



# 2014 Annual Report

Greetings Main Street Communities!

You will find in the following pages the 2014 Indiana Main Street Annual Report. **This report has been streamlined from previous years to hopefully make it easier to understand and fill out.** We want to gather information of your successes and challenges from January 2014 until December 31, 2014.

## PLEASE READ CAREFULLY.

Directions to filling out the report:

1. This report may be filled out electronically or hand written (an electronic copy will also be sent).
2. The report is due **no later than 4:00pm EST on February 2, 2015.**
3. All attachments should be **CLEARLY** indicated and marked. If you are emailing the document and attachments make sure the files are not too large to send and that they are labeled.
4. Be as complete as possible. If you do not have the exact figures, use a conservative approximation, but be as specific as possible.
5. If you have questions as you go through the report, please do not hesitate in calling me at 317-232-8910 or email [skmicikewycz@ocra.in.gov](mailto:skmicikewycz@ocra.in.gov).

Why is this report important?

1. Verifiable improvement gives your local program credibility to investors and municipal leaders. You can show how valuable your program is to the community.
2. Accurate monitoring tracks the effectiveness of specific strategies.
3. Documenting the outcomes helps to justify and reward the personal efforts required.
4. The information can be used to promote the program through the news media.
5. This information you provide is essential for evaluating the success of local, state, and national programs and in planning for future commercial district revitalization efforts and funding.
6. **YOU MUST FILL OUT REPORTING TO MAINTAIN YOUR STATUS AS AN INDIANA MAIN STREET COMMUNITY.**

Indiana Main Street \* Indiana Office of Community and Rural Affairs \* One North Capitol, Suite 600 \* Indianapolis, IN 46204  
(317) 232-8910 \* (317) 233-3597 \* [www.in.gov/ocra](http://www.in.gov/ocra) \* [skmicikewycz@ocra.in.gov](mailto:skmicikewycz@ocra.in.gov)





2014 ANNUAL REPORT  
INDIANA MAIN STREET COMMUNITY  
DUE FEBRUARY 2, 2015

*Please type or print clearly*

**CONTACT INFORMATION FOR INDIANA MAIN STREET FILES:**

County: LAKE  
City/Town: HIGHLAND  
Organization: HIGHLAND MAIN STREET BUREAU  
Contact Person: CECILE L. PETRO  
Secondary Contact Person: \_\_\_\_\_  
Mailing Address: 3333 RIDGE ROAD  
HIGHLAND, INDIANA 46322  
Website: www.highland.in.gov Email: cpetro@highland.in.gov  
Telephone: 219-972-7598 Fax: 219-972-5097

**Contact information for the website:**

*Please include all contact information you want to be listed on the Indiana Main Street website. \*Please only fill out what information you would like others to view.*

Name of organization: HIGHLAND MAIN STREET

Staff Person: CECILE L. PETRO, REDEVELOPMENT DIRECTOR

Mailing Address: 3333 RIDGE ROAD

Website: www.highland.in.gov Facebook: HIGHLAND MAIN STREET

Telephone: 219-972-7598 Email: cpetro@highland.in.gov

1. Does your organization do Work Plans for the Board and Committees? **YES OR NO**
  - a. **If yes, please attach those plans as ATTACHMENT A.**
  - b. If no, would your organization like to learn how to do Work Plans? **YES OR NO**
2. **SHARE YOUR GREATEST ACHIEVEMENT FOR 2014 WITH US!**
  - a. **ATTACHMENT B:** Please include information, materials, etc. for your greatest achievement in 2014. Maybe you created a successful façade program? Did you do a great event? A shop local campaign? Did you build a great partnership?
3. **Attachment C:** Main Street by the Numbers, Excel spreadsheet (complete to the best of your knowledge)
4. **SHARE YOUR GREATEST CHALLENGES WITH US FROM 2014!**
  1. Highland Main Street has many volunteers that will work on events and projects to create a better downtown; however, it does not have the involvement of the business community that it should have for a community of this size.

2. Most Highland Main Street projects and events do not generate any revenues; therefore, it is difficult to carry out the many wonderful ideas that members have to improve the downtown area. The Highland Redevelopment Commission provides monies for supplies and other necessary expenditures; however, there is always a concern about thinking too big because there will not be the money to start a major project without Commission buy-in.
3. Volunteer management has been a challenge since we started the Town Theatre project. We have over two hundred volunteers that have signed on to the project. We are working on developing ways to continually communicate with them to keep the involvement high.

**THANK YOU FOR YOUR ASSISTANCE!**

**Please return your completed Annual report by February 2, 2015 via U.S. mail, email, or fax.**

**Indiana Main Street  
Indiana Office of Community and Rural Affairs  
One North Capitol, Suite 600  
Indianapolis, IN 46204  
Attn: Shae Kmicikewycz**

**Email: [skmicikewycz@ocra.in.gov](mailto:skmicikewycz@ocra.in.gov)**

**Fax: (317) 233-3597**

**PLEASE CALL Shae Kmicikewycz AT (317) 232- 8910 WITH ANY QUESTIONS.**

**ATTACHMENT CHECKLIST:**

Please provide us with a copy of the following materials, if applicable:

- ATTACHMENT A:** 2015 Work Plans/Project list
- ATTACHMENT B:** 2014 Greatest Achievement
- ATTACHMENT C:** Main Street by the Numbers (Excel Spreadsheet)



**ATTACHMENT A:**  
2015 Work Plans/Project list

## HIGHLAND MAIN STREET GOALS FOR 2015

1. Town Theater
  - a. Promote economic development around the theater by participating in the Art/Cultural District meetings.
  - b. Sell the Robert Brasher painting as a limited print to benefit the theater project.
  - c. Find a way to utilize the old projectors as art in Downtown Highland.
  - d. Set up a method of sustained funding for the theatre.
  - e. Working with the Town Theatre Board, establish and populate all Theatre committees.
2. Student Art Displays
  - a. Two art displays will be placed in the downtown business windows to display student art.
  - b. Increase marketing efforts to encourage more foot traffic in the downtown.
3. Pop-Up Galleries
  - a. Hold two pop-up Galleries.
  - b. Explore new avenues to promote the events to feature both the artists and the space.
4. Façade Improvement Program
  - a. Feature businesses that have already received the grant in articles about the program on Facebook and in the media.
  - b. Begin 2 new façade projects in 2015.
5. Cash Mobs
  - a. Hold 2 cash mobs.
  - b. Work on marketing the mobs to increase attendance.
6. Festival of the trail
  - a. Hold the festival in October in coordination with the Fire Department Open House.
  - b. Increase marketing, participation, and invite other towns along the trail to hold a festival the same day.
  - c. Work on promoting the sidewalk sale to increase business in town.
  - d. Have 20 booths or more of art, music, dance, and fitness.
7. Parking lot improvement project
  - a. Review submitted plan with the Arts/Cultural District committee for their input.
8. The Rookery
  - a. Improve access to the Rookery area.
  - b. Continue to work with the Little Calumet river Basin Commission and NIPSCO to develop access from the NIPSCO parking lot up to the Levee.
  - c. Explore the possibility of providing parking at the site.
9. Holiday Decorations
  - a. Encourage businesses to decorate in the downtown by creating a contest for best decorated downtown windows.
  - b. Advertise our downtown as a beautiful shopping destination for the Holidays.

10. Tree Lighting event
  - a. Work again with HGS to hold a Holiday Sing-a-long/Caroling at the November Tree Lighting Event.
  - b. Improve the culture of the event by offering a local Dutch treat and beverages.
  - c. Add some type of art or dance to the event.
11. MWBE
  - a. Promote MWBE Certification to our Downtown Businesses.
12. Christkindlmarket
  - a. Contact local churches and Strack & VanTil's to see if they would be interested in co-hosting event.
  - b. Explore other locations for a Chriskindlmarket than have been suggested.
13. Art Awareness
  - a. Provide an electronic newsletter on the arts in the region.
  - b. Request a volunteer to commit to updating the information in a timely manner.
14. Car Cruise
  - a. Provide a second annual car cruise.
  - b. Meet with businesses to obtain sponsorships for the event.
15. Increase the number of retail establishments in the downtown.
  - a. Develop a program that will assist new retail businesses in getting started.
  - b. Model the program after other retail programs throughout the U.S.
16. Discount Coupon Program
  - a. Continue to provide discount coupons from downtown and other Highland businesses to students who perform in the arts or create visual art.
17. Membership
  - a. Increase board membership in HMS by four.

**ATTACHMENT B:**  
2014 Greatest Achievement

## HIGHLAND MAIN STREET 2014 GREATEST ACHIEVEMENT

Highland Main Street's greatest achievement for 2014 was gaining the Town Council's approval to move ahead on refurbishing the Town Theatre and creating a grassroots organization of about two hundred volunteers. Main Street members worked diligently on recruiting volunteers to place signs in their yards stating, "Save the Town", and t-shirts were also produced with the same message. About 150 people attended the Town Council meeting and many more were outside waving their signs and asking cars to beep their horns in support of the theatre. The Council voted to support the theatre by allowing the Redevelopment Commission to bond for the renovation of the existing building and to purchase two additional buildings.

The Redevelopment Commission will continue to own the theatre; but a non-profit will operate it. The Council chose the first board of directors for the non-profit and their first meeting was held on January 27, 2015. They passed the proposed Articles of Incorporation and are now reviewing a draft set of bylaws. Volunteers already make up nine different committees that will be necessary for the theatre to function properly. The only paid staff will be a full-time Director and a part-time projectionist. All other positions will be covered by volunteers.

In order for the theatre to get up and running, it will need to fundraise. Two small fundraising events have occurred so far. A local restaurant gave 10% of their profits on two separate occasions. A girls group, Girls on the Run, fundraised and provided \$255 for the cause. The major fundraiser is being organized now. A comedy/music night is being planned with a silent auction and the selling of memberships in the theatre. That will be held on February 20, 2015. An application to designate the theatre as a national historic landmark is also being prepared.

The Redevelopment Commission views the theatre as a catalyst for economic development in that section of the downtown. Already, plans are being made to develop an art/cultural district around the theatre.

Attached are the Q & A sheet that was distributed to the community before the Council vote, a copy of the decal which shows the branding of the theatre, a letter to potential sponsors for the comedy/music fundraiser, and a concept drawing of the theatre. A tremendous amount of work will be needed within the next year to complete the renovation and build a solid operating team in order to reopen the Town Theatre.



---

# Q&A Highland Town Theatre

---

**1. Will there be a public vote on the Town Theatre?**

No. The Town Council will decide the matter this Monday, October 13<sup>th</sup> at their public meeting at 7:00 PM in the Town Hall (3333 Ridge Road). The Study Session begins at 6:30 PM.

**2. What can I do to share my comments, questions, or support for the Town Theatre?**

Write a letter to each Town Councilman and drop it off or mail it to the Town Hall at 3333 Ridge Road, Highland.

**3. Why renovate and expand the Town Theatre?**

The proposed Town Theatre renovation and expansion is intended to be a catalyst to bring businesses into town, create new jobs, and retain our current businesses.

The theatre is a part of an overall plan to create an Arts and Cultural District that will strengthen and increase retail activity and entertainment options in the downtown. These two elements are needed to make the downtown exceptional and to create a more diverse and appealing destination for residents and visitors.

Many towns do not have a downtown. Highland is very fortunate to have a community focal point. However, Highland's downtown lacks foot traffic and a variety of activities after 5:00 PM. The theatre will be an anchor for the downtown.

**4. What's the big-picture plan?**

The Plan is to create an Arts/Cultural District and feature the theatre activities to draw people in and create a destination. To be successful, Highland needs a venue that will provide the entertainment content to generate that draw.

The Redevelopment Commission has received a \$30,000 planning grant from the Northwest Indiana Regional Planning Commission to plan the Art and Cultural District. The Plan will build on and expand the Comprehensive Plan for the downtown that the Commission started back in 2008.

**5. Exactly what is Included in the Town Theatre renovation and what will it cost?**

The renovation estimate includes three elements:

- Extensively refurbishing the existing theatre structure
- Refurbishing additional property acquired to expand the footprint and usefulness of the planned complex
- Purchasing and installing the necessary furniture, fixtures and equipment

The architect estimates that these three cost components will total between \$1.8M and \$2.0M.

Highland's Clerk Treasurer indicates that a \$2M bond at a 3% interest rate would add \$8.22 per year to the average household real estate tax bill in Highland, based upon the current assessed value of all property in Highland.

**6. Why can't the current theatre be modestly improved and then used just as it is?**

Two reasons.

First, the current theatre cannot be renovated as it is because by itself there is no practical way to make it compliant with the Americans with Disabilities Act (ADA). Additional property must be acquired and included to allow room for the needed ADA enhancements.

Second, and more importantly, the plan is to create an attractive multi-purpose venue in the community that would accommodate a wider range of entertainment and other public uses in order to maximize facility use and the related income. The revenue generation opportunities of a film-only venue are much more limited.

**7. How much will it cost to operate the theatre?**

The operational forecast is about \$380K per year. In order for the theatre to be successful, it will provide films, comedy acts, musical presentations, film festivals, one or two-actor shows, recitals, lectures, school programs, and other activities that would work on a small stage.

There will also be a conference room, small changing rooms, and a rehearsal room. Folding doors will separate the rooms so that the space can be expanded and leased for conferences, community events, and meetings.

Research shows that small theatres do not survive on film sales alone. They must offer a variety of programs that utilize the building at least four to five days per week.

**8. How did the town acquire the theatre?**

The town purchased the theatre at a County Tax Sale on September 27, 2011. After one year the town began the process to gain title. The Tax Deed was recorded on August 16, 2013. The town paid \$17K for the theatre and \$11K for the parking lot for a total of \$28K.

**9. Will the theatre operations be self-sustaining and how will the costs be paid for initially to get the theatre up and running?**

Studies indicate that theatres like this across the country usually require community support in the form of sponsorships, grants, donations, program advertising, and other supplementary revenues for some portion of their operations. The Redevelopment Commission also realizes that it will take time for the theatre management to maximize venue usage and generate these other revenue sources and is therefore prepared to offer funding support for the start-up of the theatre.

**10. What is the contingency plan if the operating forecast takes longer to achieve?**

Stabilizing a venture like this will take time, and the Redevelopment Commission may have to assist with funding to keep the theatre functioning. The need for Redevelopment Commission support should decrease once it becomes stable. The Theatre Board also will be responsible to seek out added funding and operational revenues, find stronger management, and the like.

**11. How will the operations of the theatre be structured?**

The property and building will be owned by the Highland Redevelopment Commission. The facility operations will be managed by a not-for-profit entity governed by a Board of Directors that is responsible for hiring experienced management to run the day-to-day operations. Currently, an Exploratory Committee is being formed whose duties include identifying permanent board members and establishing proposed by-laws and other governance arrangements. If the theatre project is approved, the permanent



board will be appointed and will hire a full-time manager. A theatre operation like this can benefit significantly from the efforts of volunteers to take tickets, run the concession stand, usher people to their seats, and assist with fund-raising. The theatre will need the backing and support of the community in order to get it up and running, and one function of the Board and manager is to develop volunteer opportunities and cultivate those relationships.

**12. Why wasn't the theatre sold to a private individual or company?**

The Redevelopment Commission contacted over fifty people who had expressed a desire to buy, operate, or assist with the theatre since the time that the Commission became the owner. No one was able to finance the cost of rehabbing the theatre.

Redevelopment Commissions are designed to fill that gap like this when private enterprise cannot step forward to redevelop and operate a property. In addition, the Commission saw an opportunity to create a destination in the downtown and to provide a catalyst for change. It believes that private entities will come to the area once it can be shown that the theatre is a draw and that people coming to the theatre will also shop, eat, and visit in the area.

**13. How can we be assured that the theatre will revitalize the downtown?**

There are risks and uncertainties in any public venture and no outcome can be guaranteed. However, the Commission did its own extensive research and also hired an experienced consultant, Steven Libman, to evaluate the feasibility of the success of the theatre venture as discussed. The consultant's evaluation of success for this proposed theatre venture was favorable, and the factors that supported that assessment included:

- The diversity of proposed uses and events and the related enhanced revenue opportunities
- The ease-of-access to the Town Theatre location for much of the population of the greater metropolitan area
- Venue design and programming primarily intended to complement rather than compete with other venues in the region
- The entertainment history and identity associated with this venue and location
- The significant number of restaurants and other businesses willing to partner with and support theatre programming

In addition, as Mr. Libman stated at the July 21, 2014 presentation on the theatre, for every \$1 spent on the arts in a community, an average of \$17 more is spent in the form of purchases at restaurants, gas stations, and other retail establishments. This economic development potential for a community like ours is a significant factor in the Redevelopment Commission's interest in and recommendation of this project.

**14. How can we be sure that this won't be a passing phase and eventually only a few will attend events at the theatre?**

Maintaining the attractiveness of the theatre and scheduling events and activities to maintain its viability is the primary reason for a Theatre Board and professional management. The Board and the manager will be responsible for the business plan and budget, and for growing the business and attracting events, patrons, and supporters.

**15. What is the current status of the proposed project?**

The Town Board must vote in favor of the project in order to move forward. Obviously, a public project like this carries with it an element of uncertainty and a decision like this involves understanding and assessing the potential of a project to provide the catalyst for economic development in the town, in addition to endorsing and advocating for this vision for the Town's future.

**16. What will happen if the theatre is voted down by the Town Council?**

The Redevelopment Commission is obtaining estimates at this time to demolish the theatre.

**17. How long have you been working on the theatre project?**

Highland Main Street has been working on the theatre and setting goals for its development for over two years. This group formulated much of the basis for theatre operations, which was reviewed and strengthened by the theatre consultant. The group spent a great deal of time considering how it might operate, how it would benefit the downtown, and how it could bring the community together.

**18. How would the theatre benefit the business community?**

The Commission will develop partnerships between businesses and the theatre to generate added venue sales and local business sales by working together. Examples include dinner/theatre packages, ticket stub discounts at local establishments after events, catering and serving opportunities for events at the venue, etc.

**19. Where will people park to go to the theatre?**

People will be able to park across Kennedy Avenue in a parking lot purchased at the tax sale by the Redevelopment Commission. They will also be able to part in the municipal lot one block south of the theatre on the southwest corner of Highway and Kennedy Avenues.

**20. How will people be able to cross Kennedy Avenue safely?**

Part of the plan for the Art and Cultural District is to address pedestrian safety at this location.

**21. What kind of fundraising efforts will be made to raise some funds for the restoration effort?**

The Redevelopment Commission will employ a number of fundraising activities to help raise some funding for the theatre. These include:

- Seat sakes at \$250 or \$300 each with a name plate acknowledge the donor's gift
- "Friends of the Theatre" membership providing special benefits and recognition
- Sales of limited edition artistic prints of artist Robert Brasher's painting of the theatre
- Benefit events featuring artists, comedians, and musicians.
- Promotional events and special events, especially for the grand opening.

**22. Where can I go for more information?**

- Go to the Highland Main Street Facebook page
- Call the Redevelopment Commission at 219-972-7598 or email the Commission at [cpetro@highland.in.gov](mailto:cpetro@highland.in.gov).



FOUNDING MEMBER

# TOWN THEATRE

TOWN

2015

TOWN

MEMBER

[TheTownTheatre.com](http://TheTownTheatre.com)



# The TOMFOOLERY Show: Save the Town!

## “Where comedy meets music”

### Friday February 20, 2015

### Doors open at 7:30 PM

Dear Business Owner and Contributor,

Event sponsors are needed for an upcoming fundraiser; Save the Town! All proceeds will go directly to the Town Theatre project! Get your name on the list! This event will be highly publicized. Do not miss out on your opportunity to get your business name on the poster, the tickets, and on the promotional video. There will also be an event program and sponsors will be announced during the event. The Theatre Project is center stage in Highland. This is an excellent opportunity to advertise to an ever growing audience of supporters for the cause.

The TOMFOOLERY Show is a one-of-a-kind comedy-based variety show which features various types of comedy supplemented with music! Our custom-designed event will feature several hilariously funny and creative comedians as well as a full band to provide the musical variety throughout the evening!

Standup comedians Gia Claire, Lucky Luciano and Jay Washington will entertain us with their comedic antics and leave everyone doubled over with laughter! The Famous Brothers are incredibly talented and their unique blend of side-splitting humor and Kentucky bluegrass three-part harmony is like nothing else! This comedy is not to be missed!

Providing the musical variety throughout the evening will be The Planetary Blues Band! This group of incredibly talented young musicians has performed on the same stage as the legendary Buddy Guy and they provide a concert within the show!

The show will be Friday, February 20 at the beautiful Wicker Park Social Center for an evening of fun to break the winter doldrums. Show tickets are priced at ONLY \$25!



Doors open at 7:30 PM and the show begins at 8:00 PM! Tickets for this event will sell out quickly, therefore advanced purchases are **STRONGLY** encouraged. Tickets can be purchased via Eventbrite or at the Highland Town Hall.

Sponsorship for the event is being handled by The Highland Main Street Committee. This committee is dedicated to bringing new and exciting events to the area to help promote local area businesses as well as to introduce more people to what the Town of Highland has to offer.

As you may be aware, this type of event requires the support of many people, business owners, and organizations to be successful. We are seeking your support by asking you to be a monetary sponsor. This is an excellent advertising opportunity and an opportunity to support the Theatre Project.

Event advertising opportunities:

- **Posters:** Sponsors will be identified on the posters distributed as long as the sponsorship is provided before printing. Platinum and Gold level sponsors will have their logo in a larger size on the poster. Silver and Bronze sponsors will be listed.
- **Tickets:** Platinum and gold level sponsors will have their logos on the postcard size tickets for the event. The tickets will be two-sided. Space is limited.
- **Program:** The event program will give a brief history of the theatre and describe the goal to bring it back to life. We can also give a brief bio of each of the performers and, most importantly, provide space throughout the brochure to feature the logos of each sponsor. Platinum level sponsors will have a full page add. Gold will have a half page, silver a quarter page, and the bronze sponsors will be listed and their logo will be displayed.
- **In-show recognition:** All sponsors will be announced at the show. The announcer will put a spotlight on the sponsor if present and identify them. All sponsors will be recognized by platinum, gold, silver, and bronze levels. Platinum and Gold level sponsors will be recognized 2 times.
- **Table ads:** Sponsors can provide their own advertisements, perhaps a coupon of some sort, which we can place on all of the tables prior to the show.
- **Silent Auction:** There will be a silent auction at the event. You can advertise your business by placing an item in the auction.

### Sponsorship level pricing

PLATINUM LEVEL - \$400

GOLD LEVEL - \$300

SILVER LEVEL - \$200

## BRONZE LEVEL - \$100

Additional advertisement space may be available at the show. Please contact us for details and to make arrangements.

Business name: \_\_\_\_\_ Sponsorship Level: \_\_\_\_\_  
Address: \_\_\_\_\_  
Phone: \_\_\_\_\_  
Email Address: \_\_\_\_\_

Please provide your business logo in a JPEG format. Logos may be submitted by CD at Town Hall. 3333 Ridge Road in Highland or emailed to [cpetro@highland.in.gov](mailto:cpetro@highland.in.gov).

If you choose to participate and become a sponsor, your paperwork and check must be submitted by Friday, December 19 to the following address:

Please make check payable to:

Town of Highland – Town Theatre Fund

Checks may be dropped off or mailed to:

Town of Highland  
3333 Ridge Road  
Highland, Indiana 46322







**TOWN THEATER CONCEPT**  
 TOWN OF HIGHLAND  
 07.21.14



**ATTACHMENT C:**  
Main Street by the Numbers  
(Excel Spreadsheet)

**JANUARY - December 31, 2014 NUMBERS**

*Please fill out this form to the best of your ability. These numbers are important to track for your community.*

**Organization Name:** \_\_\_\_\_

|   |                                      |                                       |                                 |                     |
|---|--------------------------------------|---------------------------------------|---------------------------------|---------------------|
| Number of Square blocks in your downtown district | Number of Buildings in your Downtown | Number of businesses in your Downtown | Number of jobs located downtown | Number of Residents |
| 13  | Approx. 125                          | Approx. 108                           | Approx. 300                     | 23,757              |

| Design Investment       | Number of Businesses             | Private \$\$ | Public \$\$ | IMS Grant/Loan \$\$ | Total        |
|-------------------------|----------------------------------|--------------|-------------|---------------------|--------------|
| Facade Renovation       | 7                                | \$81,975.00  | \$0.00      | \$0.00              | \$81,975.00  |
| Building Rehabilitation | 6                                | \$740,640.00 | \$0.00      | \$0.00              | \$740,640.00 |
| New Construction        | 0                                | \$0.00       | \$0.00      | \$0.00              | \$0.00       |
| Public Improvements     | landscaping & street improvement |              | \$23,000.00 | \$0.00              | \$23,000.00  |

**Facade Renovation** Exterior work only-painting, facade cleaning, signs, windows, awnings, ect.  
**Building Rehabilitation** Exterior and interior rehab - building systems, HVAC, roof work, ect.  
**Public Improvements** Streets, sidewalks, lights and fixtures, landscaping, public amenities (benches, trash cans, flowers), new road ways downtown, ect.  
 \*Be sure to include numbers that were publicly invested by the City, State, or Federal gov't. into downtown.

| Economic Restructuring   | Total Businesses | # of Jobs |
|--------------------------|------------------|-----------|
| New Business Openings    | 5                | 17        |
| Business Relocations IN  | 2                | 3         |
| Business Expansions      | 2                | 3         |
| Business Closings        | 2                | 3         |
| Business Relocations OUT | 0                | 0         |

|  |             |
|--|-------------|
| Cost of rent per sq. foot                        | \$9 to \$15 |
| % of downtown bldgs. Owned by absentee landlords | Approx. 25% |

|                                     |     |           |           |
|-------------------------------------|-----|-----------|-----------|
| % of Downtown Building Vacancy Rate | 13% | 2nd floor | 3rd floor |
|                                     |     | 36%       | NA        |

|                   |   |                  |   |
|-------------------|---|------------------|---|
| New Housing Units | 0 | Total Investment | 0 |
|-------------------|---|------------------|---|

**Promotion**

| Event                  | # of Attendees | New Profits/Loss | # of Volunteers | # of Volunteer Hours |
|------------------------|----------------|------------------|-----------------|----------------------|
| Car Cruise             | 500            | 0                | 8               | 285                  |
| Spring Art Display     | NA             | \$100            | 2               | 25                   |
| Festival of the Trail  | 200            | 0                | 25              | 120                  |
| Fall Art Display       | NA             | 0                | 7               | 28                   |
| Tree Lighting Caroling | 250            | 0                | 12              | 25                   |

**Organization**

|                               |                         |  |    |                                 |      |
|-------------------------------|-------------------------|--|----|---------------------------------|------|
| Total Budget for Organization | 0 (Redev. Comm. Funded) | Total # of Volunteers for Organization | 35 | Total # of Hours for Volunteers | 1452 |
|-------------------------------|-------------------------|--|----|---------------------------------|------|

\*Volunteers should include events, Board members, Committee Members  
 \*Volunteer time should include events, Board meetings, Committee meetings, etc.