

Design Committee Members Handbook

What Does the Design Committee Do?

The Design Committee plays a key role in shaping the physical image of Main Street as a place attractive to shoppers, investors, business owners, and visitors. To succeed, your committee must persuade fiercely independent business and property owners and civic leaders to adopt a specific approach, and an ambitious agenda, for physical improvements to buildings, businesses and public improvements by:

- Educating others about good design- enhancing the image of each business as well as that of the district
- Providing good design advice encouraging quality improvements to private properties and public spaces
- Planning Main Street's development – guiding future growth and shaping regulations
- Motivating others to make changes – creating incentives and targeting key projects

Much of this work occurs in partnership with the program manager and in one-on-one relationships with members of the downtown community- property owners, business managers, city staff, and elected officials. This handbook provides an overview of these activities.

What's the Secret to Good Design?

Let's face it: your design committee is staffed with volunteers who have varying levels of design expertise and differing opinions on what constitutes good design. You must take the time up front to look long and hard at your Main Street and, as a group, agree upon the essential elements that create the unique character of your commercial district such features as the scale of buildings, type of materials, colors of facades, or era of construction. Then, you can begin planning design improvements; here are some basic guidelines to follow:

- **Start Small:** Early in the revitalization process, begin with small-scale physical improvements, such as inexpensive planters, banners, paint schemes, and signs. As you build confidence, experience, and expertise, tackle larger-scale improvements, such as building renovations and comprehensive streetscape plans.
- **Avoid themes:** Historic preservation is an ethic, not a theme. It advocates preserving those architectural elements that help tell the community's story – not creating a false past by adopting historic themes or making buildings look like something they never were.
- **Create compatibility:** Improvements should build on existing physical assets. Don't imitate historic styles, but consider complementary changes that respect existing building materials, scale, proportions, patterns of windows or storefronts, detailing, and colors.
- **Stress continuity.** The key to an attractive pedestrian atmosphere is the "street wall" created by continuous facades of lively storefronts. Demolition of historic and traditional commercial building will create gaping "holes" in the streetscape; avoid tearing them down whenever possible.
- **Build quality:** The cheap "substitute" materials and low-budget designs of today build the tacky towns of tomorrow. Insist that the best possible material and craftsmanship be used for any new construction so it will stand the test of time, communicating pride and belief in your Main Street's future as well as its past.
- **Don't copy:** Avoid the "mail formulas" that work out on the strip. The design qualities that entice customers to the shopping mall-unified facades, pedestrian plazas, broadcast music- rarely work in traditional commercial districts where these elements appear unnatural and gimmicky

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- **Be realistic:** Design improvements can enhance Main Street’s appearance and function, but alone they will not reverse economic decline. Design must be accompanied by sensible business development, aggressive marketing, and a permanent management of the district by a strong, broad-based organization.

The most important work your committee can accomplish is *education* . . . and the entire community will become your class.

Start with your own committee and board members. Use the various slide shows, videos, and publications available on Main Street design to create orientation sessions. Discuss members’ reactions and opinions about Main Street’s design qualities.

Second, take people in the district on group tours, guided by leaders knowledgeable about architecture, preservation, and/or storefront design. Use this time to discuss Main Street’s assets and liabilities. You should also talk about ways your committee can become involved in making improvements to the commercial district.

This important work will prepare your committee to “speak with one voice,” which in turn will help build the credibility of your organization and inspire public trust.

To capture the attention and interest of busy merchants and residents, you will need to be creative in packaging your educational outreach. Consider every activity and project of the Main Street program as an opportunity to educate the public in an entertaining way about your vision and progress. Challenge yourself to design unusual social activities that will entice people, such as tours, contests, displays, and media stories.

ELEMENTS OF COMMITTEE DESIGN EDUCATION	EXAMPLES OF COMMITTEE PROJECTS
<u>Activities:</u> to help committee members and others familiarize themselves with the district’s unique character and assets.	<ul style="list-style-type: none"> • Building inventory by volunteers • Civic club presentations • “Rehab Library” development
<u>Training:</u> to improve the design awareness and skills of committee members, property owners, and business people.	<ul style="list-style-type: none"> • Storefront Design workshop series • Design Guidelines booklet
<u>Publications:</u> to call attention to and guide owners through appropriate improvements	<ul style="list-style-type: none"> • Historic walking tour brochure • The and Now column in local paper • Historic photo displays in store window

Seven Steps to Successful Storefront Design

In many traditional commercial districts, older buildings are viewed as a “problem” due to decay, lack of maintenance, and previous “improvements” of poor quality. Actually, these buildings are often Main Street’s best hidden asset. Here are some tips on how to capitalize on those assets and how to improve the image, and profit potential of businesses downtown:

1. **Consider the entire building:** Expand a business’s presence and image by utilizing the whole façade- reintegrating upper-story design with the storefront, uncovering facades, and opening up boarded windows.
2. **Take cues from the neighbors:** Look at the entire streetscape for clues about the range of colors, styles, size, and character or storefront elements. Unity, not conformity, is the goal.
3. **Change dramatically with color:** The age-old miracle worker on Main Street, paint can cover a million problems; pull together a hodgepodge design, and offer an economical way to put a fresh face on a tired façade. Keep the paint scheme simple (no more than three colors); use it to integrate the entire façade; choose shades and tones of the same hue; and select schemes that work with your neighbors.
4. **Integrate facades with awnings:** Ugly alterations, A/C exhausts, and a host of other embarrassments can be concealed with a correctly designed awning. Stick to simple, traditional shapes, colors, and materials; “fit” the awning within the storefront opening; avoid jarring or faddish colors or designs; and resist the temptation to use backlit, plastic “sign box” awnings.
5. **Change image through signs:** The most significant changes can be accomplished through creative and sensitively designed signs. Placement, proportion, colors, material, and style should all reflect the building and business image.
6. **Develop focal points with lighting:** Call attention to merchandise, signs, and architectural details through unobtrusive lighting. For exterior sign illumination, shaded gooseneck lamps work well. (Avoid bare bulbs, backlit Plexiglas, and floods.) Use spots to highlight details.
7. **Use windows to inject vitality:** Visual displays not only sell the merchandise selected; they set the image of the business. Fresh, creative displays that target only a few ideas or items come to life with dynamic arrangements, selective color, and good lighting.

Guiding Storefront Design

Helping a merchant with a storefront? Remember, the best storefronts reflect the distinct and the business’s “personality.” Here are five good questions to help define a business image:

1. Who are your best customers? (age, sex, past time)
2. How would they describe your shop? (take them across the street to look)
3. What makes your business unique? (your edge on the competition)
4. If the shop were a car, what would it be? (a Cadillac or a comfortable pickup)
5. Whose shop on the street looks best? Why? (Find an image that’s appealing)

TYPES OF DESIGN ASSISTANCE	EXAMPLES OF COMMITTEE PROJECTS
Recommendations. Offer building and property owners conceptual plans and written guidelines on improvements to facades, signs, and displays. Make individual trips with the store owner.	<ul style="list-style-type: none"> • Storefront renovation renderings • Design sketches and specifications
Resources. Provide information on materials and contractors for building and storefront improvements	<ul style="list-style-type: none"> • Rehab resource library • Contractor referral list • Paint and awning samples kits
Planning. Collaborate with city government on future public improvements	<ul style="list-style-type: none"> • Storefront analysis by design team • Streetscape improvement plans

* Once your committee has learned the basics of Main Street design, it is time to spread the work to others on the street*

Providing Design Assistance

In some cases, merchants may want to improve the appearance of their buildings, but, don't know what should be done. In others, business owners may not understand, or even believe, in the need for improvements unless they see a picture. Giving good design advice need not be a role for architects only. Your committee volunteers can do much to guide owners toward effective design solutions.

Avoid the temptation to become the district's "design police." Whether your committee has real regulatory power or not, many merchants will regard you in this light unless you take steps to prevent it. If your district has a design ordinance, let someone else conduct design review. Make constant efforts to provide helpful, positive support to business and property owners, and be sure they understand that you're "on their side." This won't be easy; too many, especially the uninformed, the presence of a design committee will feel threatening. It will be YOUR job to convince business and property owners that your work will benefit them directly.

Doesn't Preservation Prevent Progress?

Historic preservation is not "anti-change"; it does not advocate restricting design improvements, reconstructing demolished historic buildings, applying historic themes to new buildings, or saving ever old building just for the sake of it. Instead, preservation recognizes good design from the past, maintains the build environment's unique characteristics, and encourages good new design- whether in the construction of new buildings or the modification of existing ones.

Historic preservation means managing change in the build environment. It is an economic development tool that can position downtown as a unique shopping environment offering qualities and services no shopping mall can provide.

The National Register of Historic Places, managed by the U.S. Department of the Interior, is a designation tool for historic properties and districts. Applications for properties to be listed in the National Register are processed through State Historic Preservation Offices (SHPO), which also maintain register listings for their states, provide information on preservation, and monitor activities affecting register properties and districts.

Some SHPOs also maintain a State Historic Register, and local municipalities can designate Local Historic Registers, properties on which can be protected by a local historic preservation ordinance. Generally, local ordinances are the only legal protection historic properties may have.

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SHPOs also grant Certificates of Appropriateness, which is their stamp of approval that a property has been rehabilitated according to the Secretary of the Interior's Standards, the national guidelines for buildings rehabilitations. Property owners wishing to take advantage of the 20 percent federal tax credit for building rehabilitation must have their projects certified by the SHPO; all properties must be listed in the National Register or build before 1936 to be eligible for the tax credit.

Secretary of the Interior's Standards

To qualify for the 20% tax credit for rehabilitation, owners must follow these federal guidelines:

1. Retain original building uses, making minimal change to defining characteristics.
2. Avoid removal or historic material and alterations.
3. Respect the period and style of the original structure; avoid false additions.
4. Retain major alterations that have acquired their own historic significance.
5. Preserve distinctive features, finishes, and construction techniques.
6. Repair deteriorated materials rather than replace them.
7. Use the gentlest means possible to clean surfaces. Do not sandblast.
8. Protect, preserve, and document significant archeological resources.
9. Construct new additions that are compatible, but differentiate from, the old.
10. Use new additions in such a manner that if removed in the future, the essential form and integrity of the historic property will remain.

Planning Main Street's Future

With one eye on restoring Main Street's glory, your committee will want to turn the other eye toward the future-how to shape tomorrow's Main Street. City hall will play a major role here, in the form of developing master plans and regulations for the district. The design committee should be an active partner in planning long-term physical improvements, while reviewing and offering recommendations for the revision of city codes and ordinances.

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Often, Main Street groups take the lead role in implementing streetscape improvements. Your committee can take the initiative in forging a consensus on needed improvements for the street, including sidewalks, utilities, and “street furniture” such as benches, planters, banners, trash receptacles, lampposts, and other landscaping. Then, in partnership with city officials, develop an agreement that spells out how to implement such improvements. Sometimes, in the early stages of a revitalization program, small amenities such as banners and planters are funded and installed entirely by private organizations and sponsorships. As your program matures, careful planning and collaboration with several partners will enable you to carry out large scale sophisticated public improvements such as plazas and comprehensive repaving projects.

Remember, city officials have many competing demands for their attention, staff, and funds. They will not come begging to you for ideas and input. You must aggressively craft a reasonable plan for design changes, line up key supporters, and go to city officials with the offer to help “get the merchants off their backs” by facilitating sensible, affordable improvements.

TYPES OF PLANNING ACTIVITY	EXAMPLES OF COMMITTEE PLANNING PROJECTS
Plans for guiding future real estate development and construction or public improvements, such as new sidewalks, lighting, benches, etc.	<ul style="list-style-type: none">• Downtown element of comprehensive plan• Public improvements plans for the district• Historic district designation
Regulations for construction, property use, activity and appearance of district.	<ul style="list-style-type: none">• Sign ordinance revision• Minimum maintenance ordinance• Design review ordinance

Public Improvements Checklist

Seven questions to ask when assessing your downtown streetscape:

1. **Entrances:** Is the district clearly marked with quality signs and landscaping?
2. **Cleanliness:** Is the street free of dirt, litter, and forgotten or damaged fixtures.
3. **Signs:** Do streets, parking, and points of interest have attractive signs? Are they well maintained?

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4. **Utilities:** Are poles, lighting, and trash units attractively designed or concealed?
5. **Landscaping:** Are trees and planters thoughtfully placed and well maintained?
6. **Furniture:** are benches and banners sturdy, well placed, and attractive?
7. **Infrastructure:** Are streets and sidewalks adequately maintained?

TYPES OF DESIGN TOOLS	EXAMPLES OF DESIGN COMMITTEE PROJECTS
“Carrots”: Design support, financial incentives, and resource information	<ul style="list-style-type: none">• Free architectural services• Tax credit application consultation• Rehabilitation matching grant program• Contractor and materials reference list
“Sticks”: local ordinances, land-use zoning, building codes, and comprehensive	<ul style="list-style-type: none">• Sign/design ordinance review and updating• Minimum maintenance ordinance planning development

Using All Your Design Tools

There is no single tool that will transform your commercial district. If you can provide the services of an architect and/or sign designer for conceptual drawings, you will have one of the most powerful design tools at your disposal.

In addition, you can offer on-target design assistance merely by providing appropriate examples of quality design improvements. Many programs develop a Main Street design “scrapbook” filled with photographs of good storefront design, signs, and public improvements taken by committee members and staff. Magazine articles from trade periodicals, such as *Signs of the Times*, *Visual Merchandising and Display*, or *Commercial Renovation* are especially good sources of information. Round out your examples with material available through your state Main Street architect or program, as well as the publications available from the National Main Street Center.

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Otherwise, simply becoming the “ombudsman” for downtown-assisting owners with the red tape of city hall; connecting them with qualified contractors; and locating hard-to-find renovation materials are helpful services.

Building your own library of resource materials can supply hard-to-find expertise and sources not available locally. Codes and ordinances can also be useful tools. It will be important to review existing ordinances and propose additions or improvements that can help guide future physical changes.

By working with local officials and using samples from other Main Street communities, you can help make regulations more effective tools for achieving your goals and a less onerous burden for property owners.

Finally, developing financial incentives for building improvements-such as low-interest loan pools and matching grants-in partnership with the Economic Restructuring Committee can jump-start your progress.

Financial Incentives for Façade Improvements

The most widely used financial incentives are the following:

1. **Grants:** usually small matching fund programs, sponsored by a local utility or corporation; used to improve storefronts, sign, awnings, and lighting.
2. **Loans:** typically low-interest pools of funds provided by a consortium of local financial institutions; used to assist in major building renovations.
3. **Tax Breaks:** often take the form of an assessment moratorium by the county assessor, for a period of 5 years following certified rehabilitations.

How Do You Make Good Design?

Holding seminars, making your advice available, and creating planning tools-as outlined above- is NOT enough. Your committee must convince wary property and business owners of the value and benefit of your ideas and their investment.

Now is the time to act strategically. Create a “hit list” of the top five to seven projects you would like to make happen this year. Pick sites that, as a group, have high:

- **Visibility:** such as corner properties or large, landmark buildings

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- **Need:** such as severely dilapidated properties
- **Feasibility:** such as properties owned by “friends of Main Street” or buildings housing new businesses

Motivating owners to make improvements may take time and will certainly require careful preparation on your part. You should consider:

- **The message:** what’s their “button”? Pride? “Doing the right thing”? The “bottom line”?
- **The messenger:** Who should make the pitch? You, a civic leader, or a peer owner?

It may take time to win over some stubborn business and property owners, and for good reason. Your committee ad program may be new and, thus, have no track record or credibility. Building trust-essential to persuasion- will happen slowly as these owners see their peers making progressively greater investments, based on your recommendations. As they see positive, attractive results, backed up by enthusiastic support by owners and customers, trust will build, making your job easier. You will want to use all the “**carrots and sticks**” available to you.

As volunteer committee members, you will be hard-pressed to keep an eye on everything happening on the street, especially during periods of major construction. Be strategic in your focus. It is often a good idea to assign “Design Block Captains” to be responsible for a specific block or area by meeting and getting to know the business and property owners. This way, your committee will often be the first to know when major changes are being planned, either to building or to businesses. These changes offer the perfect opportunity to promote your ideas to owners and tenants with whom you have already established a relationship.

Finally, remember that time is on your side. It may take years to implement some of the changes you want to make, but keep in mind that you are slowly building an incremental renewal of Main Street where your initial years of struggle will be rewarded by future improvements and long-term prosperity.

Committee Role

Committees are the backbone of a Main Street program, providing the workers who actually “roll up their sleeves” and get the work done, from planning to project implementation and the Design Committee is no exception!

You will be working with a varied group of people from different backgrounds, as well as with your commercial district’s building owners. The changes you will be making in your downtown’s image and pride will certainly be a source of satisfaction for you and your committee.

All of your activities will be geared toward the “big picture” goal of improving your commercial district’s physical image. For many projects, such as a low interest loan pool, you will be working with the other Main Street committees, pooling your information and resources to produce a great product for downtown. You will need to make the most of opportunities; when a building owner approaches the Main Street program about design improvements, it will take a responsive effort from the design committee to capitalize on this chance to improve downtown’s appearance.

On the Design Committee, you will regularly find yourself:

- Learning about downtown design to become an “expert on your district’s distinctive character”
- Holding meetings- to discuss downtown design issues, develop strategies, brainstorm ideas, and incentives
- Making design recommendations to help owners make improvements to storefronts, signs, and window displays
- Visiting building owners- to talk about their buildings, discuss design assistance, act as a resource during rehab projects, and help them use incentive programs
- Educating the public – to make them aware of good design and what it means to downtown’s image and success
- Acting as a liaison – to bring Main Street’s message about good design to building owners, financial institutions, architects, the media, and the public
- Organizing projects- to develop design guidelines, financial incentives, protective ordinances, and downtown planning projects.

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- Administering the design review and approval process- to ensure that financial incentive programs are used for design changes.

How Does Design “Fit” in the Organization?

It’s important to remember that the board sets the organization’s direction, while committees make the projects happen. Thus, while the board may have some general ideas about strategy for design issues, it should look to your committee for concrete work plan proposal that it will review and approve. Once proposals are approved, your group will need to pull together resources and complete the projects.

A good way to maintain two-way communication between the board and your committee is to have one member, often the committee chair, serve as a board member as well. A liaison member can report on the other groups’ activities at each committee meeting and minimize confusion or duplication of efforts.

You as a Design Committee Member

A minimum of five to seven people typically meet at least once a month to plan and prepare design activities, which can create additional demands for more time or volunteers. While just about anyone with time and a sincere interest should be welcomed to serve on your committee, remember that t really productive and effective Design Committee member:

- Knows and supports the Main Street approach to design
- Has a genuine desire to serve on the committee
- Expresses self clearly, yet eagerly exchanges ideas with others
- Keeps an open mind, to be creative and learn from others
- Thinks about the “big picture,” yet also concentrates on the details
- Knows when to be decisive and come to closure
- Cooperates willingly in a team effort
- Stays focused on the task at hand

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- Understands the design issues of older commercial building rehabilitation
- Rolls up sleeves and pitches in
- Has skills or interest in the design, history, or preservation of older commercial buildings
- Carries out plans and projects in a timely and professional manner

Who Serves on the Design Committee?

Likely candidates are:

- Architects
- History buffs
- Real estate agents
- Interior designers
- Contractors
- Graphic designers and artists
- Downtown property owners
- Architecture students
- City planners
- People who want to be “part of the action”

Expectations for a Committee Member

At a minimum, except to:

- Commit to at least one year of service
- Work 3-5 hours a month
- Attend all training sessions
- Read selected orientation materials
- Learn the Main Street approach
- Recruit/orient new members
- Prepare in advance for meetings
- Cooperatively draft a annual plan
- Take responsibility for projects

Always represent the organization positively to the public.

You as the Design Committee Chairperson

The real “stars” of many Main Street programs are the committee chairs. Public recognition, leadership status, the ability to “make a difference” in the community, and the satisfaction of a job well done are all potential rewards.

Accountability to the board for your committee’s projects, responsibility for other volunteers, time demands, and the potential for failure are also part of the mix. As committee chair, you must understand these roles and responsibilities clearly.

As the Design Committee Chair, you will regularly find yourself:

- Recruiting members – organizing training/orientation, assigning and supervising tasks
- Running meetings – preparing agendas, notifying members, and taking minutes

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- Organizing work plans – scheduling work, managing tasks, knowing “the buck stops here”
- Forging consensus- managing discussions, resolving conflicts, and moving ahead on issues
- Representing the board – explaining mission, clarifying policies, reporting on board activities
- Representing the committee to board – presenting work plans and reporting on projects
- Working with staff – coordinating actions, scheduling projects, solving problems
- Doing the “paperwork” – managing funds, negotiating contracts, and filing reports

Your responsibilities are great, but you are not alone. Many of the activities listed above can be supported by, but not delegated to, the staff and board leadership.

What are the Qualities of a Good Chair?

In addition to the qualities listed previously for committee members and effect chair also:

- Understands – and routinely teaches others – about the Main Street approach to design
- Has genuine desire to lead the committee and make great things happen
- Has strong organizational skills, for self and other’s work
- Enjoys leading and managing both people and projects
- Facilitates group discussion, making sure meeting agendas stay on track and are completed
- Maintains a positive attitude that encourages participation and enthusiasm by others
- Respects other people’s viewpoints and skills

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- Manages difficult personalities and conflicts to bring the group to consensus
- Communicates the committee's goals and progress to members and to the public, and
- Displays integrity, self-confidence, persuasiveness, decisiveness, and creativity

Choosing a Committee Chair

While your committee will probably be asked to develop a list of potential chairpersons, it is ultimately the board of directors' responsibility to appoint that person. Where should you look for candidates? Good chairs are often drawn from the membership of that committee. Otherwise, your search might include outsiders with leadership experience or potential and unique skills or interests in finance, volunteer development, newsletter production, or fund-raising, such as those listed earlier as potential candidates for committee membership in general.

Staff Role in Committees

As a committee volunteer, you have great responsibilities, some of which can be supported by, but not delegated to, the staff – typically, a single program manager. It's important for you to understand what staff does – and does not do - for your committee. The manager participates in the committee's work in the following areas.

1. Committee Development
 - a. Helps committee and chair learn the mechanics of committee management, provides expert advice and concise information on revitalization and the Main Street approach
 - b. Collaborates with committee members and chair as a strategist/planner.

Does not have authority over the committee or its structure

2. Work Plans

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- a. Assists committee members in developing work plan documents
- b. Helps committee members complete their projects, but doesn't assume responsibility for those activities
- c. Integrates own work plan with the committee's work plan

Is not someone to whom volunteers delegate all their work

3. Projects

- a. Coordinates fund-raising campaigns, newsletter production, volunteer communications, financial systems
- b. Helps members coordinate projects

Is not responsible for raising money directly, that is the job of the board and volunteers

4. Volunteer Management

- a. Helps chair develop good systems for recruitment, supervision, and reward of members
- b. Helps develop volunteer capacity of committees by participating in recruitment efforts

Does not become the volunteer's boss

5. Committee Meetings

- a. Attends most meetings to provide technical information and professional opinions
- b. Helps strategize and develop solutions
- c. Works with chair to assure that decisions and assignments are made and completed

Is not responsible for calling and running meetings or taking minutes

Committee Action Plans

As a busy committee member, you may feel that spending time creating documents such as a detailed committee work plan is a frivolous luxury, but it isn't. If you want to raise money for projects, motivate volunteers, get things done, and make the time you spend on the committee productive and enjoyable, a good work plan is a necessity.

Developing a Good Work Plan

Planning doesn't need to be painful, boring, or time-consuming. This handbook will outline a quick and effective process and give you a sample form to use, as well as examples of typical work plan activities. Below, we've suggested some important steps that can help you build a solid work plan for the organization committee.

1. Identify Design Issues Needed

ASK: What Defines our Character?

- a. Evaluate the commercial district's physical image. Inventory its best physical assets: historic landmarks, building materials, and architectural style that make the heart of your community unique and appealing

2. Build Downtown's Vision

ASK: How Will Our Future Look?

- a. Collaborate with other committees, civic leaders, merchants, and property owners to produce a clear picture of future (re)development. (The Promotion and Economic Restructuring committees' work plans are a necessity to participate)

3. Evaluate Existing Conditions

ASK: How Do We Look Now?

- a. Measure the "gap" between your vision for the future and the current physical reality. Prioritize major long-term initiatives, such as public improvements, rehabilitations, and new "infill" construction

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4. Draft Work Plan Proposal

ASK: What New Activities Are

- a. Develop a written work plan for 12 months, based on the resource needs of the entire organization, design committee, and potential outside “partners” identified earlier

5. Get Board Approval

ASK: How Does Your Plan Fit into the Organization?

- a. Present your plan to the board so it can be integrated with other work plans. The board will then set priorities and allocate resources.

**TYPICAL
ACTION PLAN
PROJECTS**

The Design Committee will need to make your action plan as unique as your community. A typical organization committee action plan might include, but is not limited to, the following projects.

- ☆ Conduct survey of downtown buildings
- ☆ Develop façade improvement financial incentives
- ☆ Conduct storefront improvement workshops
- ☆ Develop design guidelines and publications
- ☆ Produce building renovation drawings
- ☆ Establish relationship with building inspector and discuss historic building regulations
- ☆ Distribute brochure on design services
- ☆ Target building renovations
- ☆ Identify priorities for public improvements
- ☆ Conduct survey of downtown parking supply
- ☆ Conduct building visits with owners
- ☆ Hold “Downtown Clean-Up Day”
- ☆ Hold seminar on rehabilitation technology for local contractors
- ☆ Assist owners with National Register nominations