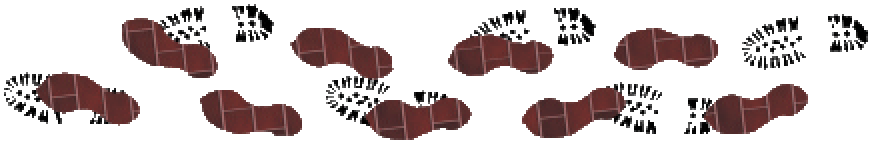


# SALEM MAIN STREETS INITIATIVE Downtown Program

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32 Derby Square  
Salem, MA 01970  
Tel. 978.740.1208, Fax 978.825.3443

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Dear Main Street Supporters;

Salem Main Streets is probably best known for the efforts of our Promotions committee, events that are designed to stimulate activity in the off-season or off-hours. Actually, events are just one of the several tools we employ in pursuit of our mission which is economic development and downtown revitalization. Our collective vision for Salem includes a robust shopping, eating, and entertainment environment that serve residents, neighbors, and visitors alike. We see a mix of shops, eateries and attractions that are open year round and into the evening.

More than ever our vision is within reach. With or without us, Salem is changing and we have an opportunity to leverage this change to achieve our goals. The myriad of new development projects just completed, underway, or being contemplated will serve as our change engines and they promise to alter the basic economic equation in Salem. More than ever Salem is an attractive place to live, to visit, to shop and to do business.

My message for Main Streets this year is simply: stay the course, we have made an impact but our work is not done. There are even more projects on the boards and even bigger changes around the corner and we need to continue being a positive force in the development process. Remember, not too many years ago retail activity in downtown store fronts was rare. Since then, our concept of what is possible has expanded to include charming shops, four star restaurants, luxury housing and world class architecture. Our quality threshold has risen, our definition of success has evolved and our clout in the marketplace has grown. Even in an uncertain economic environment, Salem is in a position to attract and insist on quality development and continues to do so.

In the downtown retail environment, there is a persistent conundrum that plays out again and again: in order to have quality shoppers, you need quality shops while at the same time in order to have quality shops, you need quality shoppers. We can confidently look forward to advancing both sides of this delicate equation. In downtown Salem, we have more than 100 new homes and more than 30,000 square feet of new or revitalized retail space coming on line over the coming months and Salem Main Streets will be there every step of the way to make sure that these two change agents get to know each other.

Respectfully  
Salem Main Streets Initiative



Mark Meche AIA  
President, Board of Directors

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# SALEM MAIN STREETS BOARD OF DIRECTORS

*2003 to 2004*

## OFFICERS

President.....	Mark Meche
Vice-president.....	Daniel Boyce and Jim Kearney
Secretary.....	Dick Luecke
Treasurer .....	Ben Waxman

## DIRECTORS

Kimberly Alexander.....	Mike Allen
Jim Armstrong.....	George Carey
Maureen Clarke.....	Sean Ferrill
J. Peter Forte .....	Scott Grover
David Hart.....	Cathy Julien
Peter Kaznoski.....	Addie Vander Salm

## INSTITUTIONAL SEATS

City of Salem .....	Tania Hartford
City Council .....	Joan Lovely
Peabody Essex Museum .....	Lynne Francis-Lunn
Salem Chamber of Commerce.....	Jeff Worthley
Salem Partnership.....	Patricia Zaido

## DEPARTMENT LIASON

Salem Police Department.....	Captain Robert Callahan
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## **SALEM MAIN STREETS INVESTORS**



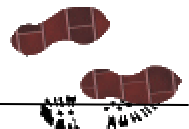
# **City of Salem**

## **CORPORATE SPONSORS**

**Eastern Bank**  
Corporate Buddy

**Salem Five**  
**Sovereign Bank**  
**Winter Street Architects**

Beverly Cooperative Bank  
Cabot Money Management  
Century Bank  
Drumlin Group  
Eagle Tribune  
Finz Seafood Restaurant  
Heritage Bank  
Net Atlantic  
North Shore Medical Center  
Peabody Essex Museum  
Salem State College  
Salem Witch Museum  
Tinti, Quinn, Grover & Frey



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## SALEM MAIN STREETS INVESTORS

### Developer (\$500-\$999)

Bernard's Jewelers  
Danvers Savings Bank

### Builder (\$250 - \$499)

Gardner Mattress  
George Carey  
Winer Bros. Paint & Hardware

### Promoter (\$100-249)

Mike Allen  
Jim Armstrong  
Daniel Boyce  
Karen Caccavaro  
David Hart  
Peter Kaznoski  
Jim Kearney  
Lotus Gifts  
Joan Lovely  
Richard Luecke  
Andy Lutts  
Lyceum Bar & Grill  
Diane Manahan  
O'Neill's Irish Pub  
Port Maia  
SlapHappy  
Trolley Depot & Salemdipity  
Addie Vander Salm  
Ben Waxman

### Friend (less than \$100)

Kimberly Alexander  
Deborah Greel  
Kathie Driscoll Gauthier  
Cathy Julien



## THE FOUR POINT APPROACH

The Main Street Approach is a preservation-based, volunteer-driven strategy for commercial district revitalization, developed by the National Trust for Historic Preservation. For a Main Street Program to be successful, it must have broad-based support from the public and private sectors and it must involve individuals from every segment of the community including, but not limited to, residents, merchants, commercial property owners, and institutions. The Salem Main Streets Initiative seeks to, recognize, enrich and preserve the unique character of the city's neighborhood commercial districts.

**The Main Street program's success is based on a comprehensive strategy of work, tailored to local needs and opportunities, in four broad areas, called the *Main Street Four Point Approach*:**

**Organization** – Building collaborative partnerships between a broad range of groups, organizations and constituents who need to be involved in the commercial district's revitalization.

**Promotion** – Changing people's attitudes toward the commercial district from negative to positive and marketing the district to neighborhood residents, investors, visitors and others.

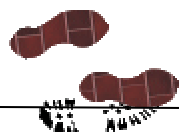
**Economic Restructuring** – Studying and strengthening the commercial district's existing economic base and working to gradually expand it by helping existing businesses become stronger.

**Design** – Improving the physical appearance of the commercial district and advocating for the improvement, historic preservation and re-use of existing buildings and architecture. Design improvements include buildings, streets, sidewalks, signs, parking and all other aspects of the physical environment.

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## ANNUAL REPORT FISCAL YEAR 2003-2004

The Salem Main Street Initiative – Downtown Program had an active and vibrant year. Our activities were formally recognized when the Salem Chamber of Commerce awarded the organization its *Good Neighbor Award*.

### Key Accomplishments

#### *Business Development Activities*

##### **New Businesses:** 9 new

downtown businesses

opened in fiscal year

2004. Each received

information and support

from the Main Streets program in acquiring and developing downtown space. New businesses include:

##### *Restaurants:*

Everything Sweet & More; Passage to India; Boston Hot Dog; Café Kushco; Il Boca

Laura Lanes

##### *Personal Care:*

##### *Boutiques:*

Go Fish Gallery; Sacred & Folk; Galerie Luna.

Three additional boutique businesses that have

received assistance from the Main Streets program

are opening in downtown Salem this summer: The

Barking Cat; Boon (Boston Society of New &

Emerging Artists) and The Pickle Pot



##### **Closed Businesses:** 5 businesses downtown closed in fiscal year 2004.

As new space became available the Main Streets program actively sought new tenants and assisted landlords in keeping the space available to new businesses that support a viable and growing downtown. Closed businesses include:

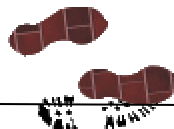
##### *Restaurants:*

Everything Sweet & More; Transylvania Pizza

##### *Boutiques:*

Shoe Strings; Leatherhead; Morning Glory Gifts




##### **Total Number of New Businesses/Program Inception: 27**








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## ***Job Creation***

-  **Jobs Created:** new businesses added 43 new jobs to Salem's downtown.
-  **Jobs Lost:** closed business resulted in a loss of 15 jobs in Salem's downtown
-  **Total Number of Jobs Created/Program Inception: 273**

## ***Downtown Promotion***

-  SalemOpen.net: Executive director was project coordinator for the first "hotzone" providing free wireless internet access in a downtown north of Boston
-  Website: Main Streets maintains a website promoting downtown shopping and scheduled activities.
-  Shoppers Guide: Main Streets is poised to re-design, print and distribute a downtown shoppers guide. A proposal for this project has been submitted to the City and waits funding.

## ***Economic Development Coordination***

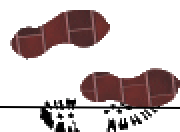
-  **Creative Economy:**
  -  Board President and Executive Director serve on the Creative Economy Task Force
  -  Members of the Board attended the Charles Landry workshop at the Enterprise Center
-  **National Main Street Conference:** Executive Director attended this year's annual conference in Albuquerque, New Mexico, bringing back ideas and best practices to apply to Salem's activities
-  **Communications and Public Relations:**
  -  Served as liaison on the Chamber of Commerce and Salem Partnership boards
  -  Wrote press releases about the program and its activities



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## BOARD OF DIRECTORS

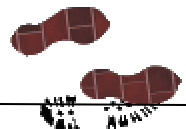
### Board Structure Changes This Year:

 Our Board of Directors increased from thirteen members to twenty-three members representing primarily retail, the service sector and residents, improving the level of involvement on many levels.



 A board member chairs each of the organizations working committees: Organization, Design, Economic Restructuring and Promotions, improving the level of communication between board members and committees.

 An Executive Committee made up of the board president, vice-president, treasurer and Planning Dept. representative was formed, improving administrative management and the focusing board activities.



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## COMMITTEE ACTIVITIES SUMMARY

Main Streets four committees are led and run entirely by volunteers. This fact cannot be over emphasized. The level of activity and accomplishment Main Streets achieves is a direct result of the extraordinary level of volunteer time and energy devoted to the organization's mission and priorities. The executive director offers support and connections to each committee.

**Volunteer Hours Contributed to Main Streets/Fiscal Year: 1850**

**Volunteer Hours Contributed/Program Inception: 6795**



### Organization Committee

The Organization Committee plays a key role in keeping the board, committees, staff and program -of-work in good shape by attracting people and money to the organization. The committee takes responsibility for the managing the financial and logistical aspects of a nonprofit organization by:

- ?? Raising Money – from donations and sponsorships;
- ?? Promoting the program – to downtown interests and the public;
- ?? Managing finances – by developing good accounting procedures.

### ***Accomplishments***

#### **Fundraising/Finance**

  Developed 2004-2005 budget and raised \$ 75,600, cash and \$2,500 in-kind

  Refined and began implementation of fundraising plan

#### **Volunteers**

  Used events to sign-up volunteers (12 new volunteers)

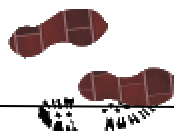
  Planned and implemented annual meeting

 **Nominations:** Nominated board officers and directors

### ***Committee Members***

David Hart, Chairperson  
Dan Boyce  
George Carey  
Scott Grover  
Cathy Julien

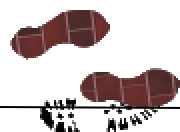
Pete Kaznoski  
Mark Meche  
Addie Vander Salm  
Ben Waxman



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## Design Committee

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 the committee must persuade fiercely independent business and property owners to adopt a specific approach for physical improvements to buildings.

### ***Accomplishments***

#### ***✂✂ Façade Improvement Program***

- ✂✂* Four completed storefront improvements
- ✂✂* Four storefront improvements initiated and pending completion

#### ***✂✂ District Assessment***

- ✂✂* Created district assessment and infrastructure survey forms
- ✂✂* Seven person team surveyed 50% of business district
- ✂✂* Created plan to complete survey

#### ***✂✂ Clean Sweep:*** May 15th, fifteen Main Street volunteers assisted in the City Wide Clean Sweeps program, cleaning up around Old Town hall, Derby Square, Central Street and the pedestrian mall

#### ***✂✂ Public Spaces / Beautification***

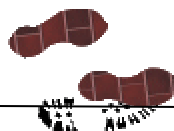
- ✂✂* Lamppost Flower Baskets Program, businesses sponsored 24 hanging silk flower baskets for lampposts on the pedestrian mall.
- ✂✂* Collaborated with Chamber of Commerce on the winter holiday tree lighting program.
- ✂✂* Working with Michael Blier of Landworks Studios, a landscape architectural firm, to re-design planted islands on the pedestrian mall.
- ✂✂* Collaborating with the Chamber of Commerce on developing and distributing a parking flyer to help shoppers find parking and increase the availability of parking spaces in the downtown.
- ✂✂* Worked with the Mayor, Police Chief, and Capt. Callahan on downtown safety issues. With more police officers walking the pedestrian mall the environment has become more shopper friendly.



### ***Committee Members***

Kimberly Alexander, Chairperson  
Mark Burns  
David Buckhoff  
Michael Coleman  
Laura DeFlora

Shawn Gephardt  
Holly Grose  
Troy Scott  
Jim Treadwell



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## Economic Restructuring Committee

The job of the Economic Restructuring Committee is to learn about the district's current economic condition and identify opportunities for market growth; strengthen existing businesses and recruiting new ones; find economic uses for traditional Main Street buildings and monitor the economic performance of the district.




### *Accomplishments*

#### **Business Inventory**

-  Developed business inventory form
-  Mailed 100 business inventory forms to retail and service sector
-  Anticipate 75% completion of business inventories (retail) of the district by June 30th



#### **Technical Assistance**

-  Provided technical assistance to 12 businesses
-  Planned and implemented 5 business seminars with average attendance of 15 business owners per session.
-  Formed Marketing Network group as a resource for collaboration of marketing strategies for retail businesses.

#### **Business Indexing**

-  Developed business indexing form
-  Identified and contacted 8 businesses for reporting

### *Committee Members*

Dick Luecke, Co-chairperson

Jim Kearney, Co-chairperson

Mike Allen

Daniel Boyce

Paula Bishop

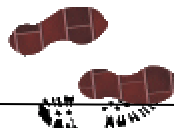
Maureen Clarke

Susan Conte

Bill Deery

Tania Hartford

Cathy Julien



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## Promotions Committee

Promotion means selling the image and promise of Main Street to all prospects. By marketing the district's unique characteristics to shoppers, investors, new businesses, and visitors, an effective pro-motion strategy forges a positive image through advertising, retail promotional activity, special events and marketing campaigns carried out by local volunteers. The committee thinks about promotion by:

### ***Accomplishments***

#### ***Special Events***

- ✂✂ July & August, Alive After Five, Music Dance, Performance in the downtown & Pickering Wharf
- ✂✂ August, Heritage Days Road Race, co-sponsored with Finz Restaurant
- ✂✂ October, 3rd Annual Mayor's Night Out
- ✂✂ 1st Annual "Salem Main Street's Halloween Dance" Fundraiser
- ✂✂ November, 3rd Annual "Winter Welcome", Holiday Open House
- ✂✂ February, 3rd Annual "Salem's So Sweet", Chocolate/Ice Sculpture Festival
- ✂✂ 1st Annual "Wine & Chocolate Tasting" Kick-off fundraiser
- ✂✂ April, 4th Annual "A Taste of Salem"
- ✂✂ Collaborating with Chamber of Commerce planning and implementing 2nd annual Alive After Five to take place in July



✂✂ **New Logo:** Mark Meche, President and Deborah Greel, Executive Director worked with Mark Malloy, Professor at Salem State College and his graphic design students to develop a new logo for the program.

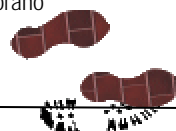
- ✂✂ Understanding the changing market – both potential shoppers and the "competition".
- ✂✂ Identifying downtown assets – including people, buildings, heritage, and institutions;
- ✂✂ Defining Main Street's market niche – its unique "position" in the marketplace;
- ✂✂ Creating retail promotions and special events – to lure people back downtown.

### ***Committee Members***

Jim Armstrong, Chairperson  
Elaine Aliberti  
Rose Bartlett  
Elaine Carriero  
Judith Coughlin  
Amy Deschene  
Kathie Driscoll-Gauthier

Jennifer Fox  
Sandy Heaphy  
Ana Kristic  
Diane Manahan  
Phil Morano

Julie Rose  
Jeff Worthley





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## STAFF ACTIVITIES SUMMARY

The Main Street Director coordinates activity within a downtown revitalization program that utilizes historic preservation as an integral foundation for downtown economic development. The Director is responsible for the development, conduct, execution and documentation of the program. The Director is the principal on-site staff person responsible for coordinating all project activities locally as well as for representing the community regionally and nationally as appropriate.

### ***Business Attraction***

- ~~✍~~ Promoted downtown Salem to prospect businesses considering opening in Salem.
- ~~✍~~ Maintained information about City and State and SBA business development programs.
- ~~✍~~ Contributed to new 9 new businesses opening in Salem this past year.

~~✍~~

### ***Business Retention***

- ~~✍~~ Maintained on-going discussions and personal contacts with downtown businesses to address issues of concern.
- ~~✍~~ Supported Main Streets business technical assistance seminars and other relevant activities.

~~✍~~

### ***Downtown Promotion / Physical Improvement***

- ~~✍~~ Coordinated 15 distinct events to promote downtown shopping bringing roughly 2000 people to Salem on 17 different days/evenings during the course of the year.
- ~~✍~~ Coordinated Wi-Fi program bringing free internet access to downtown Salem.
- ~~✍~~ Supported Main Streets programmatic initiatives including façade improvements, district assessment, and pedestrian mall flower island upgrade activities.



- 
- ✍ Maintained Salem Main Streets web site, which receives an average of 500 visitors each month.
  - ✍ Initiated update to Salem Shoppers Guide – a project still underway.
  - ✍ Coordinated organizational initiatives with relevant Salem agencies including: the City of Salem, Salem Chamber of Commerce, Destination Salem, The Salem Partnership, among others.

### ***Downtown Beautification***

- ✍ Coordinated 15 volunteers to participate in the city wide Clean Sweeps program for the pedestrian mall.
- ✍ Collaborated with Sticks & Stones, a local gift shop, to create the Lamppost Flower Basket program.

### ***Administrative***

- ✍ Set up and staffed 11 board meetings
- ✍ Set up and staffed 49 Committee meetings
- ✍ Maintained the on-going involvement of a team volunteers (numbering roughly 60) to support the organization's activities.
- ✍ Supported organization's annual fund raising bringing in \$55,000
- ✍ Met with City representatives monthly (often more frequently) to review plans and coordinate activities.
- ✍ Oversaw all organizational financial records, receipts and payables.
- ✍ Maintained all organizational administrative functions and business equipment to support on-going activities.

