

Main Street Square Management, Operating and Programming Plan

The Downtown Improvement District Board determines how Main Street Square is managed. This is a plan for how that shall be accomplished with the DID funds provided.

Management of the Main Street Square (MSS) will require an entity to be formed that meets the needs of a professionally managed space as is stated in the vision statement. The mission of the management entity, MSS Services, is to keep MSS functioning at levels prescribed in the management plan.

It is important to note that MSS has been created from the thoughtful and extraordinary input by the citizens of Rapid City, work by the City Center Revitalization Task Force, consulting by Destination Development, Inc, (Roger Brooks), and the concept development by Destination Rapid City with consultation from Project for Public Spaces.

Vision Statement

The Main Street Square is the keystone for further revitalization of Downtown Rapid City as well as a destination for visitors to the area. It is an urban square that is professionally managed for activities and events to attract and entertain local residents and our visitors. It is a legacy addition to the residents of Rapid City.

The Main Street Square is the cultural centerpiece of the city center portion of Rapid City. It's the focal point from which we showcase our stunning architecture, vibrant arts community, exceptional eateries, shops and exciting nightlife. The Main Street Square is a place that invites our community and visitors to linger, engage in chance meetings, read a book, or enjoy a concert.

The MSS will be developed with materials that reflect its location within an urban setting and as part of the Black Hills. The MSS will change with the seasons reflecting our unique culture and climate. The interaction of its visitors with alluring features and activities will inspire people to return again and again. Only limited commercial development within the Square is designed to help generate activity, and to compliment performance and gathering elements.

The area around the Main Street Square is filled with destination shops, restaurants, and entertainment in a pedestrian friendly environment. Streets, traffic, and parking adjacent to the Square all combine to make a visually inviting offer to enter and enjoy.

Management Plan

Governance:

The Main Street Square will be managed by MSS Services (Services) as authorized by the DID board. The mission of MSS Services is to execute the critical actions that will sustain and enhance activity in MSS. Critical action is defined as:

1. Programming the daily activity in MSS
2. Scheduling daily activities
3. Providing the maintenance, cleanliness and security required daily and seasonally
4. Working with sponsors and vendors using MSS
5. Prepare an annual budget and capital improvement plan
6. Coordinating city services
7. Marketing
8. Coordinate fundraising activities
9. Updating and refining the management plan on a periodic basis

Management Program:

Managing the development and on-going operation of the MSS will require a strategy that involves many partners, along with MSS Services. MSS Services will develop partnerships with a variety of local volunteer groups and art organizations to develop unique and compelling concepts for year round events and activities in MSS.

- Potential partnerships
 - Rapid City Parks and Recreation
 - City Beautification Committee
 - Rapid City Downtown Association
 - Dahl Arts
 - Master Gardeners/Garden Clubs
 - Art Galleries
 - Cultural Affairs Committee
 - Convention and Visitors Bureau
 - Local Service Organizations
 - Local hotels
 - School Mines & Technology/NAU
 - Senior Citizen Organizations

MSS Services will develop the management plan around the elements of design within the Square, and incorporate the streets surrounding the Square. The historic district should be taken into account as well as the businesses and parking structure adjacent to MSS.

Activities:

It is the goal of MSS Services to have MSS managed properly every day of the year. Activities might include a children's choir concert lasting one hour at midday to week long art and cultural festival. Given that 70% of all consumers spending in the downtown takes place after 6 p.m. special consideration should be given to creating evening attractions in MSS. Events and festivals that are of two days or longer in duration will be sought.

MSS is designed to be flexible and to change with the seasons at least three times during the year. Spring and summer activities should be programmed from mid-March through September. Autumn and winter festivals and events should be programmed from October into December. Winter programming in December, January, and February should maximize the MSS amenities including ice skating, fire pits, and food and shopping businesses surrounding MSS.

In and around MSS there are many areas of activity. Each area has an attraction to different visitors to the space. For example the performing stage area works for concerts, performing artists, magic shows and children's theatre. Vendor areas are designed to attract farmers' markets and art shows. Seating is designed for people to enjoy a sack lunch or playing chess. Each area requires attention to programming to maximize a positive visitor experience in MSS.

The primary tasks of MSS Services are:

1. Events planning and organization: *A strategy and vision for a unique set of events and ongoing activities for MSS that caters to the enjoyment of our community and our visitors to MSS.*
2. Marketing and Public Relations: *MSS Services will develop a strategy to market the Square to both locals and tourists in conjunction with other entities. This could include image building for the downtown district overall, marketing for specific events and working with neighborhood groups.*
3. Retail Development: *MSS Services will work with businesses and property owners to add to the retail destinations in the area. The strategy should specifically:*
 - a. *Develop a retail strategy for the area around the Square, including the Square itself*
 - b. *Conduct a feasibility study of potential public market activities in and around the Square*
 - c. *Develop and manage any retail spaces in the Square*

- d. Develop a concept for markets in the Square*
- e. Retailer recruitment*
- f. Oversee the rental spaces in MSS-ice skate rentals/game rentals etc.*
- 4. Liaison with Adjacent Institutions and other Organizations; *In both the short and long term MSS Services will work with cultural organizations involved with the Elks Theatre, schools, the Dahl, Public Library etc. on partnerships around activities related to them that could occur in the Square.*
- 5. Management of Physical Improvements: *Facilitate design concepts and estimate costs for improvements in the Square.*
- 6. Maintenance: *MSS Services will supplement the maintenance and security provided by the city as needed.*

MSS Services should anticipate and target appropriate activities to be programmed in MSS.

For the year -- This could include:

- 1. 70 senior oriented events
- 2. 104 local artist performances
- 3. 25 health related events
- 4. 104 family and children events
- 5. 50 teen events
- 6. 30 educational events
- 7. 26 Friday/Saturday family movie night events
- 8. 4 ice skating competitions/shows/lessons
- 9. 1 community holiday tree lighting
- 10. 4 large signature downtown DRC events
- 11. Farmer's markets
- 12. School groups
- 13. Spontaneous events include club meeting, community group meetings, chess tournaments, etc.

These activities that have been suggested:

- 1. Fashion Shows
- 2. Concerts
- 3. Movies
- 4. Farmers' markets
- 5. BBQ Festival
- 6. Arts in the Square
- 7. Annual Pumpkin Festival
- 8. Veteran's Day Ceremonies
- 9. Holiday Tree lighting
- 10. Home brew/homemade wine tasting and contest
- 11. Trick or Treat Halloween event

12. Pumpkin Festival
13. Starting point for a cattle drive – Stock Show/Fair
14. Ground Hog Day event
15. Science/Culture/Fun: Wizard Demos for children, teens and families (with SDSM&T professors and student helpers); “bed of nails” and dry ice experiments
16. Short enjoyable biographical profiles of famous Westerners; including Lakota and also of U.S. Presidents
17. 2 day – Teen Talent Show (like American Idol)
18. 2 day – Native American Festival and Arts Market with beaders, quill artisans, hide prep. demos, and some fancy dancers and drummers (Late Summer or early Fall)
19. Bison Festival – food, art, Lakota stories
20. “Around the World” cultural festival – food, crafts, customs including dancing and music
21. Juggling Contests
22. Dance performances – by children, teens and adults
23. Ice Cream Social with Red, White and Blue bunting, and flags on Flag Day
24. Clown Day with Face Painting, Stickers (and maybe children’s talent show on that day)
25. Tuesday Evening “Jazz and Jam”
26. Big Bands Sounds/ and Dancing
27. SDSM&T Symphonic Band
28. 2 day Oktoberfest – Celebrating German Traditions
29. Late Spring Flower and Fashion Show (could be around Mother’s Day weekend on a Saturday) with Grandmothers, Moms, and Daughters
30. Cinco de Mayo Fiesta – food, music, dancing: hot chili peppers contest
31. Saint Patrick’s Day – “Bagpipes and Jigs”
32. Sweets from Around the World
33. Visit the Easter Bunny and Easter Fashion Parade with Easter Bonnets
34. “Halloween Costumes Galore” – on Parade with Treats
35. Christmas Caroling and December Holidays Around the World
36. Art Day at MSS for Kids
37. Match Box Car Races Day (on stage) – for children 4-6?

Funding:

To maintain the highest quality experience to those visiting MSS, MSS Services will develop an annual budget detailing revenue and expenses for the next calendar year. The budget shall be presented to the board of directors of the Downtown Improvement District Board for approval or revision by that board.

MSS Services will get the bulk of its funding from the Downtown Improvement District. Other sources that could make up any DID funding shortfall could include:

- Government subsidies
- Private donations and contributions
- Foundation grants
- Concessions, vendor fees, rental income, park-usage fees, and other
- In-kind contributions
- Earned income and endowment
- Fund raising events to benefit the Square

In planning the timing for the DID funds and their use the following key dates were used:

- February 2010 - DID formally approved;
- June 2010 - Funding for MSS construction from city and private sources obtained;
- December 2010 - MSS construction starts;
- July 2011 - MSS Construction finished;
- August 2011 - MSS in full operation.

The first year of construction and operation of MSS, 2011, is a phase in year or a startup year.

The budget is as follows:

Year One Budget - 2011

Manager, F/T, Hire April 2011 (Nine Months)	\$30,000
Administrative Assistant, P/T, Hire April 2011 (Nine Months)	11,250
Maintenance Foreman, F/T, Hire April 2011 (Nine Months)	18,750
MSS Maintenance Staff, P/T, Hire August 2011 (5 Months)	15,600
Promotion, start in April 2011, (9 Months)	18,750
Fountain Maintenance, run 4 months in 2011 versus 9 months in 2012	15,100
Ice Rink	
- Start use in Late November 2011	20,065
- Have people hired in November for 2 months	
- Have other operating expenses for December – 1 month	
Manager	\$7,500
Staff	4,860
Staff	3,645
Chiller	1,800
Set-up & tear down	930

Zamboni	1,330
Restrooms, start use in August 2011 (5 months)	4,170
Awnings, vendor screens, tables	500
Minor with new start up	
Equipment/mowers/brooms/lights	500
Minor with new start up	
Landscape/planting/sod	500
Minor with new startup	
Insurance-property/casualty/liability	5,000
Full year premium	
Consulting	25,000
To be sure operation of MSS is done well	
Other start up expenses	25,000
In any start up of this type there are always Unexpected expenses.	_____
Total Year One Expenses	\$190,185

Utilities TBD with city
Water
Electric

RECAP

Expense budget	\$190,185
Estimated DID income	\$180,864
Funding from other sources	\$9,321

The annual budget for MSS operation for a full year, i.e. 2012 is as follows: