

Federal Hill Main Street, Inc. Work Plan

October 1, 2006 -- September 30, 2007

Mission of the Federal Hill Main Street Program:

Revitalize the business district of Federal Hill and develop a vibrant and thriving business community in ways that meet the needs of the community and bring tourists into the area, while at the same time, preserving the neighborhood's unique and historic character.

Goal of the Business Development Committee:

Recruit, retain and expand businesses in Federal Hill.

Goal of the Design Committee:

Administer the façade grant program and raise awareness about design and its contribution to business in order to beautify the community.

Goal of the Public Spaces Subcommittee:

Improve overall ambience of outdoor public spaces in the community.

Goal of the Organization Committee:

Support programmatic activities with resources such as volunteer recruitment, visibility, interface with business association and residents, and administrative oversight.

Goal of the Promotions Committee:

Increase public awareness of Federal Hill and encourage neighborhood residents and tourists to patronize the businesses; organize primary fundraisers.

Goal of the Executive Director:

Day-to-Day management of the organization, resolution of neighborhood issues, and supervision of capital projects.

Business Development Committee Work Plan

Committee Chair: Greg Cangialosi

Committee Goal: Recruit, retain and expand businesses in Federal Hill.

Committee Objectives:

1. Recruit new committee members.
2. Continue with ongoing efforts to retain existing businesses.
3. Continue with ongoing efforts to promote existing businesses.
4. Continue with ongoing efforts to recruit new businesses.
5. Update the market survey data.

Committee Members:

1. Greg Cangialosi
2. Donna Barksdale
3. Steve Carchedi
4. Jeana Chaffin
5. Eric Dickman
6. Patrick Mutch
7. Allen Wilson

Business Development Committee Objective #1: Recruit new committee members.

Projects:

1. Recruit new members through networking and referrals.
2. Attend South Baltimore Business Association (SBBA) and area neighborhood association meetings to promote the committee and enlist volunteers.
3. Display Business Development information at the Main Street booth at the two larger festivals.

Business Development Committee Objective #2: Continue with ongoing efforts to retain existing businesses.

Projects:

1. Maintain the Business Directory on the Federal Hill Main Street web site.
2. Develop a periodic email communication targeted toward the business community.
3. Develop an interactive map of the business district, highlighting each business, with premium listings available for purchase to businesses.
4. Conduct a merchant survey of all Federal Hill Main Street businesses.

Business Development Committee Objective #3: Continue with ongoing efforts to promote existing businesses.

Projects:

1. Acknowledge accomplishments/awards whenever possible in Federal Hill Main Street News, on Main Street website and in other promotional materials, as appropriate, (*e.g.*, “Congratulations to Best of Baltimore Winners”).
2. Issue periodic press releases to welcome new businesses, acknowledge accomplishments of existing businesses, success of area business promotions, etc.
3. Take part in the planning and participate in Main Street-sponsored retail promotions and fundraising events, (in cooperation with the Promotions Committee.)
4. Launch a Federal Hill business blog highlighting businesses, events, openings, accomplishments, etc.

Business Development Committee Objective #4: Continue with ongoing efforts to recruit new businesses.

Projects:

1. Continue to update Building Availability List on a monthly basis.
2. Continue to develop and maintain a list of target businesses, and pro-active outreach efforts.
3. Design, produce and distribute a revised Business Recruitment Package to target businesses, (including a printed brochure, power point presentations, web

downloads, etc.)

4. Track each Business Recruitment Package that is sent out and pro-actively follow up with each prospective business.

Business Development Committee Objective #5: Update Federal Hill market survey data.

Projects:

1. Determine and begin implementation of the best available method of updating the survey; work with market research firm to ensure validity, etc.
2. Begin design of new marketing and promotional materials to be included in the Business Recruitment Package, with updated survey data and imagery.
3. Determine the budget and funding source for the market survey update and production of the Business Recruitment Package.
4. Update web site contents with new survey marketing data and digital Business Recruitment Package when available.
5. Issue a press release and implement a PR campaign announcing the new data when available.

Design Committee Work Plan

Committee Chair: Julie Tice

Committee Goal: Administer the façade grant program and raise awareness about design and its contribution to business in order to beautify the community.

Committee Objectives:

1. Raise awareness about the committee.
2. Provide design education.
3. Review BDC facade grant applications.
4. Work with the Code Enforcement Division of the City of Baltimore to begin addressing critical code violations within Federal Hill Main Street boundaries.
5. Act as Design Review Committee for the Main Street area on behalf of the South Baltimore Business Association, the Federal Hill Neighborhood Association and the South Baltimore Improvement Committee.
6. Begin the revision process of the South Baltimore Business District Urban Renewal Ordinance to meet the changing needs of the community.
7. Create a revitalization plan for the Light Street corridor.

Committee Members:

1. Julie Tice
2. Peter Bartels
3. Jack Chaffin
4. Martina Dobrosielski
5. Marty Marren

Design Committee Objective #1: Raise awareness about the committee.

Projects:

1. Create new Before & After posters, including a list of all improved businesses.
2. Take displays to Federal Hill Main Street's two large festivals in 2007.
3. Recruit and maintain members. Give volunteers more responsibility and ownership over the committee's many goals.

Design Committee Objective #2: Provide design education.

Projects:

1. Produce a flyer detailing all financial incentives available.
 - (a) Create a financial flyer – simple and straight forward.
 - (b) Create packets of financial information for follow-up.
2. Hold fifth annual design contest.
3. Publish and sell a “Facades of Historic Federal Hill” poster.
4. Produce education packet regarding the South Baltimore Business District Urban Renewal Ordinance; distribute to businesses.

Design Committee Objective #3: Review BDC facade grant applications.

Projects:

1. Review neighborhood applications for the BDC matching façade grant.
2. Coordinate new applications through Main Street with the BDC.
3. Create and distribute a flyer with new BDC grant information.

Design Committee Objective #4: Work with the Code Enforcement Division of the City of Baltimore to begin addressing critical code violations within Federal Hill Main Street boundaries.

Projects:

1. Develop a hot list of buildings in need of rehabilitation; develop a rehab plan for each building on that hot list.
2. Contact Code Enforcement office to set up an initial meeting between Main Street and the City.
3. Send an informational letter to property owners regarding potential code issues.
4. Pursue City response to properties that are not willing to work with Main Street.

Design Committee Objective #5: Act as Design Review Committee for the Main Street area on behalf of the South Baltimore Business Association, the Federal Hill Neighborhood Association and the South Baltimore Improvement Committee.

Projects:

1. Review all permitted projects within the Main Street boundaries for compliance with the applicable Urban Renewal Ordinance(s).

Design Committee Objective #6: Begin the revision process of the South Baltimore Business District Urban Renewal Ordinance to meet the changing needs of the community.

Projects:

1. Eliminate vague language from existing URO.
2. Work with adjacent neighborhood groups to update existing and develop new design guidelines.
3. Work with City of Baltimore on enforcement mechanism for violations.
4. Make revisions, additions or clarifications as needed.

Design Committee Objective #7: Create revitalization plan for Light Street

1. Evaluate current vehicular circulation issues on Light Street between Cross Street and Fort Avenue.
2. Create a concept plan for a streetscape, including trees, trash receptacles, crosswalks and lighting.
3. Work with adjacent neighborhood groups and City departments to address issues of parking, vehicular and pedestrian traffic, signage, lighting and streetscape.

Public Spaces Subcommittee Work Plan

Subcommittee Chair: Peter Bartels

Subcommittee Goal: Improve overall ambience of outdoor public spaces in the community.

Subcommittee Objectives:

1. Improve visual appeal.
2. Continue outreach to existing and potential partners (South Baltimore Business Association, Cross Street Market Merchants Association, community groups, etc.).
3. Conduct fundraising for committee projects.
4. Recruit volunteers.

Subcommittee Members:

1. Peter Bartels
2. Jack Chaffin
3. Richard Polan

Public Spaces Subcommittee Objective #1: Improve visual appeal.
Projects:

1. The continuation of the *Keep Federal Hill Clean and Green* campaign to resolve trash issues will be a main focus.
2. Pursue plans for streetscape maintenance including sidewalk, lighting repair and garbage can maintenance.

Public Spaces Subcommittee Objective #2: Continue outreach to existing and potential partners (South Baltimore Business Association, Cross Street Market Merchants Association, community groups, etc.).
Projects:

1. Continue the joint effort with the South Baltimore Business Association to maintain the flower baskets and develop and produce new banners.
2. Pursue other joint efforts as opportunities arise.

Public Spaces Subcommittee Objective #3: Conduct fundraising for committee projects.
Projects:

1. Develop a fundraising campaign for flowers in hanging baskets and pots.
2. Continue fundraising for planting trees in the neighborhood.

Public Spaces Subcommittee Objective #4: Recruit volunteers.
Projects:

1. Use the volunteer database and personal networks of committee members for outreach.
2. Publish request for volunteers in neighborhood newsletters.
3. Have a presence at the Federal Hill Main Street's 2007 festivals.

Organization Committee Work Plan

Committee Chair: AMY Grace

Committee Goal: Support programmatic activities with resources such as volunteer recruitment, visibility, interface with business association and residents, and administrative oversight.

Committee Objectives:

1. Continue to increase public awareness of Federal Hill Main Street.
2. Manage administration of the office and personnel.
3. Interface with the South Baltimore Business Association.
4. Review, improve and conduct annual membership drive.
5. Organize the Public Comfort Station grand opening and fundraising project.
6. Continue to support volunteer and leadership development.

Committee Members:

1. AMY Grace
2. Bob Cotter
3. Catherine Fenselau

Organization Committee Objective #1: Continue to increase public awareness of Historic Federal Hill Main Street.

Projects:

1. Create and publish bi-monthly newsletter. Continue to sell ads and develop paid sponsorships. Continue to distribute printed copies in the business district and to area neighborhood associations for hand distribution at their monthly meetings.
1. Email an electronic copy of the newsletter to the broadest email distribution list.
2. Post the newsletter on the web site.
3. Set up and staff the Main Street booth at Federal Hill Main Street's 2007 festivals to promote the program and recruit volunteers.
4. Continue to utilize outside public relations firm to promote Federal Hill Main Street.

Organization Committee Objective #2: Manage administration of the office and personnel.

Projects:

1. Interface with the Executive Director concerning office and administrative issues on a regular basis.
2. Serve as the interface between the office and the Board.
3. Conduct personnel reviews of the Executive Director.

Organization Committee Objective #3: Interface with business association.

Projects:

1. Attend and participate in bi-monthly meetings of the South Baltimore Business Association (SBBA).
2. Work on SBBA projects as representative of Federal Hill Main Street whenever possible.
3. Serve as the liaison between Federal Hill Main Street and SBBA as appropriate.
4. Encourage continued SBBA financial support for the Main Street program.

Organization Committee Objective #4: Review, improve and conduct Membership drive.

Projects:

1. Review, improve and conduct fall door-to-door Membership Drive, primarily geared toward residents, in order to:
 - (a) raise money,
 - (b) advance public relations about Federal Hill Main Street, and
 - (c) recruit new volunteers.

2. Revamp residential campaign plan and materials to develop and conduct door-to-door Membership Drive primarily geared toward area businesses, in order to:
 - (a) raise money, and
 - (b) advance public relations about Federal Hill Main Street.

Organization Committee Object #5. Organize Public Comfort Station grand opening and fundraising project.

Projects:

1. Plan and host a Grand Opening media and neighborhood event for the opening of the Historic Federal Hill Visitor Center and Main Street office.
2. Plan, organize and implement a “Buy-A-Brick” fundraising campaign in connection with the Public Comfort Station project Grand Opening.

Organization Committee Objective #6: Continue to support volunteer and leadership development.

Projects:

1. Continue to recruit volunteers whenever possible for the committee and for the Main Street program.
2. Continue to recruit volunteers with leadership abilities; develop and encourage potential leaders among existing committee members.

Promotions Committee Work Plan

Committee Chair: Kimberly A. Tyson

Committee Goal: Increase public awareness of Federal Hill and encourage neighborhood residents and tourists to patronize the businesses; organize primary fundraisers.

Committee Objectives:

1. Continue to attract and retain committee members.
2. Continue to develop and maintain strong volunteer base for festival tasks.
3. Increase fundraising, through festival/event sponsorship development and develop a new fundraising program for 2007-08.
4. Develop new fundraising event for 2007-08.
5. Revamp Spring retail promotion.
6. Hold third annual Moonlight Madness retail promotion.
7. Attract more publicity for the neighborhood through events, feature stories, interaction with the Baltimore Visitor Center at the Inner Harbor, and other city networks.

Committee Members:

1. Kimberly Tyson
2. Theresa Cangialosi
3. Lori Cover
4. Aileen Miranda
5. Dave Rather
6. Carla Wing

Promotions Committee Objective #1: Continue to Attract and Retain Committee Members

Projects:

1. Work with volunteer networks, local residential associations, the South Baltimore Business Association and existing Main Street members to enlist new committee members.
2. Create a list of projects that committee members could undertake, and develop a poster for the Main Street booth at the large festivals.

Promotions Committee Objective #2: Continue to develop and maintain strong volunteer base for festival tasks.

Projects:

1. Encourage and develop participation of current committee members and board members.
2. Recruit new volunteers through local neighborhood newsletters and online listings, etc.

Promotions Committee Objective #3: Increase fundraising through festival/event sponsorship development and develop a new fundraising program for 2007-08.

Projects:

1. Revisit all prior sponsors with schedule of events for coming year.
2. Develop new festival sponsorships by looking at local businesses and applicable tie-ins.
3. Offer sponsorships of additional events, including retail promotions.
4. Develop a new small event or project for the sole purpose of fundraising in 2007, and develop sponsorships to help support the new event or project.
5. Plan to hold a large event in February 2008 for the sole purpose of fundraising..

Promotions Committee Objective #5: Revamp Spring retail promotion.

Projects:

1. Revamp the Spring retail promotion, (which was Moms on Main Street in 2006), with lessons learned, and plan replacement retail event for Spring or Summer.
2. Encourage more retailers to get involved with the development of the event.
3. Evaluate the event upon completion to determine if Spring event should become an annual event.

Promotions Committee Objective #6: Hold third annual Moonlight Madness retail promotion.

Projects:

1. Hold third annual Moonlight Madness event in December.
2. Develop sponsorships to support Moonlight Madness and possibly make it a fundraiser.
3. Work with Baltimore Main Streets to coordinate Moonlight Madness with their annual Miracle on Main Streets promotion.

Promotions Committee Objective #7: Attract more publicity for the neighborhood through events, feature stories, interaction with the Baltimore Visitor Center at the Inner Harbor, and other city networks.

Projects:

1. Send press releases regarding various Main Street projects as they are completed, etc.
2. Continue efforts to work with local associations (BACA, BACVA), and develop relationships with other media and networking outlets to keep Main Street visible.
3. Increase festival publicity and attraction.

Promotions Schedule for 2007

April 29	Spring Block Party
May 18	Spring Retail Promotion
June 10	Jazz & Blues Festival
September 30	Street Beat Festival
December 14	Moonlight Madness
February 16, 2008	Fundraising Event

Executive Director Work Plan

Executive Director: Bonnie Crockett

Executive Director Goal: Day-to-Day management of the organization, resolution of neighborhood issues, and supervision of capital projects.

Executive Director Objectives:

1. Keep the Main Street program up and running.
2. Day-to-day management of the organization.
3. Organize and manage three street festivals.
4. Manage capital and neighborhood-wide projects.
5. Pursue resolution of neighborhood issues.
6. Continue outreach to area businesses.
7. Pursue public relations opportunities.

Executive Director Objective #1: Keep the Main Street program up and running.

Projects:

1. Continue to cultivate community and business volunteers for leadership positions on the board and as committee chairs.
2. Continue to review and revise bylaws, when necessary, for board approval, in order to best facilitate the program's goals.
3. Continue to pursue fundraising avenues, such as corporate sponsorships and donations.
4. Continue to maintain a workable volunteer base. Enlist new volunteers; keep volunteers interested, focused and productive; find the right volunteers for the right jobs, etc.
5. Continue to work with Baltimore Main Streets and the National Main Street Center to sustain and improve Federal Hill Main Street.

Executive Director Objective #2: Day-to-day management of the organization.

Projects:

1. Continue to manage the day-to-day business, operational and legal affairs of the corporation.
2. Continue to supervise the administrative assistant and delegate work as appropriate. Conduct annual performance review of administrative assistant.
3. Develop festival budget; work with Treasurer to develop annual budget for the corporation and support financial management.
4. Continue to support all committee projects and efforts.

Executive Director Objective #3: Organize and manage three street festivals.

Projects:

1. Oversee all aspects of festival planning, organization and operation.
2. Hire, supervise and manage consultants for event organization, public relations, and other purposes as appropriate; coordinate efforts with committee chairs and volunteers.
3. Continue to develop festival sponsorships.
4. Evaluate all events in retrospect, including the use of professional services; determine what went right and what went wrong and use the information to improve on the next event.

Executive Director Objective #4: Manage capital and neighborhood-wide projects.

Projects:

1. Continue to work with appointed volunteers on the Public Comfort Station project through the construction process, arranging the grand opening, and organizing the Buy-a-Brick fundraising effort. Continue to look for additional funding sources, such as grants.
2. Open discussions with area organizations such as the Baltimore Area Convention and Visitors Association (BACVA) to organize and operate a Visitor Center.
3. Work with the Baltimore Heritage Area and Charles Street Scenic Byway projects to bring heritage tourism to Federal Hill.
4. Work with Baltimore Main Streets and the Department of Transportation to improve the intersection of Key Highway and Light Street to make it more pedestrian-friendly.

Executive Director Objective #5: Pursue resolution of neighborhood issues.

Projects:

1. Pursue avenues of change to improve the market conditions of the Federal Hill business district, (such as bringing the Responsible Hospitality Institute program to Baltimore, for example).
2. Continue to work with Baltimore Main Streets and the City's Bureau of Solid Waste to move forward on all trash initiatives in the district.
3. Work with the South Baltimore Business Association, area neighborhood associations, and the city to help resolve parking issues in the district.
4. Work with the South Baltimore Business Association, area neighborhood associations, and the South Baltimore Station to address vagrancy issues in the district.
5. Continue to facilitate periodic meetings with bars, and with bars and neighbors together, to address late night entertainment issues in the district.

Executive Director Objective #6: Continue outreach to area businesses.

Projects:

1. Continue to find ways that the South Baltimore Business Association and Federal Hill Main Street can work together effectively.
2. Respond to business owners' concerns about the neighborhood where appropriate.
3. Respond to residents' concerns about businesses where appropriate.
4. Recruit business owners to join Main Street's board of directors and participate in Main Street activities.

Executive Director Objective #7: Pursue public relations opportunities.

Projects:

1. Continue to actively represent Federal Hill Main Street in interactions with business owners and neighbors, city agencies, area nonprofits and the public.
2. Pursue public relations opportunities through Baltimore Main Streets.
3. Pursue public relations opportunities through the National Main Street Center.
4. Pursue public relations opportunities through area newspapers, TV radio and other media contacts.