtown by visiting many key stakeholders in a concentrated time. The team members can explain projects, nip rumors in the bud, encourage deeper involvement with the organization, and cultivate these donors through these in-person visits.

The team members visiting individuals who have donated more than \$100 last year also learn more about these donor’s pet peeves, as well as their hopes and dreams for the downtown. If the organization has good record-keeping habits for comments made during these visits (through a Customer Relationship Management Database like Maestro, Downtown Diva, or other fundraising databases) these comments and other valuable information can be retained for future use for cultivating these individuals. It would be ideal if team members making visits include these comments in the CRM database for future use.

As the public phase of the campaign begins, the other teams kick into action this week.

The Newsletter Team sends their first of four (4) paper newsletters this week to introduce the campaign, make the case for support, and highlight favorite activities of the year. These paper newsletters include a reply envelope and an investor form or tear-off with the giving categories, contact information for the investor, employee matching gift information, and a recurring gift opportunity (if you choose to offer that option). Use the Ideal Investor Campaign tear-off sheet as an example.

The Thank You Team should be ready to respond with a sincere thank you and acknowledgement when responses come in with checks or through online donations (see section below about IRS acknowledgements).

The E-newsletter Team will also send out their first of four (4) e-newsletters. The content for two of the three short articles can be shared with the paper **Newsletter Team** but mix up the content so the same material does not go out each week through these two different communication channels. Staff should already know when the best times are to send e-newsletters to get the best open rate.

Finally, the first social media post is made this week. Three more will follow in the subsequent weeks. Mix up the messages between the social medial platforms you use, so your fans don’t see the same post on Facebook Instagram, and Twitter in the same week. These posts will have a handsome photograph with people having fun downtown, a message to support the organization, and a link to the online donation platform. After the online platform sends a gift acknowledgement, have the

Thank You Team send a heartfelt thank you letter and acknowledgement (see sidebar on IRS acknowledgements below).



Week 9: Final week of in person visits, e-Newsletter, social media posts, and in-person visits by teams, send second newsletter out to mailing list.

This week should be the last one for the in-person solicitation visits by team members visiting both the merchant and property owners, as well as those visiting with individuals. Again, follow-up is essential to ensure these gifts are made, processed, and prompt thank you letters, and acknowledgements are sent (see further information about the IRS and acknowledgements in this publication).

Good record-keeping throughout the campaign will let you know how you are doing against your Campaign Goal set by the board. If you are within 15% of your goal during the last week, you are in good shape, but the team members may need more motivation to finish their visits and to follow up on donations promised to complete the campaign and make the goal. If you are behind in your donations during the last week, consider using the board donations to the campaign as a challenge gift to push the campaign. The paper newsletter, e-newsletter, and social media posts should stress the urgency of donating NOW—"We are so close to our goal!" The traditional thermometer can be used in these posts, or another means to make it clear that the campaign is closing soon and that you want to include every donor. The Thank you Team should be working hard this week on sending notes to everyone. Make sure that these notes include information about the "meet and mingle" event in a few weeks to celebrate the end of the campaign. Other potential sources for a challenge gifts are community benefactors or major employers.

Challenge Gifts

One of the most effective tools in fundraising is the challenge gift. We all are familiar with them from public radio, where an individual or small group pledges to match any gift given during a specific time period of a fundraising campaign up to a fixed amount. This permits your supporters to double (or even triple!) the value of their gift. Perhaps the board members would be willing to pool their gifts and create a challenge gift that you can advertise in your email messages for the campaign. Other potential sources of challenge funds are community benefactors that believe in your mission or major employers.

Employee Matching Gifts

You may want to consider adding one line to your investor campaign forms asking "Does your employer match employee gifts to charitable organizations? My employer is _____." Please include any appropriate forms from your employer." Even if the employee does not include the forms, you can call the human resources department of their employer and find out what forms your organization must complete to be eligible for a matching gift. Often the employer will want a copy of your IRS letter of determination. The employer's check will show up eventually, but it is the easiest way to get a contribution. Don't forget to send a thank you to the employer and to recognize the employer on any list, ad, or newsletter you send listing all donors. Yes, and thank the employee again for including the information you need to process the employer's gift.

Wrap Up, Celebrate & Thank You Phase: Weeks 10 to 12



Week 10: Final E-Newsletter, social media posts, continue to send thank you letters to all.

This is the last week for the paper newsletter, e-newsletter, and social media campaigns. If you have an ongoing total of the results of the campaign, you can use figures in these final communication pieces to explain that you are “so close to our goal!” Stress urgency in these posts. These communications may help pry loose some last-minute gifts to your campaign.

Thank all contributors within a week of receiving their investor contribution. A handwritten note should be prepared and signed by the board president, staff, outreach committee chair, or the volunteer who contacted the investor. The personal touch will help with retention of the investor over time. If you formed a Thank You Team, they could be sending thank you notes as soon as the donation was made, rather than waiting until the campaign has ended. Don't forget the cost for the thank you letters and postage in the work plan.

Make sure that your online donation platform software sends a thank you acknowledgement immediately after an investor donates. As a follow-up, send a written acknowledgement before January 31 to every investor for tax purposes, and thank investors again for their contribution the previous year (see Sidebar IRS requirements for written disclosures and acknowledgements). Identify other ways to acknowledge new investors, such as on the website, in a newsletter, at the annual meeting, or in the annual report.

Consider using your January newsletter to thank everyone again, report on the results of the campaign, and to name all your investors grouped by amount donated (i.e., All \$1000 donors in one category, and all \$750 donors in the next category, etc. Make sure all the volunteers who worked on the campaign are listed and that you have photos from the celebration party of them.





IRS requirements for written disclosures and acknowledgements

The IRS has a series of requirements for public charities organized as 501(c)3 nonprofits, such as many Main Street organizations (in IRS publication 1771 called Charitable Contributions Substantiation and Disclosure Requirements). Check with your attorney if you have questions.

Gifts over \$75.00 - According to the IRS, charitable organizations are required to provide a written disclosure to a donor who receives goods or services in exchange for a single payment in excess of \$75. The written communication from the charity (such as a receipt or letter) must show the name of the charity, the date of the contribution, and the amount of the contribution.

The IRS notes that "If a charitable organization gives a coffee mug bearing its logo that costs the organization \$10.60 or less to a donor who contributes \$53 or more, the organization may state that no goods or services were provided in return for the \$53 contribution. The \$53 is fully deductible."

Gifts over \$250.00 - A donor cannot claim a tax deduction for any single contribution of \$250 or more unless the donor obtains a contemporaneous, written acknowledgment of the contribution from the recipient organization. The acknowledgement can be a letter or email from your organization, sent before January 31 of the year following the donation, according to IRS regulations. Here is an example from the IRS: "Thank you for your cash contribution of (the amount of the donation) that (organization's name) received on December 12, 2020. No goods or services were provided in exchange for your contribution."

Offering Premiums and IRS language - Some Main Street organizations feel compelled to offer the investors something in exchange for their annual donation, such as a coupon book, mug, window sticker, or other premium. Your organization should make this decision based on local precedent and preference. However, the cost of the investor "premium," along with other investor benefits, such as your newsletter or discounted rates for ticketed events, must be acknowledged if it meets certain thresholds.

The IRS recommends the following language for a written acknowledgement: "Thank you for your cash contribution of \$350 that (organization's name) received on May 6, 2021. In exchange for your contribution, we gave you a coupon book with an estimated fair market value of \$30."





Week 11: Host a celebratory thank you reception for the campaign volunteers, including awards.

It's almost over. Teams bring in their final investor gifts. Tally the results. The outreach committee organizes this event for the hard-working volunteers who went door-to-door and sent hundreds of paper newsletters, sent thousands of e-newsletters and social media posts telling your varied audiences why they should support your downtown organization. Distribute some fun team and individual prizes at the event. Plan this event to be about an hour or so and include refreshments from downtown businesses. Be sure to thank everyone, regardless of their individual totals, and have a photographer on hand to take photos. The work plan for the campaign should include the cost for this reception and prizes.



Week 12: Host a small get-together for new and renewing members.

In your acknowledgement letters, you can make new and renewing investors aware of a small event to bring everyone who has renewed or made a new gift to the organization together to “meet and mingle” and to take a few minutes to learn about the organization’s work in the year ahead. Keep the celebration short and simple, no more than an hour, with refreshments from local businesses. Work the campaign theme into the celebration. Have a photographer take individual and group shots of all the new and returning investors for the January newsletter. The work plan for the campaign should include the costs for this “meet and mingle.”

The final task for the campaign is to report on its success. A press release should go out talking about the end total raised from the campaign and thanking all the volunteers that helped. A report at the next board meeting by the outreach committee should highlight results by giving categories. You might consider paying for an ad in the local newspaper to list and thank all the volunteers who worked on the campaign, in addition to a thank you letter from the board president. A list of all the new and renewing investors should appear in your next newsletter, organized by giving level, top levels first.



Final Advice

After the campaign, integrate these new investors into your program, asking for further gifts later in the year.

Board members, outreach committee members, and staff should keep in contact with your new and renewing investors on a regular basis beyond the campaign. This demonstrates that you value them beyond their financial contribution. It will also help retain investors. Suggestions include:

- ▶ Invitations to all events and activities.
- ▶ Handwritten notes on newsletters pointing out articles that might be of interest.
- ▶ Periodic visits just to check in and see how things are going.

If this is the first time you have asked residents to support the organization, continue to ask individuals to invest in the organization whenever you have an event. Have a volunteer from the outreach committee staff a table at every special or retail event, and at your weekly Farmer's Market too. It is ideal to have a volunteer talking to potential individual investors about why they give to the organization.

Mechanics of regular communication

Take all the new and renewing email addresses and immediately place them in your e-newsletter list. Invite these members to be fans of your various social media pages. Include the addresses on your traditional mailing list to assure that these new investors learn about all the activities for the coming year. At your annual meeting, you might want to include a poster with all the new and returning investors and ask all of them to stand and take a bow during the proceedings or to wear ribbons or pins during the event.

Giving Tuesday

You have probably heard about Giving Tuesday, the Tuesday after Thanksgiving, Black Friday, Small Business Saturday, and Cyber Monday. Giving Tuesday was born and incubated at the 92nd Street Y and its Belfer Center for Innovation & Social Impact in New York City. Giving Tuesday is now an independent nonprofit and a global movement that inspires hundreds of millions of people to give, collaborate, and celebrate generosity. In 2019 it raised over \$500 million in online giving in the US. There are no costs to participate, or fees to the national organization. Their website [FAQ- GivingTuesday](https://www.givingtuesday.org) provides information and suggestions about how nonprofits can benefit from participating.

More nonprofits are using Giving Tuesday as a fundraising event, geared mainly to their social media fans. It takes advance planning to promote the one-day effort. Like every fundraising effort we have discussed here, a goal is essential, as well as a committee dedicated to learning about Giving Tuesday and how to maximize its value for your local Main Street organization.

Check out the [Giving Tuesday 2020 report](#) for more insights. [GT_2020LookBack_Report-FINAL.pdf](#) ([givingtuesday.org](https://www.givingtuesday.org))

Asking for further gifts

Asking these new and renewing investors to support other activities makes sense. They have already voted with their dollars to support you. Ask them again for other projects. Those giving at levels of \$250 or higher can be asked to become major donors, but you need to identify what they are most excited about and ask for larger gifts from these donors for things that are important to them. You will find that out when you renew them in person every year and learn about their hopes and aspirations for downtown.

If you undertook your investor campaign in the spring, you could ask all your investors to support other projects two or three times throughout the year. These supporters should hear about your efforts to install new memorial benches downtown, and all your raffles and fundraising events. Make it clear that these are additional gifts to the organization over and above their investor gift, and not a renewal. If you choose to do an End-of-Year Fundraising Campaign over the holidays, be clear you that are seeking special gifts from supporters.

Why renewals are important

Now that you have expended all this time and care to create a viable investor program, it is essential that these investors be renewed promptly next year.

Some advice about renewals: people just forget to renew; they have not turned against the organization, they just forget. Investors must be reminded to renew several times and using several different channels—by phone, letter, text, and email to get their attention. It is worth your time to renew every single investor, even if you feel you have become a pest. You are not.

End-of-Year Fundraising Campaign

Network for Good says that 36% of all charitable donations in America are made in the fourth quarter of the year, 29% of all charitable donations are made in December, and 11% of all giving occurred in the last three days of the year. You can develop a last week of the year email-only fundraising effort if you are willing to send five different emails about your work with a link to your Donate NOW button to your organization's email. You can develop a similar program for your social media fans but post a different website message each day over the last week of the year that includes compelling information about your program.

You can use the newsletter stories or posts to your social media accounts that you have already created for your larger campaign for this end-of-year effort. Talk about your impact. Use a compelling quote and some great statistics from this year but make it about people you've helped—a property owner who restored a building, a new business owner in town, local shoppers, or how you worked with a partner organization (just be sure to get their permission first). Use a high-quality photo, handsome graphic, or colorful chart that shows your impact on downtown in these email messages and e-newsletter.

Change the tone of your message for the final two emails to be sent on December 30 and 31. Stress urgency and reinforce the tax deadline for donations. These final two emails will be the ones that shake loose the most donations based on research from Network for Good, so save your most compelling stories for last. You must also process all the donations you receive, deposit checks in the bank, and assure that the credit card charges go through by December 31 to ensure your donor's deduction is recorded before the year changes. Don't forget to include your mailing address on all communications, as some donors will send checks. If these gifts are postmarked by December 31, the donor can take the deduction. **Learn more about year-end giving.**

Membership math

It might be worth the few minutes it takes to identify the total income your organization received from all your investors and the number of people and businesses donating. An example: If you raised \$14,740 from your campaign this year from 143 individuals and businesses, the average donation was worth \$103. Yes, you might have gotten 47 donations at \$10, but the average donation is \$103 in this example, which makes the case that every single renewal means far more to the organization. This is the reason why it is worth your time to renew every single investor.

Create a renewal schedule

Renewals need to be someone's job, ideally the outreach committee can create a task force to husband these new investors and assure that:

- ▶ any pledges are processed promptly and correctly,
- ▶ monthly gifts (recurring gifts) are being processed correctly, and
- ▶ renewals are being sent throughout the year starting in the ninth month of the person's donation.

Create a schedule with the outreach committee for sending out renewals starting in month 10 of the year, a reminder letter and email in month 11, and a final text or phone call in month 12, along with a letter marked final notice to the investor asking them again for their financial support. Once a donor has lapsed, and you know them, a drop by their store or a call asking for an appointment to talk about their renewal is wise.

Do not be surprised if you lose 10% or 15% of first-time donors because they have not really committed to the organization. New investors and upgrades in dollar value should make up for the non-renewals each year, but also know that people move or pass away each year, so seeking out new investors must occur annually.



Conclusion

We hope that your investor campaign has generated enough revenue to make it worthwhile, after having expended a quarter of the year planning and implementing this campaign. Investor or “Friends of Main Street” fundraising campaigns generate a vital revenue stream to help support overall downtown revitalization activities. Funds raised from a campaign can be an expanding and dependable revenue source of income year after year to help pay for basic operating costs. The importance of the campaign goes well beyond dollars raised. A well-crafted campaign is a key opportunity to have one-on-one contact with district stakeholders to share information about organizational priorities and activities, and to get important feedback. In turn, these investors can raise the visibility of the organization in the community and in the media. The campaign volunteers are trained as excellent ambassadors for the organization and can help attract even more energetic volunteers. Finally, investor campaigns give district stakeholders an opportunity to financially invest in something they believe in—restoring the “heart and soul” of the community. We hope you will use this Workbook again and again to sharpen and expand your yearly investor campaign.



Case Study: Oregon City Downtown Association Donor Fundraising Campaigns

In 2020, in the midst of the pandemic, the Downtown Oregon City Association began a \$10 for My Town program, which has grown to more than 300 donors over the past 13 months. The online pitch was simple: "We are asking each citizen of Oregon City to contribute \$10 to DOCA to help complete our vision. With your help, we will succeed in transforming downtown into a place where you will feel proud to take your family and friends."

Donate

Help us foster a vibrant and revitalized civic heart for Oregon City.

The Downtown Oregon City Association supports:

- A clean & safe district.
- Year-round street tree lights and other beautification programs.
- Oregon City's most loved events including the First City Celebration, Oregon Trail Brew Fest, Oregon Trail® Game 5k, Trick or Treat on Main Street, Oregon City Tree Lighting, Snowflake Raffle, Cruise to Downtown Oregon City Car Show, and many more.
- Best of Oregon City People's Choice Awards.
- Enhancements to the Oregon City Municipal Elevator.
- Solutions to some of Downtown's most challenging problems, including access to parking, connectivity to adjacent neighborhoods, and opportunities for entrepreneurship.
- Advocacy for thoughtful redevelopment and the preservation of our historic places.



[CLICK HERE TO DONATE](#)

The \$10 for My Town asked local citizens to support the downtown organization and its general operations including existing cleanliness and safety efforts, beautification, the many special events, as well as continued advocacy for thoughtful redevelopment and preservation of historic places. "We just wanted to get people donating and get them to remember and support the downtown," said Liz Hannum, Executive Director of the Downtown Oregon City Association. "We mainly used social media posts to start and grow this program since we have more than 11,000 followers on our Facebook page. But we did speak at neighborhood associations, some Zoom meetings, and at commission meetings. Some high school students pooled their money to donate to the \$10 to My Town program. We will send a notice to these folks next year, but we think of this as a one-time donation."

Liz added, "we already have a Friends of Downtown Oregon City program where we ask people to join. They can give annually starting at \$25 for students and seniors, and for individuals or family at \$60. We reduced our top fee from \$100 to \$60 this year to acknowledge the challenging environment we have faced with COVID-19 and its aftermath. We also can accept recurring gifts of \$10 or more a month through our online giving platform. We have not pushed that as much as we could but now have 35 families that give recurring gifts each year. Our members who join us get early access to tickets to our big events, a window cling, our newsletter, and we just provide nominal benefits. We have about 200 individuals now who give this way." Liz noted, "We want to begin a giving club for individuals to give between \$1000 to \$3000 yearly this year too."

Downtown Oregon City

Friendship has its perks

Help Shape Oregon's Hometown and Join today!

Our mission is to ensure that Downtown Oregon City continues to be the heart of our community. Together, we can preserve Oregon City's great history and promote its bright future. In our efforts, we can maintain Oregon City's downtown district as a place where businesses thrive, citizens and visitors dine, shop, live, and enjoy the arts and entertainment.

Individuals or businesses are welcome to join the Downtown Oregon City Association. Applications are valid for one year and renewals happen in January. All are welcome to join. Businesses can register to receive great perks, exposure to the market and promotion of your business in downtown.

The Friends of Downtown Program was started by asking individuals to support the organization at street fairs. Liz said "we do well with renewals. We try to get new individuals to join the Friends via social media. We also are going to try to solicit more new members from our email lists this year. We have one list with 3500 names and another with about 1200 emails."

The organization also has a property owner membership. "Our EID was voted out in 2017 right before I arrived on the job," said Liz, "and since the vote was close, we decided to ask all the property owners if they would continue to donate to us each year rather than pay their assessment through the EID. We get about \$35,000 yearly from 15 property owners who still pay the same sums as their former assessments from \$800 to \$4,000 yearly. While we generate less than the former EID assessment at \$120,000 for our yearly budget, it is still a significant sum for our Friends of Downtown Program."

DOCA also asks downtown businesses for \$250 a year if they are outside of downtown, and \$200 if they are in the downtown district. A local sponsor, Commerce Bank, provides half of the membership fee for downtown businesses, so they effectively pay \$100 yearly.

DOCA renews business and property owners in January, and individuals in June. "We hope to make approaches to business owners who can donate larger sums to us each year, in the range of \$5,000 and \$10,000 yearly to grow our donor base. We see there are many opportunities to ask people to support our work and to grow this revenue source," added Liz.

Individual/Family - \$100/year

Student/Senior - \$25/year

- Hand Written Thank You Note
- Sticker/Window Cling/Similar
- Downtown Oregon City Association T-Shirt (2 Shirts for Families)
- Advanced Ticket Sales for DOCA Events
- Thank you in Newsletter

SIGN UP NOW FOR AN ANNUAL MEMBERSHIP

SIGN UP TO BE BILLED MONTHLY

Businesses - \$250/year

- Sticker/Window Cling/Similar
- Discount on Vendor Booth Fees for DOCA Events
- Discount on Sponsorships for DOCA Events
- Social Media recognition
- Linked logo on 'Friends of Downtown' Page
- Linked on 'Explore Downtown' Directory
- Opportunity to host business to business events
- 20% discount on Oregon City Pride Clothing

SIGN UP NOW FOR AN ANNUAL MEMBERSHIP

SIGN UP TO BE BILLED MONTHLY

Property Owners - \$ varies based on EID per lot

- Individual/Family/Benefits as applicable and desired
- Investment at this level helps DOCA:
 - work to increase the property values in downtown
 - support businesses to become more stable renters
 - access and share information about federal, state and local grants available to support building improvements

SIGN UP TO BE BILLED MONTHLY

▶ Planning Documents

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Short Timeline for 12-week campaign40

What’s My Role in the Investor Campaign?

	Board Members	Staff	Outreach Committee	Volunteer Teams
Who recruits volunteers?	✓		✓	
Who asks for money?	✓		✓	✓
Who decides the goal of the campaign?	✓ with input from Outreach Comm.			
Who plans the campaign?			✓	
Who keeps records?	✓	✓		
Who does the PR in advance and during campaign?	✓		✓	
Who sends thank yous?	✓	✓	✓	✓ Thank You Team
Who trains volunteers?		✓	✓	
Who informs media of results?	✓			
Who decides timing?	✓ with input from Org. Comm.			✓ All Teams
Who writes/designs materials?		✓		✓ All Teams
Who follows up with prospects				
Who organizes the wrap up event?			✓	

Investor Campaign Planning Checklist

1. Selecting Type of Campaign—pick as many as make sense for your town

- Letter/in-person solicitation for merchants/property owners AND individuals
- Newsletter
- E-newsletter
- Social media posts

2. Campaign Theme: _____

3. Campaign Timeline: Start Date: _____ End Date: _____

4. Assigning Responsibility: Organization Team names

Team leader name and volunteers

- In-Person Solicitation Team leader name, and volunteers (2-3 teams needed) Merchants/property owners
- In-Person Solicitation Team leader name, and volunteers (2-4 teams needed) individuals
- Newsletter Team
- E-newsletter Team
- Social media posts Team
- Thank You Letter Team

5. Preparing Volunteers/Type of Training

- Presentation/Overview of Main Street
- Learning How to Ask for Contributions, Role Playing
- Written Materials

6. Preparing Materials to Complement Type of Campaign(s) Selected

- Campaign Solicitation Packet
- Brochure with giving categories for merchants/property owners
- Brochure with giving categories for individuals
- Reply envelopes
- Letters
- Newsletter and reply envelope
- E-newsletters
- Social media posts

7. Implementing the Campaign

- Making Contact
- Collecting Funds
- Follow-up to confirm gift
- Thank yous
- Party for campaign workers
- Party for new and renewing investors

8. Staying in Contact After the Campaign and Social media posts

- Invitations to Events/Activities/Meetings
- Newsletters
- Email
- Personal Contact
- Other: _____

Investor Campaign Recruiter's Guide for Merchant and Property Owner Solicitation - Everything You Need to Know!

Follow these simple steps...

Thank you! We appreciate your assistance with our ____ year Investor Drive. We have outlined a few steps for you to follow to make the drive as easy and successful as possible. Please call the office at 123-456-7890 if you have questions at any time during the drive. Once again, thank you for your help.

Know Your Product

Who: Name of Main Street Organization

What: 501(c)3 nonprofit organization—volunteer based—We focus on economic development within the context of historic preservation in our traditional downtown.

Where: The area served by Main Street is shown on map or described

When: Main Street has been serving the community for ____ years. Main Street follows the National Main Street Approach™ developed by the Main Street America. This approach provides a flexible framework that puts assets, such as unique architecture and locally owned businesses, to work as a catalyst for economic growth and community pride.

Why: Economic development of our historic downtown secures property values; expands and upgrades the retail, service, and residential environment; preserves the identity of our community; protects existing infrastructure investment; offers opportunities for business growth and expansion; and promotes a better community image.

How: We have four volunteer committees to accomplish the goals of the organization based on the Main Street Four-Point Approach™. The committees are Outreach, Promotion, Design, and Economic Vitality.

Investor Benefits

With your support, Main Street will:

- ▶ Publish our Monthly E-Newsletter, your source of information about events and activities.
- ▶ Give downtown a facelift to attract more shoppers and visitors.
- ▶ Retain and attract businesses that reflect community needs.
- ▶ Emphasize the hometown atmosphere of our community.
- ▶ Promote cooperation between all downtown stakeholders.

Funding

Research has shown that downtown revitalization efforts are most successful when funded by diverse sources including residents, shoppers, merchants, business owners, property owners, and corporate supporters. We also produce special events and fundraising events to support our operating expenses.

Select (at least) Five Merchants/property owners to Contact

Each team member should select (at least) five merchants or property owners to contact and invite them to invest in Main Street. You may select your contacts in either of the following ways:

- ▶ Select your contacts from the potential investor cards. Potential investors have been listed on 3x5 cards and are available for your use. Please check that the information is correct prior to contact and alert staff if updates are needed. Note any updates or changes on the cards.
- ▶ If you can't seem to find a card listing someone you think should be an investor, feel free to fill out a blank card with information on additional prospects.
- ▶ Record the name of the business, business address, and your name on the sheets provided for recording purposes when you have selected your five contacts. If you think of additional contacts after you leave the kickoff, call the office and we will make sure the information is properly recorded.
- ▶ Call on a business or someone you know and chat up our downtown!

Make Your Contacts

Personal contact works best! Please take the time to contact your potential investors in person. If you are more comfortable, give them a call to set an appointment to discuss “an important investment they can make in their community.” Whatever your style—make the contact. While visiting your potential investor, make sure to include the following information:

- ▶ Benefits of investing
- ▶ Track record of Main Street
- ▶ Why YOU are involved—share your experiences with the organization and the fact that you have already given to the campaign.
- ▶ “We are making great strides towards enhancing the historic business district because of your financial support.”

Hang in there—you're almost done!

Turn in Your Pledges & Checks

Turn in your pledges and checks to the Main Street office once you have made all your contacts. **Please turn in all materials by Friday _____.** The office will track the investor drive results. The Investor Recruiters (that's you!) who collect the newest investors will receive the following rewards:

- ▶ 1st Place—Dinner for the team prepared by the board president and bragging rights for one year.
- ▶ 2nd Place—Lunch at _____ for the team.
- ▶ 3rd Place—Special selection of chocolate truffles from Hometown Candies for the team.

Please attend “Thank You” Reception

After all the hard work is over let us say “thank you” to you! We will tally the results and announce the winners and investor drive results at the special reception. The location and time of the reception will be announced later. Thank you in advance for making this investor campaign a success! Thank you for your support of Main Street!

Sample Timeline

- ▶ 6 weeks for planning
- ▶ 4 weeks for campaign
- ▶ 2 weeks for follow up, tie up loose ends, thank you, and party

12-week Multi-channel Drive

1. Create Work plan/goals for each channel, develop Budget and set the Giving Categories. Decide if you want to offer recurring gift option (monthly on line \$5 and \$10 gifts), gather materials, gather teams, test online donation platform, and prepare press release for campaign.
2. Design and write campaign literature: create package for donors (anyone \$100 or over, to include hand signed letter, brochure, clippings from recent press. Write investor brochure, 4 newsletters for mail out, create 4 e-newsletters (use same content as newsletters), create 4 social media posts (use same content) with lists with links to online donation platform, and take donors (anyone \$100 or over) off mailing list and email list if at all possible.
3. Print materials, prepare newsletters, e-newsletters, social media posts, and train teams.
4. In-person visit with donors, send thank yous for any donations.
5. More in-person visits with donors, send out first newsletter to mail list, and send thank you for any donations.
6. E- Newsletter, social media posts, in-person visits by teams, and send second newsletter out to mailing list.
7. E-Newsletter, social media posts, in-person visits by teams, and third newsletter out to mailing list.
8. E-Newsletter, social media posts, in-person visits by teams, and send fourth mailing to mailing list.
9. E-Newsletter, social media posts, and final in-person visits by teams. Total up, send invite to new and renewing investor event, and send thank you letters.
10. Party for teams' volunteers and send thank you letters.
11. Simple event for new investors and send remaining thank you letters.
12. Final thank you letters out, total up, report to Board, and prepare press release and newsletter on results of campaign.

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Role Play Exercise: Typical Questions Raised by Potential Investors

Organize a role-playing exercise to help the In-Person Solicitation Team prepare for questions they may be asked as part of the in-person “ask.” Volunteers take turns playing either the solicitor of funds or the potential investor. Be creative so you prepare your volunteers for hitting the streets. Sample questions include:

1. I have never heard of your organization. How long have you been around?
2. What are the investor categories?
3. How were those investor category figures determined?
4. How much do businesses like mine give?
5. What do you do with the funds?
6. Who are your board members? How much do they give?
7. What do I gain by contributing?
8. When do you want your money? Can I pay in installments?
9. I cannot afford what you want.
10. I want to think about it.
11. Why should I pay dues to the downtown organization when I am already a Chamber member?
12. Do you solicit contributions from outside the downtown district?
13. How long is this program going to last? How long do you want my financial commitment?
14. How come it costs so much?
15. Can I earmark my contribution for a specific event or activity?
16. How many volunteers do you have?
17. Do you have more information?

In-Person Meetings with the Potential Investors

Hopefully, the “early bird” solicitation was successful in capturing renewals from current investors. This will significantly narrow down the list to those who need to be targeted during the campaign. To capture remaining new and renewing investors, the most effective solicitation tool is a face-to-face meeting. Remember:

1. Always be on time!
2. Initiate the meeting with small “chit-chat” and explain the agenda for the meeting. Make sure to thank the potential investor for taking the time to meet with you.
3. Deliver your presentation. Have your materials in hand to explain your points:
 - ▶ Investor brochure.
 - ▶ Annual report or list of accomplishments.
 - ▶ Other materials.
4. Be a good listener and manage the conversation. Let the potential investor talk and ask questions. This can develop enthusiasm and interest in the organization.
 - ▶ Do not get led off the subject or purpose of the meeting.
 - ▶ Avoid making negative comments.
 - ▶ Isn't the economy bad?
 - ▶ Hasn't it been a bad year?
 - ▶ I know business is terrible, but....
 - ▶ Turn negatives into positives.
 - ▶ Our organization is focused on economic enhancement and beautification of our district.
 - ▶ The district is successfully managing the tremendous growth in our area.
5. Be yourself.
 - ▶ Remain confident and comfortable.
 - ▶ Be polite and courteous.
 - ▶ Remember, you are a peer in this discussion—conduct the discussion as such.
6. Ask for one category above the expected contribution amount. Keep in mind:
 - ▶ No one gives more than he or she can.
 - ▶ People rarely give more than what they're asked to give.
 - ▶ Aim high enough to challenge and flatter them but don't be unrealistic.
 - ▶ Don't stop on the first “no.”

7. Remain positive.

- ▶ Let the potential investor know you are providing a unique opportunity to participate in a worthy cause.
- ▶ There isn't a reason to feel embarrassed or apologetic.
- ▶ Emphasize recognition options but don't promise things not on the list.
- ▶ Avoid mentioning negative circumstances.
- ▶ Explain why you are an investor, too.
- ▶ Let your personal commitment and passion for the organization show.

Handling and Overcoming Objections

Not everyone will give you an enthusiastic “yes” to your request for financial support to the Main Street program. You are more likely to get a “not now” or “I am too busy” than an outright “no” to your request. Try to understand what the objection is when faced with a “no” or “not now” from a potential investor. Objections fall into one of five categories. Understanding these categories will help you respond. Objections will vary from person to person and from situation to situation. View each situation individually and as an opportunity. As in all dealings, be polite, tell the truth, do not promise more than you can deliver, and do what you say you will do.

The types of objections you might encounter are:

1. Focus or use of the contribution: “I don’t think we need that project” (i.e., one of the activities the organization is working on).
 - ▶ This type of objection is an opportunity to educate the potential investor about the needs in the district and the overall scope of your comprehensive work plan. “Educating” is different than “convincing.”
2. Timing of the contribution: “I just can’t afford it right now” or “I need to check with my spouse.”
 - ▶ With this type of objection, the issue is “time,” the solution is “a better time.” Try to get the potential investor to tell you when a better time would be, or a time when they and their spouse will be available so you may call on them again.
3. Size of the contribution: “That’s more than I can give right now”
 - ▶ They may be open to the amount if they could make twice a year, quarterly or monthly payments. If not, be ready to ask for a smaller amount by offering a lower giving level.
4. Administration of the gift: “How do I know you will do what you say you’ll do?”
 - ▶ This type of objection is an opportunity to let the potential investor know the things your organization has accomplished. If your organization is new, this is an opportunity to mention the names of well-known community leaders involved with the program. If the potential investor knows and trusts the volunteers, they will be more open to contribute.
5. Stewardship of the donor: “If what you want to accomplish is _____, then what you should do is _____.”
 - ▶ This objection is sometimes an opportunity to find a new volunteer in addition to a contribution. Listen to the comments made and offer opportunities to make their ideas a reality (when possible). Share information on how your organization sets priorities and develops your annual work plan.

There is no guarantee you will convert every “no” into a “yes.” If the answer is still “no,” keep the lines of communication open—the next time you ask for a gift, your potential investor may say “yes.”

Tips:

1. Seek to understand and clarify the objection.
2. Be prepared to use alternative proposals.
3. Be flexible in your response.
4. Seek to maintain the relationship with the potential investor.

Positive Closure

Make sure to end each solicitation on a positive note regardless of whether the potential investor contributes or not. In order of priority:

1. If possible, reach an agreement during the meeting and outline the specific timing for the donation.
2. While most potential investors will contribute, if a prospect can't contribute to the drive, ask about other opportunities that might interest them:
 - ▶ Sponsorship of an event.
 - ▶ Annual auction donation.
 - ▶ Next year's drive.
3. Ask what the organization needs to do to become the potential investor's "charity of choice." And communicate this directly to the team leader.

Year-round Communication

Board members, outreach committee members, and staff should keep in contact with investors on a regular basis beyond the campaign and throughout the year. This demonstrates their value to you beyond their financial contribution. Regular communication will also help retain investors. Suggestions include:

- ▶ Invitations to all events and activities.
- ▶ Handwritten notes on newsletters pointing out articles that might be of interest.
- ▶ Periodic visits just to check in and see how things are going.

Your group will enjoy more clout with elected officials if it has 1,400 investors instead of 400. But if individual investor gifts represent a quarter of your annual budget, the renewal and recognition process becomes ever more critical for the continued health of the organization. Investor renewal must be taken seriously and focus on the numbers

 Sample Documents

Individual Investor Application Forms

- 1. Individual/family donation form—Downtown Oregon City Association \$10 for My Town.....49
- 2. Individual/family donation form—Downtown Oregon City Association \$10 monthly.....50
- 3. Individual/family donation form—Downtown Oregon City Association \$60 annual.....51

Business Investors Forms

- 4. Investor/Sponsorship Application—Coos Bay Downtown Association.....52
- 5. Investor/Sponsorship Application—McMinnville Downtown Association.....53
- 6. Investor/Sponsorship Application—Klamath Falls Downtown Association..... 54
- 7. Investor/Sponsorship Benefits—Klamath Falls Downtown Association 55
- 8. Investor/Sponsorship Application—La Grande Main Street Downtown.....57
- 9. Investor/Sponsorship Brochure—Harrisonburg Downtown, Renaissance, VA..... 58
- 10. Investor Donation Application —business partner programs—McMinnville Downtown Association.....60

Supporting Documents

- 11. Annual Report Graphic—McMinnville Downtown Association.....61
- 12. Renewal Letter Downtown Business—McMinnville Downtown Association..... 63
- 13. New Investor Letter, Downtown Businesses—McMinnville Downtown Association..... 64
- 14. Thank You New Investor, Affiliate Business—McMinnville Downtown Association.....65
- 15. Renewal Expired in Good Standing Letter—Klamath Falls Downtown Association.....66

\$10 My Town

DOWNTOWN OREGON CITY
We need your help! Help us continue to Revitalize Downtown

(<http://downtownoregoncity.org>)

Donate

We are working to make downtown Oregon City the "living room" of our community, a place where you will want to hang out with friends and family. Some of our immediate goals include:

- A clean & safe district.
- Year-round street tree lights and other beautification programs.
- Oregon City's most loved events including the First City Celebration, Oregon Trail Brew Fest, Oregon Trail® Game 5k, Trick or Treat on Main Street, Oregon City Tree Lighting, Cruise to Downtown Oregon City Car Show, and many more.
- Best of Oregon City People's Choice Awards.
- Enhancements to the Oregon City Municipal Elevator.
- Solutions to some of Downtown's most challenging problems, including access to parking, connectivity to adjacent neighborhoods, and opportunities for entrepreneurship.
- Advocacy for thoughtful redevelopment and the preservation of our historic places.

We are asking each citizen of Oregon City to contribute \$10 to DOCA to help complete our vision. With your help, we will succeed in transforming downtown into a place where you will feel proud to take your family and friends.

Facebook

LinkedIn

Twitter

Choose amount  ● ○ ○ →

One-time

Monthly

\$ 10

\$ 20

\$ 30

\$ 40

\$ 50

\$ 100

\$ Custom Amount

Designation

Street Tree Lights



Dedicate my donation in honor or in memory of someone

Write us a comment



Register for an Event > Individual/Family Membership (billed Monthly)

< Previous / Next >



Individual/Family Membership (billed Monthly)

\$10.00 every month

This membership is tax deductible, billed monthly, and includes:

- Hand Written Thank You Note





Register for an Event > Individual/Family Membership (annual)

Next >



DOWNTOWN OREGON CITY ASSOCIATION

Individual/Family Membership (annual)

\$60.00 ~~\$100.00~~

Our membership is tax deductible and has it's "perks"

- Hand Written Thank You Note



Become a CBDA Member

We are pleased to invite you to become a 2020 member of the Coos Bay Downtown Association (CBDA) as we continue to beautify and revitalize Downtown Coos Bay! The mission of the CBDA is to foster the development of Downtown Coos Bay by strengthening local business, encouraging new business, and connecting the community through partnerships. As a member, you will be supporting this mission and contributing to the growth of downtown and the success of our downtown events. Your membership will also provide you with a unique opportunity to collaborate and partner with us for events, promotions, training, and receive support from us as you grow.

GOLD MEMBERSHIP \$300: Voting Member, Online listing and link on the CBDA website, Opportunity to attend training and take part in events, Invitations to member meetings, Opportunity to participate in promotions and serve on committees, Recognition that you sponsor a Flower Basket, Opportunity to be regularly highlighted on our Social Media accounts which include our Instagram and Facebook for both the CBDA (1,800+ followers) and Farmers Market (3,700+ followers), Opportunity to share your discounts/events in our Monthly Newsletter.

SILVER MEMBERSHIP \$200: Voting Member, Online listing and link on the CBDA website, Opportunity to attend training and take part in events, Invitations to member meetings, Opportunity to participate in promotions and serve on committees, Opportunity to be highlighted on our Social Media accounts which include our Instagram and Facebook for both the CBDA (2400+ followers) and Farmers Market (5000+ followers).

BRONZE MEMBERSHIP \$100: Voting Member, Online listing on the CBDA website, Opportunity to attend training and take part in events, Invitations to member meetings, Opportunity to participate in promotions and serve on committees.

All Members have member to member specials that will be passed on during the year. Do you have a special discount you want to make available to the membership? Contact Holly, at 541-266-9706 with the details and we will pass it along!

SPONSORSHIP OPPORTUNITIES:

Farmers' Market Home Grown Sponsor \$500 – 4 sponsorships available: 26 weeks starting the first Wednesday in May and ending the last Wednesday in October. As a sponsor of the market, you will have the opportunity to have your logo placed on printed material, name mention on radio advertising and social media, and the opportunity to have 6 market dates to be in the market booth to hand out information about your business.

Blackberry Arts Festival Berry Best Sponsor \$1000 – 1 sponsorship available: Held the fourth weekend in August, this festival sees over 5000 visitors that all come to enjoy handcrafted goods and great food. As a sponsor of the festival you will have the opportunity to have your logo placed on all printed material, name mention on all radio advertising and social media, and the opportunity to host the Blackberry Arts Booth where you will be able to hand out information about your business.

Bay Area Fun Festival Market Sponsor \$1000– 1 sponsorship available/Parade Sponsor \$500 – 1 sponsorship available: Held the third weekend in September, this festival sees over 10000 visitors that all come to enjoy the Prefontaine run, a unique vendor market, great food and the Classic Car Cruise. As a market sponsor of the festival you will have the opportunity to have your logo placed on all printed material, name mention on all radio advertising and social media and the opportunity to host the Fun Festival Booth where you will be able to hand out information about your business. As a parade sponsor, you will have an opportunity as a judge of the parade where a sponsor's favorite prize is awarded and the opportunity to host the Fun Festival Booth where you will be able to hand out information about your business.

Santa Comes to Town Sponsor \$500 – 2 sponsorships available: The Friday after Thanksgiving has been reserved with the big fellow as one of his first stops and he comes to town on a Tugboat! This is a long-standing tradition of the lighting of the tree with the mayor and then the march to the Egyptian where the children can sit on Santa's lap and give him their list. Afterwards the Movie "Elf" is played, and the community is encouraged to bring new socks that are rolled up and thrown at the movie screen during the snowball fight scene. Those socks are then donated to the homeless shelters in town. There is a repeat of Santa at the Egyptian and the movie as a matinee on Saturday. All of this is a Free event to the community. As a sponsor of the event you will have the opportunity to have your logo placed on all printed material, name mention on all radio advertising and social media as well as the opportunity to display your logo at the Theater and participate as elves to help Santa.



MCMINNVILLE DOWNTOWN ASSOCIATION

New Member Application & Information

Today's Date: _____

\$175 Downtown Member

\$150 Affiliate Member

Business Name: _____

Physical Address: _____

Mailing Address: _____

Email: _____ **Website:** _____

Business Phone Number: _____

Main Contact(s): _____ **Title:** _____ **Email:** _____

Main Contact(s): _____ **Title:** _____ **Email:** _____

How long have you been in business? _____ **# Full time employees?** _____ **# Part time?** _____

Please choose one of these options for your web directory listing on the MDA website:

Food & Drink

Health & Beauty

Services

Shopping

How do you prefer to be contacted about events or other member benefits?

Email

Call me at: _____

In person at my business (I'm usually there)

Text me at: _____

Payment: Enclosed Paid Online

Return to McMinnville Downtown Association
Via mail: 105 NE Third Street, McMinnville, Or 97128
Scan & email: info@downtownmcminnville.com

Questions? Call 503-472-3605 or info@downtownmcminnville.com

2020 KFDA Membership Application (Print Version)



Contact Information

Thank you for your interest in joining the Klamath Falls Downtown Association! Please fill out this form to give us more information about you and your business. If you have questions and/or concerns please reach out to director@downtownklamathfalls.org.

Business/Organization *

Name *

First Name

Last Name

Email *

All KFDA email correspondence will be sent to this address.

Phone *

Business Address *

Address Line 1

Address Line 2

City

State/Province

ZIP/Postal Code

Country

What's the best way to reach you? *

- Email
- Phone
- Social Media
- USPS Mail

Business Profile

Partnership Benefits & Tiers



As a 501(c)3 nonprofit organization, the Klamath Falls Downtown Association aims to promote, enhance, revitalize, and preserve downtown Klamath Falls. Our efforts would not be possible without the support of downtown businesses and generous community sponsors. As a stakeholder in this community, our partners play a significant role in the success of the organization.

Our community partners work hard to make downtown a vibrant community center where families gather, shoppers stroll the streets, great food is enjoyed by neighbors near and far, and festivals and entertainment continue to bring people downtown to discover the shops and restaurants. Please consider becoming a partner and participating on a committee. This year we have added even more reasons to partner with the KFDA. New in 2018, the KFDA has developed a tiered membership structure to provide value-added incentives to our partners and sponsors; each tier is specifically tailored to benefit small businesses, corporate sponsors, and everyone in between.

Corporate Champion (\$1,000+)

Community & Network Development

- KFDA "Proud Partner" decal sticker
- *Free* Admission for you & a guest to attend the KFDA's annual dinner
- Exclusive emails & updates from the KFDA
- Invite to KFDA meet-ups & downtown networking opportunities
- Involvement in downtown committees
- Referral services
- Eligible to run for a seat on the KFDA Board of Directors
- Eligible to vote in KFDA Board of Directors election (ballots sent to email address on file)

Marketing, Promotion, & Events

- Clickable business link & logo on the KFDA website homepage
- Your logo on eNews as a sponsor
- Listed as event sponsor on marketing materials for downtown events including; 3rd Thursday, Small Business Saturday, and Scarecrow Row
- Your logo on event marketing materials and free merchandise handed out at events
- Your logo on event banners and sandwich boards
- Your business named in event press releases, radio announcements, television commercials, & advertisements
- *Free* priority vendor placement at 3rd Thursday

Main Street Cedartown

Main Street Georgia provides selected communities with technical assistance and training of proven value in revitalizing historic downtowns. Their program helps municipalities improve the economy, appearance, and image of their central business districts through the organization of local citizens and resources.

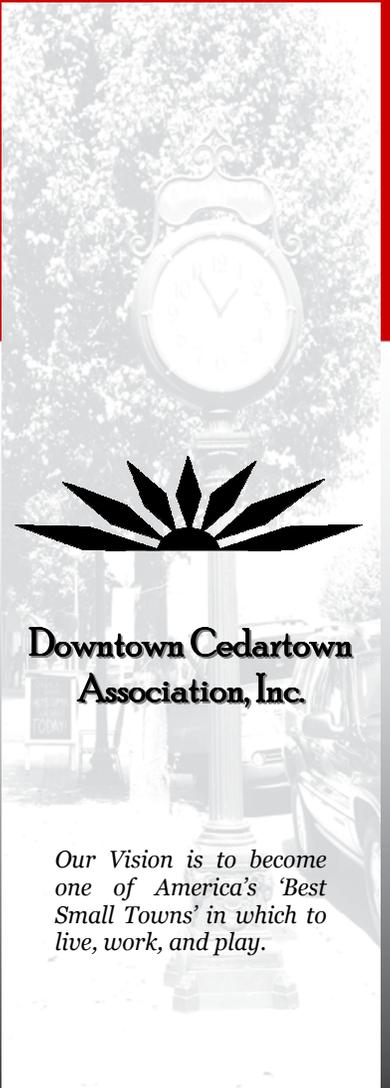
Main Street is a philosophy, a program, and a proven comprehensive approach to downtown commercial district revitalization. This approach has been implemented in over 105 Main Street cities and Better Hometowns in Georgia. Cedartown is lucky enough to be one of these communities!

And now we need your support.

The program is well underway! Look inside to find out more about our efforts and how you can be a part of it!

www.downtowncedartown.com

Downtown Cedartown Association
690 South Main Street
Cedartown, Georgia 30125



**Downtown Cedartown
Association, Inc.**

*Our Vision is to become
one of America's 'Best
Small Towns' in which to
live, work, and play.*

We've come a long way!

An inspired downtown.

Established in 2003, HDR set out to reverse the devastating impact many years of economic decline had on the downtown. Previously marred by vacancies and boarded up buildings – downtown's historic buildings are now filled with coffee shops, breweries, urban lofts, restaurants, boutiques, and more.

How did we do it? By working with developers and entrepreneurs to find new economic uses for old buildings, supporting historic preservation, initiating beautification projects, planning festive events, and helping existing business thrive and new ones to open. Visionary entrepreneurs, property owners, and developers saw the potential within downtown's buildings.

Since 2003

\$66 MILLION in private investments

\$23.1 MILLION in public investments

Voted Best Use of Taxpayers' Money
- Daily News-Record, Annual Readers' Survey
6 years & counting (2010-15)

Driven to act.

We're not in this alone. We ask community members to roll up their sleeves and put their time, energy, and donations where their hearts are – downtown!

Since 2003, HDR has empowered volunteers to donate over 90,000+ hours -- that's \$2 million worth of volunteer work

Volunteers are our advisors, project managers, champions, and workforce. Public and private partnerships form our backbone and include the City of Harrisonburg, community groups, arts organizations, JMU, and so many others.

2014 Great American Main Street Award Winner

2014 Designated Virginia's First Culinary District

Awarded **\$175,000** in grants toward the improvement of **98** building improvement projects over **12** years.

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Nationally recognized. Locally powered.

Harrisonburg Downtown Renaissance leads an ongoing, comprehensive, downtown management program. An award-winning member of the Main Street America network, we have received national accreditation by the National Main Street Center and follow its Main Street Four-Point Approach™.

HDR is part of a larger movement of downtown organizations that have a proven track record for celebrating community character, preserving local history, and generating impressive economic returns. We work with the support and guidance of Virginia Main Street – a program of the Virginia Department of Housing and Community Development.

Friends of Downtown

Harrisonburg Downtown Renaissance (HDR) brings ideas and people together...

to make downtown an exciting and attractive place to live, work, invest, and visit.

MAIN STREET AMERICA

HARRISONBURG DOWNTOWN RENAISSANCE

Harrisonburg Downtown Renaissance
Andrea L. Doro, Executive Director
Lauren Huber, Director of Resources
Kim Kirk, Director of Promotions
Katie Youst, Director of Events
212 S. Main Street - Harrisonburg, VA 22801
540.432.8922
hdr@harrisonburgva.gov
www.downtownharrisonburg.org

We can't do it without our Friends.

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We can't do it without our Friends.

2019 MEMBERSHIP BENEFITS

DOWNTOWN BUSINESS MEMBER (business located in downtown)

MARKETING

Stretch your marketing budget. Our goal is to increase awareness of downtown and member businesses to local residents.

New Gift Cards | Upgraded gift card system makes it easier for customers to use and cheaper for you to redeem (we've removed the 5% admin fee)

New Maps | Get listed on five (5) new wayfinding maps in Downtown, Granary District, Linfield

New Welcome Kits | Be included in vacation rental "welcome packets"

Website | Business listing on macdowntown.com (average 1,500 monthly visits)

Newsletter | List events or promotions in MDA e-newsletters (1,188 subscribers)

Social Media | Promotion of members via our public social media accounts (12,411 total followers)

EVENTS

Draw in new customers. Increase your business revenue. MDA events bring more than 86,500 people downtown annually.

Discounts | MDA members get first access, and discounts on major event vendor fees. Farmers Market - waived application fee; UFO Fest - waived application fee & \$50 off vendor fees; Concerts - exclusive access to serve food & beverage; Holiday Promotions - Free.

EQUIPMENT

New Rentals | Rent MDA supplies (sound, stage, tents, chairs) for free or greatly discounted (subject to availability)

NETWORKING

Connect with fellow business owners via round tables, educational seminars and our annual dinner.

AFFILIATE BUSINESS MEMBER (business located outside downtown)

MARKETING

Stretch your marketing budget. Our goal is to increase awareness of downtown and member businesses to local residents.

Website | Business listing on macdowntown.com (average 1,500 monthly visits)

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RESOURCES

New Equipment | Rent MDA supplies (sound, stage, tents, chairs) for free or greatly discounted (subject to availability)

NETWORKING

Connect with fellow business owners via round tables, educational seminars and our annual dinner.

FRIEND OF DOWNTOWN (supportive individuals or families)

SWAG

New T-shirt | Exclusive Downtown McMinnville t-shirt available only to Friends of Downtown

ACKNOWLEDGMENT

Get in the Club | Exclusive invitation to Friends of Downtown events & listed as a supporter on macdowntown.com

MCMINNVILLE DOWNTOWN ASSOCIATION

2020

macdowntown.com was visited by

14,350

unique guests in 2020

12 WEEKS OF CHRISTMAS

With the help of downtown retailers the MDA was able to give away \$500 in Mac Bucks each week while encouraging shoppers to buy local this holiday season.

Over 4,000 customers shopped at participating retailers as a result. Dave the elf was happy to select the lucky winner each week.



MEDP 2020 BOARD OF DIRECTORS PARTNER OF THE YEAR AWARD

McMinnville Downtown Association and the City of McMinnville were recognized for outstanding collaboration required to bring Dine Out(Side) to life



\$85,000

Awarded in Facade Improvement Grants to Economic Improvement District properties in 2020

DRIVE THRU MARKET

Thursday 2:00-6:00





MCMINNVILLE DINE OUT(SIDE)

MCMINNVILLE DOWNTOWN ASSOCIATION

22

restaurants spilled out onto 3rd Street each weekend for dinner and drinks, creating a new downtown summer tradition.

STAYING SAFE IN MCMINNVILLE

6 FEET
WASH YOUR HANDS
WEAR A MASK
STAY HOME IF YOU ARE SICK



MCMINNVILLE FARMERS MARKET

Despite the challenges the 2020 Market season brought MDA was able facilitate \$17,192 in SNAP spending, helping to improve access to local produce to our community. An additional \$4,777 was distributed to SNAP customers as part of a grant funded by Double Up Food Bucks.

The market began as a drive thru, pre order market, before adapting opening to foot traffic. Market staff remains committed to connecting local farmers and community members no matter the market format

5 LOCAL BUSINESSES & COMMUNITY MEMBERS

including The Atticus Hotel, Pura Vida, Matthea Brown, Pizza Capo, Gerald's, and Cruising McMinnville were recognized and awarded at the

MDA AWARDS DINNER & AUCTION




a survey of downtown business owners found that

60.6%

are owned by women and/or people of color



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60.6%

are owned by women and/or people of color



LIGHTING UP DOWNTOWN

With the help of downtown retailers the MDA was able to give away \$500 in Mac Bucks each week while encouraging shoppers to buy local this holiday season.

MEET THE STAFF

Meet the staff of the Downtown Association and the City of McMinnville who work together to bring Dine Out(Side) to life

MCMINNVILLE DOWNTOWN ASSOCIATION

2020



CLEANING UP DOWNTOWN

With the help of downtown retailers the MDA was able to give away \$500 in Mac Bucks each week while encouraging shoppers to buy local this holiday season.

BETTER TOGETHER

With the help of downtown retailers the MDA was able to give away \$500 in Mac Bucks each week while encouraging shoppers to buy local this holiday season.

GET SOCIAL

With the help of downtown retailers the MDA was able to give away \$500 in Mac Bucks each week while encouraging shoppers to buy local this holiday season.

HISTORIC CHARM

With the help of downtown retailers the MDA was able to give away \$500 in Mac Bucks each week while encouraging shoppers to buy local this holiday season.



MAC BUCKS

With the help of downtown retailers the MDA was able to give away \$500 in Mac Bucks each week while encouraging shoppers to buy local this holiday season.

\$89,337

With the help of downtown retailers the MDA was able to give away \$500 in Mac Bucks each week while encouraging shoppers to buy local this holiday season.

LIGHTING UP DOWNTOWN

MDA was able to coordinate repairs to the year round tree lights on 3rd Street



MEET THE STAFF

DAVE

Dave is a recent transplant to McMinnville hailing from Boise, ID. He and his wife Kim were drawn to the city in large part due to the allure of its historical downtown. A former downtown association director with a deep entrepreneurial background, he embraces the association's mission statement "to promote and enhance our historic downtown as the economic, social and cultural heart of the community". Dave and his wife have three children, a granddaughter, and two needy black labs. He enjoys the beach, indie music and all that is McMinnville.

CHLOE

Chloe is a Jill -of -all -trades and love all things organization. Her areas of expertise include the Farmers Market, event logistics, design and customer service. A creative problem solver, with attention to detail, you can find Chloe making sure the Cozine House and all the day-to-day operations of the MDA are running smoothly and efficiently. She enjoys shopping and dining on 3rd Street, and going on walks with her pomeranian, Poppy.

MCMINNVILLE DOWNTOWN ASSOCIATION

2020



MAC BUCKS
GIFT CARD

PUT YOUR \$ WHERE YOUR HEART IS



CLEANING UP DOWNTOWN

MDA hired Caretaker Phil to assist in keeping downtown looking its best





MDA has worked in partnership with Visit McMinnville to restore downtown kiosks and improve wayfinding

BETTER TOGETHER



HISTORIC CHARM

Downtown is home to 41 buildings on the historic register

\$89,337

invested in the local economy through Mac Bucks gift card program

131% increase over 2019

GET SOCIAL

more than 11,600 people follow MDA updates on social media and receive newsletter updates



HISTORIC CHARM

Downtown is home to 41 buildings on the historic register

MCMINNVILLE DOWNTOWN ASSOCIATION

2020

60.6% increase in membership

14,350 members

\$85,000 raised

12 WEEKS OF CHRISTMAS

MDA celebrated 12 weeks of Christmas with a variety of events including a tree lighting, a parade, and a concert.

MEOP 2020 BOARD OF DIRECTORS PARTNER OF THE YEAR AWARD

MDA was honored to receive the Partner of the Year Award from the McMinnville Economic Opportunity Partnership (MEOP).

22 DINE OUTSIDE!

MDA supported 22 businesses in downtown McMinnville during the Dine Outside! campaign.

STAYING SAFE

MDA provided resources and support for businesses and residents during the COVID-19 pandemic.

MCMINNVILLE FARMERS MARKET

MDA supported the McMinnville Farmers Market, a vital part of the local food system.

5 LOCAL BUSINESSES & COMMUNITY MEMBERS

MDA awarded the 2020 Community Award to five local businesses and community members.

MDA AWARDS DINNER & AUCTION

MDA held an awards dinner and auction to celebrate the achievements of our members and community.

LIGHTING UP DOWNTOWN

MDA coordinated the repair of year-round tree lights on 3rd Street.

MEET THE STAFF

Meet the staff members who work hard to make downtown McMinnville a vibrant and welcoming community.

MCMINNVILLE DOWNTOWN ASSOCIATION

2020



MAC BUCKS
GIFT CARD

PUT YOUR \$ WHERE YOUR HEART IS

CLEANING UP DOWNTOWN

MDA hired Caretaker Phil to assist in keeping downtown looking its best.

BETTER TOGETHER

MDA worked in partnership with Visit McMinnville to restore downtown kiosks and improve wayfinding.

HISTORIC CHARM

Downtown is home to 41 buildings on the historic register.

\$89,337

invested in the local economy through Mac Bucks gift card program

131% increase over 2019

GET SOCIAL

more than 11,600 people follow MDA updates on social media and receive newsletter updates.

Potential new member

June, 2020

Dear McMinnville Business Owner,

Attached you will find a membership application for 2020, along with a description of ongoing member benefits.

Your MDA has been working diligently in this year to advocate for our downtown business community. In the past several months we have taken the lead in creating a number of programs and initiatives that will positively impact your business. Some of those include:

- Our Downtown Employee Gift Card program where over 750 twenty-dollar gift cards will be awarded to returning employees once restrictions are lifted.
- Are working with the McMinnville Area Community Foundation along with the City of McMinnville to secure a grant from the Oregon Community Foundation to provide sanitation stations for MDA members.
- Implementing 3rd Street closure on weekends to allow our food and beverage industry to expand their footprint during restrictions.
- Conducted surveys of downtown members providing data on COVID impact and stimulus funding.
- Pivoted the Farmers Market from an open-air experience to a drive-thru market for area residents, and recently opening the market to a social distanced concept.
- Worked with the city's Urban Renewal Advisory Committee to offer "Steal of a Deal" façade improvement to businesses at a 10 to 1 match.
- Have strengthened our voice with community decision-makers so that downtown concerns are heard.

Most importantly, we are working diligently to provide you with pertinent information that helps you in your daily decision-making... communicating financial resources and opportunities, and providing you with a "pulse" of our downtown.

As we move forward know that we are receptive to your ideas and thoughts. The year ahead is bound to be challenging for all of us. Creativity will be essential to success. We are stronger when we as a business community are able to advocate together as a whole for those things important to our needs. Your downtown association takes this role very seriously and will continue to fight for your interest.

We thank you in advance for your support.

Dave Rucklos
Executive Director
McMinnville Downtown Association

McMinnville Downtown Association
New Affiliate Membership letter

Hi Pam,

I wanted say it was great meeting you the other day in anticipation of your joining the MDA Board later this month. Your genuine support and commitment to McMinnville is so greatly appreciated. I look forward to engaging Lum's in MDA sponsored events and gatherings once the COVID dust settles.

You have been added to our correspondence list and you will see weekly emails that broadcast news about the downtown. We present ourselves in a grassroots manner touching more on "what's happening" in our neighborhood that is pertinent to our members.

Even given the challenges of the pandemic, we have been able create significant initiatives this year. From raising the bar in keeping our downtown clean, to managing a safe Farmers Market, to rolling out our Dine Out(Side) on 3rd Street, we continue to work on enhancing and protecting McMinnville's "product".

Included is an invoice for affiliate membership. We appreciate your support and are excited about your inclusion in our association.

See you on Zoom later this month.

Dave Rucklos
Executive Director
McMinnville Downtown Association



KLAMATH FALLS DOWNTOWN ASSOCIATION

Post Office Box 372
Klamath Falls, OR 97601
www.downtownklamathfalls.org
541.539.6212

April 28, 2021

Owner of 811 Main (Woolworth Building)

Attn: Mike Weaver

4212 Lakeshore Dr

Klamath Falls, Oregon 97601

Dear Mike,

What a year we've just experienced! We hope you were able to weather the storm, and look forward to downtown getting back to normal sooner than later.

As you know, last year when statewide restrictions first went into place the KFDA board of directors immediately suspended our membership program as a modest way to help our businesses manage the financial impacts of the pandemic. Despite the disruption to one of our major sources of operating income for over a year, we continue to work hard for you and our other downtown stakeholders.

We've kept your membership in good standing over the past year, even if it expired. We want you to remain an active member of KFDA, so we're asking you to reaffirm your support for the work we do by renewing your membership. We know the lingering effects of the pandemic may still be creating financial stress for your business. We're happy to tell you that, through a partnership with First Interstate Bank, we are able to help out even more by matching 50% of membership fees for members who renew at the Advocate (\$100) level. This promotion is only available until program funds have been depleted, and we're giving our existing members the first opportunity to take advantage. We hope you'll act soon to renew your membership.

Over the past year, we have worked tirelessly to help our downtown stakeholders respond to and recover from the COVID-19 pandemic. Here are just a few ways we mobilized to help:

- Through direct participation in the City of Klamath Falls and Governor's regional economic recovery task forces, we advocated at all levels of government for our businesses, property owners, residents, and employees
- We partnered with local nonprofit and government agencies to get thousands of masks and gloves, and hand sanitizer out to you
- We were one of the first local development organizations to create a business resilience digital resource to connect you with resources to manage through the pandemic
- We partnered with local economic development and government agencies to help deploy \$89 million in CARES funding to Klamath County small businesses, including **over \$14 million in assistance to small businesses in Downtown Klamath Falls**

In the midst of all of that, we were also able to accomplish much of our core work to make downtown a better place to live, work and play:

- We received state accreditation as a "Performing Main Street" community, which affirms our organization's resilience and ability to serve you now and into the future

February, 2021

Dear MDA Member,

Attached you will find your membership invoice for 2021. We have again frozen our membership dues assessment recognizing these challenging times.

Your MDA continues to work diligently in advocating for our downtown business community. Enclosed is a visual summary of accomplishments we have achieved this past year. 2020 was anything but normal and we were able to pivot efforts to focus attention on a wider variety of needs and concerns. As we move forward, we intend to continue to embrace current efforts and expand their scope, hoping to again produce traffic-creating events as the pandemic wanes.

Communication is key to our efforts and we will continue to provide you with pertinent information that helps you in your daily decision-making... communicating financial resources and opportunities, and providing you with a “pulse” of our downtown.

As we move forward know that we are receptive to your ideas and thoughts. The year ahead is bound to again be challenging for all of us. Creativity will continue to be essential to success. We remain stronger as a business community working together as a whole for those things important to our needs. Your downtown association takes this role very seriously and will continue to advocate on your behalf.

As mentioned above, we acknowledge times are tough and recognize there is no good time for soliciting such request. If you are unable to make immediate payment toward membership, but wish to continue being a member, please reach out to us at info@downtownmcminnville.com by April 1st with a payment plan that is manageable for you.

We thank you in advance for your continued support.

Dave Rucklos
Executive Director
McMinnville Downtown Association