

Congratulations Czech Village/New Bohemia Main Street District 2017 Great American Main Street Award® Semi-Finalist

Czech Village/New Bohemia Main Street District has been selected as one of 10 semi-finalists for the 2017 Great American Main Street Award® (GAMSA). Since the National Main Street Center established (GAMSA) in 1995, nine Iowa communities have received the prestigious national recognition. The city of Woodbine was Iowa's most recent recipient, joining the Iowa ranks in 2014. Czech Village/New Bohemia Main Street District, Cedar Rapids, hopes to be one of the 2017 GAMSA winners and round Iowa's numbers to double digits.

"The Great American Main Street Award is the highest recognition given out by the National Main Street Center. Each year, we celebrate exceptional Main Street America organizations for their work in creating more economically, socially and culturally-vibrant commercial districts," said Patrice Frey, the Center's President and CEO. "This year's winners are truly at the forefront of commercial district revitalization. They are a testament to the power of the Main Street Approach, and the great potential of downtown districts in cities and town across the country."

The prestigious award recognizes exceptional Main Street America communities whose successes serve as models for comprehensive, preservation-based commercial district revitalization. Finalists are selected from the large pool of applicants based upon the overall strength

of the Main Street program and documented success in creating an exciting place to live, work, play and visit; demonstrated impact aligning with the Main Street Approach; commitment to historic preservation; and model partnerships, including inclusive engagement of community members and local stakeholders in the downtown revitalization process. This year's semi-finalists have "generated almost a billion dollars in public and private investment, while creating 5,679 new jobs, opening 1,085 new businesses, rehabbing 1,359 buildings, and clocking over 133,000 volunteer hours."

"Once a haven for Czech and Bohemia immigrants, the Czech Village/New Bohemia Main Street District was reborn as an arts and culture district following years of economic decline and a record flood that nearly destroyed the riverside neighborhoods. Since Czech Village/New Bohemia Main Street District started in 2009, the vacancy rate in this historic area of Cedar Rapids has been reduced by 87 percent. In 2016, the community received a number of national accolades, including ranking eighth on Livability's "Best Affordable Place To Live" list, fifth on Money Under 30's "Best City In America For Young Adults to Get Rich" list, and sixth on SmartAsset's "Top 10 cities For Tech Workers" list."

The GAMSA competition is open to all Nationally Accredited Main Street America

Programs. The applications are reviewed and scored by a panel of community revitalization, economic development and historic preservation specialists and semi-finalists are selected. Since being notified that they are semi-finalists, the citizens of the Cedar Rapids and the Czech Village/New Bohemia Main Street District and the state of Iowa need to be patient until the winners of the Great American Main Street Award® are officially announced and honored at the Main Street Now Conference in Pittsburgh in May 2017.

Learn more about this year's semi-finalists and GAMSA: www.preservationnation.org/main-street/main-street-news/story-of-the-week/2016/2017-gamsa-semi.html

Iowa's Great American Main Street Award Winners

| | |
|-----------------|------|
| Dubuque | 1995 |
| Bonaparte | 1996 |
| Corning | 1998 |
| Keokuk | 2000 |
| Elkader | 2001 |
| Cedar Falls | 2002 |
| Burlington | 2004 |
| West Des Moines | 2012 |
| Woodbine | 2014 |



Economic Vitality

Main Street is volunteer-powered but staff led. Maximizing the strengths of both optimizes the success and growth of a district. A community is always stronger when it works together. A community cannot be competitive externally when it competes internally.

Revitalizing a downtown or neighborhood commercial district requires focusing on the underlying economics of the district. This work is rooted in a commitment to making the most of a community's unique sense of place and existing historic assets, harnessing local economic opportunity and creating a supportive business environment for small business owners and operators. Improving the overall business climate within a designated Main Street District strengthens the community's existing economic assets while diversifying its economic base. This is accomplished by retaining and expanding successful businesses to provide a balanced commercial mix, sharpening the competitiveness and merchandising skills of business owners, and attracting new businesses that the market can support. Converting unused or underused commercial space and real estate into economically-productive property also helps boost profitability of the district. With the nationwide interest in living downtown growing, supporting downtown housing is also a key element to enhancing a quality return on investment. The goal is to build a commercial district that responds to the needs of today's consumers. All of this can be accomplished while being sensitive to the utilization of historic preservation as an economic development tool. The process is relatively simple: It involves assessment, retention, expansion, recruitment, and finally development.



Assessment

Assessment happens when a district is fully aware of existing conditions, which is accomplished through data collection. Main Street Iowa provides statistical data annually to all participating Main Street programs through ESRI (Environmental Systems Research Institute, Inc.). The following reports are provided: Market Profile, Retail MarketPlace, Tapestry Segmentation and a Housing Profile. Other forms of assessment happen locally: business & building inventories, consumer & business surveys, and finally market analysis training and utilization. A district cannot know what it wants without fully understanding what it already maintains.

Retention & Expansion

Once community leaders understand the resources available within their district, they are better equipped to move to retention and expansion; it's much easier to grow existing businesses. Once district needs are determined, it makes sense to utilize existing businesses whenever possible. Communities often recruit a new business only to lose two existing businesses, resulting in a net loss in business. Main Street Iowa provides one-on-one business counseling, tax increment financing training, incentive development and brings in other contracted consultants when additional training and technical services are needed. Examples include market analysis, branding, merchandising and information on the community development block grant.

Recruitment

Retail recruitment is much different from industrial or manufacturing recruitment. Retail recruitment involves being sensitive to what exists while continuing to serve the needs of the community. In many communities, there is not anyone with this charge. Recruitment must not be entered into lightly or without proper training and technical assistance.

Development

Real estate development will encompass all prior strategies. It will only be successful when identifying the appropriate players at the table and bringing broad-based community support. Adaptive reuse and full utilization of vacant or underperforming property must be accomplished to be successful in development.

To succeed, Main Street must show visible results that can only come from completing projects – both short and long-term activities that add up to meaningful change. Activities aligned with short-term strategies focus on highly visible changes that are a reminder that the revitalization effort is under way and succeeding, helping to secure buy-in from community members and rallying volunteers.

While short-term, highly visible activities are critical to Main Street's success, communities must also sustain focus on implementation of longer-term projects and activities that are the building blocks for substantial change over time. Identifying milestones for these long-term projects can be important in creating a sense of forward momentum and reinforcing to the community the need for sustained focus on revitalization efforts.

Coinciding with implementation is an equally important focus on measuring progress and results. Healthy Main Streets are built on a commitment to measure outcomes. We live in a time where public resources are scarce, and competition for private resources is fierce. Main Streets must be able to demonstrate the wise use of resources, which translates to real change on the ground: new jobs added to a Main Street, new businesses open, buildings redeveloped, and numerous other metrics of success.

The Iowa Downtown Resource Center is an excellent resource for communities in Iowa who are working to build a commercial district that is sustainable and continuing to grow. The



numbers clearly state that Main Street districts are valuable and that communities can count on a strong return on investment when they make these districts a priority in their long-term development efforts. A broad range of technical services are available to assist local leaders in economic development efforts no matter the size of the community. The Iowa Downtown Resource Center is available and wants to help. All you need to do is ask!

For more information contact Robin Bostrom at 515.725.3053, Robin.Bostrom@iowa.gov or Jim Thompson at 515.725.3061 or Jim.Thompson2@iowa.gov. They will do everything in their power to deliver the resources requested.

New Program...Downtown Exchange

Iowa communities are doing fantastic things to revitalize their downtowns. But, how do VISITORS view those downtown districts? A community's planning efforts are always strengthened if those perceptions are known.

In 2017, the Iowa Downtown Resource Center will initiate the Downtown Exchange program. This program will be most beneficial for communities with downtowns or urban commercial districts with a substantial number of buildings and operating businesses. Unlike other "First Impressions" programs, the Iowa Downtown Exchange will focus specifically on Iowa's "downtowns".

How does the Downtown Exchange work? Volunteers (6-10) from two selected communities will visit one another. During the visit, volunteers will use an assessment tool (provided) to rate elements of downtown relating to cleanliness, business mix, customer service, traffic flow, parking availability and entrances to the downtown.

Staff of the Iowa Downtown Resource Center will present the results locally with each participating community. As a result, each community will gain a fresh perspective of its downtown from a different point of view to assist with the future development of its downtown's plans and priorities.

This free service is eligible to any downtown or urban commercial district in Iowa with the capacity to make it work. The goal is for communities to have fun. The Iowa Downtown Resource Center looks forward to the first cycle in 2017.

Applications will be available at iowaeconomicdevelopment.com in early 2017, but interested communities can show preliminary interest by emailing Jim Engle at james.engele@iowa.gov.



Visual Merchandising Technical Assistance in Main Street Communities

Small businesses located in twelve Main Street Iowa districts received training on window displays and visual merchandising this summer. Communities were selected through a competitive process for the technical assistance visits. The training helped businesses learn ways to capture a customer's attention and techniques to manage this often overlooked space.

Anna Woodward, visual merchandising consultant, facilitated a 60-minute instructional training on window display and visual merchandising applications, which set the stage for the rest of the full day's activities. Three businesses in each of the participating Main Street districts received a window makeover. Woodward met individually with business owners to develop a vision. Photo examples were reviewed and suggestions offered specific to their space and product category. Installation was designed, planned and implemented by the consultant with the help of business owners, volunteers and Main Street staff.

Attendees reported that the presentations were "excellent and inspiring." Alison Kanealy, owner of Ali Cakes in Ames, commented, "I've had a ton of compliments from my normal customers. I can also say that I've seen an increase in new faces stopping in. All in all, I'm still over the moon with the window and am excited to move into the next season with the tips you shared during your presentation."

Ms. Woodward is offering a holiday version of the workshop. To learn more, visit www.iowaeconomicdevelopment.com/userdocs/documents/ieda/HolidayWindowDisplayFlyerAnnaWoodward.pdf.



Main Street Manager Spotlight

Name: Deb Sprecker

Title: Executive Director, Woodbine Main Street



Did you grow up in Iowa?

I grew up on a small farm in wheat country in south central Kansas. My husband of thirty-three years is a general manager for grain cooperatives, so we've moved several times, living in small towns in Kansas, Missouri and now Iowa. That experience has given our family (son Cayde is a radio news reporter and recently moved back to Iowa) a deep appreciation for the Midwest and small town America. We've been in Woodbine for 11 years and consider Iowa our adopted home.

Tell me about your passion for Main Street...

I'm a saver and collector by nature, and come from a long line of "cheap Norwegians." An early memory for me was foraging for "treasures" in the dry creek bed and dirt lane near my grandparents' farm in Abilene, Kansas. I'd drag home finds from the neighborhood drainage ditch – my grandmother, who probably recognized some of the stuff as junk she threw in the very same gully, was generally not impressed – but still displayed or packaged the treasures for me to take home.

I get that same sense of discovery and satisfaction from Main Street work. I believe what we're doing is pulling historic buildings and dusty cultural assets out of the "ditch," cleaning and caring for them, and then re-telling their story while granting the community access and a greater understanding of their importance and impact upon economic and community development. Working as a team to uncover a need, carrying out the project and problem solving along the way is exhilarating stuff!

Some of the nearby goals and challenges we'll be working on are sourcing funds for continued streetscape projects, focusing on filling vacancies using market analysis data, and continuing to "tell the Main Street story" to the community and local government. Health and wellness, public art, destination dining and rural authenticity are key words showing up in recent action planning discussions.

If I could share advice with new Main Street directors it would be this: don't let the "big picture" overwhelm you and take away satisfaction in day-to-day accomplishments. Take the time to celebrate and enjoy what your team has accomplished. I've been doing this for seven years now, and the days just scream by. Being a part of something bigger, something that positively impacts a community and region, is a hair-raising, exhausting and, most times, a delightful privilege.

What are some of the drastic changes you have witnessed in downtown Woodbine since the city became involved with the MS program in 2008?

As one volunteer and business owner here aptly put it: "The view from my window has changed by millions of dollars, both figuratively and literally. I'm so proud of my town." The physical changes brought on by focused Main Street work since 2008 are remarkable. I'm inspired by the dedicated volunteers here. These talented people have the ability as a group to work together – always easier said than done – and, they've also remained focused on the basic tenets of the Main Street Approach. I think that makes a real difference in how we get things done. Woodbine Main Street and the city of Woodbine share a website. We're launching a refreshed site this fall that tells our story for both visitors and potential residents. The refreshed site also highlights the "before and after" of the last eight years and that's as much for the locals as myself. It's easy to take for granted the accomplishments and changes Main Street work has forged.

We've won some awards and recognition, but more importantly the community's outlook has changed. They see growth and sustainability instead of potential school closures and vacant storefronts. You cannot put a price on a community's confidence in the future. That shared belief transfers into hard data. Between 2010 and 2014, the total assessed value of our 3x3 block Main Street District increased by \$1.5M, which is impressive for a town of 1,459 people and something that will resonate for decades in Woodbine and in Harrison County.

2016 Iowa Downtown Conference Held

Professionals, planners, activists, volunteers and students with a common interest in downtown revitalization attended the 2016 Iowa Downtown Conference, which was held August 2 - 4 in Mason City. Over 250 attendees from across Iowa and neighboring states received education and inspiration to revitalize historic commercial districts.

Thirty plenary and concurrent educational sessions were presented by a line-up of speakers and industry experts including Charles Marohn, Pamela Herrman and Dan Burden who shared latest trends and practical information. Nine tours were available, providing attendees the opportunity to learn about Prairie-style architecture, the man behind the academy award-winning musical and successful downtown projects.

The exhibit hall, 3-Minute Success Stories, conference traditions, and Main Street Iowa's Open 4 Business contest pitches were highlights of the conference, as well as the new Opportunities at IEDA mini-sessions. As always, attendees enjoyed time to connect with peers from rural, mid-sized and urban communities and urban districts at networking activities and luncheons.

The 2016 Iowa Downtown Conference was held in partnership with Main Street Mason City and Visit Mason City; and would not have been possible without the generous help from our sponsors: CDBG, HuTerra, Curt and Sharon Heidt, Renew Rural Iowa and RDG.

The 2017 Iowa Downtown Conference, to be held in Sioux City on August 1-3, will focus on the revitalization of Iowa's historic commercial centers and economic development within the context of historic preservation in the city that was twice named an All-America City by the National Civic League. Plan now to attend!



Main Street Iowa Hosts Open 4 Business State Contest

The Iowa Economic Development Authority hosted the 2016 Open 4 Business contest in Mason City on August 2, 2016. Debi Durhan, IEDA director, served as emcee for the event as businesses made their pitch in front of a panel of judges for a chance to win \$20,000 to execute their business plan. The five contestants included Wendy Klein, Bella Ragazza in Burlington; Whitney Henze with Wize Bize Wholesale in Hampton; Ellen Paulin with the Hotel Greenfield, Greenfield; Susan Watts of Olson Larsen Galleries in West Des Moines; and Amanda and John Rhomberg with One Mission Fundraising in Mount Vernon. Each district winner was awarded \$8,000 and a year of business coaching services from Action Coach, Andy O'Brien.

Each business submitted an application outlining their business plan and was allowed 15 minutes to pitch their business idea to the panel of judges before a live audience. Four of the pitches included expansion projects, while one was a new venture. The five sub-state winners plan to create seven full-time jobs and 12 part-time jobs. Judges for the event included Nancy Dunkel, state representative and Main Street Advisory Board member; Doug Moss, area director for Rural Development with USDA; Vada Grantham, director of Entrepreneurship at DMACC; and Lisa Shimkat, state director of the Iowa Small Business Development Center.

In a last minute twist of events, co-winners were announced as Bella Ragazza and One Mission Fundraising. Instead of a first prize of \$20,000 and a runner-up award of \$2,000, the co-winners will each receive \$11,000 to advance their business plans.

This is the second year of the Open 4 Business contest which is open to businesses located in the 52 Main Street Iowa districts across the state. Twenty-three businesses submitted applications representing Main Street communities of all sizes ranging from expansions of current operations to new start-up ventures. Thirteen are women-owned, six male owned, and four were husband and wife teams.

The grants are administered through the Iowa Economic Development Authority's Iowa Downtown Resource Center and Main Street Iowa programs. The funding will assist with business expansion projects for each of the businesses.

The Challenge Grant program is funded through an appropriation from the Iowa Legislature. Since the first appropriation in 2002, approximately \$6 million in state and federal funds has leveraged over \$37 million in private reinvestment in 115 projects in 43 Main Street Iowa commercial districts across Iowa.

For more information about the Main Street Iowa Open 4 Business Program, contact Robin Bostrom at 515.725.3053 or robin.bostrom@iowa.gov.



Small Business Saturday is November 26. Are You Ready?!

Small Business Saturday has become a new holiday tradition - one that has shoppers celebrating their neighborhoods and supporting small businesses on the Saturday after Thanksgiving.

American Express created Small Business Saturday in 2010 to help downtown and neighborhood retailers with their most pressing need - getting more customers. In just over six years, Small Business Saturday has helped locally-owned businesses across the country reclaim its share of the holiday season. Independent businesses now have their own day on the holiday shopping calendar, between Black Friday and Cyber Monday!

Many Main Street communities in Iowa are capitalizing on Small Business Saturday by adding special components to their holiday promotions. Fort Madison hosts a Christmas Open House on Small Business Saturday with stores offering savings and treats for customers. Businesses in Chariton donate items for a gift basket drawing, and in Bloomfield businesses competed in a tree decorating contest and shoppers were able to sign up to win gift certificates valid for the weekend.

The first step to a successful Small Business Saturday is to apply to be a Neighborhood Champion. As a Neighborhood Champion, you will receive monthly emails leading up to the day to help with planning your event. Champions will also receive free Small Business Saturday marketing materials including sample posters, press releases and social media updates.

Learn more about Small Business Saturday and the Shop Small Movement at ShopSmall.com.



Abandoned Business Signage

The summer of 2016 was Main Street Keokuk's (MSKI) summer of sweat equity projects, which included the removal of abandoned signage from business facades. Signs left behind after a business closed, relocated or lacked maintenance were confusing to customers and contributed to a shabby (not in a chic way), downtown. Nineteen properties were identified with thirteen granting permission for sign removal. In addition, two businesses removed signs in advance of the project and one owner plans to remove signs at a later date.



MSKI reached out to the community for volunteers, and the response was so cool. Joining MSKI were volunteers from city staff, Lee County Supervisors, tourism, economic development, youth from the Rotary Interact Club and the community at large. Alliant Energy learned about the project and approached MSKI with an offer of manpower and equipment. A local construction company donated the use of a self-operated lift making it easy to remove signs at transom level.

Armed with razor blades, window cleaner, rags, screwdrivers, squeegees, and loads of enthusiasm, volunteers took to the street and in three hours removed vinyl, blade and mounted signs from buildings that spanned twelve blocks on Main Street.

"MSKI's got something going," said Keokuk Economic Development Corporation (KEDC) President, Kathy Gabel. "We're excited by the response and it is our goal to assist in any way possible to keep the momentum going."



Results have been fantastic. A list of new people asking to be notified for future sweat equity projects has been created. Talks were initiated with a property owner whose long-neglected (we're talking years) building façade diminished the improvement efforts of others on the block, and the property owner has asked for design assistance, agreed to tuck point the façade and plans to make repairs on the decorative metal cornice. An individual has offered to purchase the paint for the façade and volunteers will complete the work.

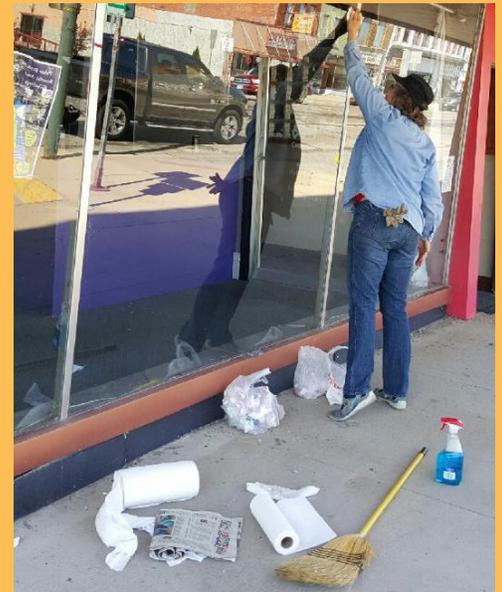
Summer sweat equity projects gained momentum with a downtown clean-up campaign and the adoption of twelve Walk of Fame planters. This new program was immediately embraced with businesses and individuals agreeing to purchase and plant the containers, maintain the planter throughout the season – a demanding



task considering the hot dry weather – and remove the annuals at the end of the growing season. The new crop of volunteers brought new enthusiasm and energy to a task that was considered a not-so-fun chore by those who had been schlepping water.

The results keep building. The Nazarene Church Pastor saw an article on the sweat equity projects and approached MSKI for ideas on how he could bring the church to the community. Sunday morning, August 21, ninety members of the congregation pulled weeds, pruned trees and plantings, washed the gazebo and generally made the park look better than it has in its history. Then, they moved on to painting the guard railing along the riverfront in Victory Park. God's Way Church called and got involved with the redemption program. And, it hasn't stopped.

The Class of 2001 contacted MSKI for a service project that could be completed over the weekend of the class reunion. They agreed to paint a fence screening the site of a burned out building and to walk



the four Urban Trails of Keokuk, which start in and return to downtown, assessing their condition and providing feedback.

The greatest impact can be seen and felt in the enthusiasm of reenergized volunteers – but the physical results of these small projects has left a huge impact on the community. To get involved, contact Main Street Keokuk, Inc. at 319.524.5056 or email downtownkeokuk@iowatele.net.

Cincinnati CoSign Project to Roll-out Nationally in Six Cities across the United States

CoSign, a creative place-making project developed by the American Sign Museum in collaboration with the Carol Ann and Ralph V. Haile/U.S. Bank Foundation, will be replicated in six communities across the United States in 2017.

CoSign brings together local business owners with artists and professional sign fabricators to create unique signage in designated business districts. The selected cities and the organizations facilitating the process in their communities include:

- Alachua, FL – Chamber of Commerce, Downtown Historic District
- Charlotte, NC - ArtPop Street Gallery, Plaza Midwood Business District
- Evanston, IL - Downtown Evanston, Commercial Business District
- West Des Moines, IA - Historic Valley Junction Foundation, Valley Junction Business District
- Iowa City, IA – Iowa City Downtown District, Metropolitan Improvement District
- Chicago, IL - Uptown United, Argyle Street Business District

Each community will begin preliminary planning immediately, leading up to a two-day workshop at the Cincinnati-based American Sign Museum, February 19th – 21st. The six to seven month CoSign process will begin in earnest next March and will culminate in the unveiling of 10-12 signs in each community during an existing public event in the fall.

Tod Swormstedt, Executive Director of the American Sign museum says, “CoSign designs, fabricates and installs a critical mass of new storefront signage for a given business district. It demonstrates the true value of cross pollination between the arts, small business and the sign industry.” He continues, “We are thrilled to work with each of the six communities and expand this project nationally.”

The project was originally a collaboration of the Carol Ann and Ralph V. Haile/U.S. Bank Foundation and the American Sign Museum, both of Cincinnati, and was piloted in Cincinnati’s Northside business district in 2012. CoSign was awarded an ArtPlace grant in 2013 which enabled the project to be encoed in Northside in 2013 and then across the river to Covington, KY in 2014. The Covington project was additionally supported by an Our Town grant from the National Endowment of the Arts.

The ArtPlace grant involved the creation of a “toolkit,” so that CoSign could be replicated in other US communities. The critical ingredients for a successful implementation are three-fold:

- A critical mass of willing small businesses with a defined geographic area.
- A committed, organized group of residents willing to be supportive of their neighborhood business district.
- A community character that embraces creative placemaking.

CoSign recently named Cate Becker of BLDG Refuge as the Project Director for the national implementation of CoSign. Becker was the former Cultural Arts Director for the City of Covington and oversaw the third iteration of CoSign in Covington, KY. In her role, she connected artists and designers to the project, liaised with government officials and organized the 10th anniversary of Art Off Pike, the urban arts festival where the project signs were unveiled.

The American Sign Museum is a 501(c)(3) not-for-profit corporation founded in 1999 by Tod Swormstedt, former editor of Signs of the Times magazine. Its Mission is, “To celebrate the rich history of American signage through preservation and education.” The museum is the premier resource for preserving historic signs and promoting the contributions the sign industry makes to commerce, culture and the American landscape.

The Carol Ann and Ralph V. Haile, Jr./U.S. Bank Foundation is an independent family foundation dedicated to enhancing the quality of life for residents in Greater Cincinnati and Northern Kentucky. The Foundation concentrates its efforts and resources in areas about which Carol and Ralph were most passionate: Arts and Culture, Community Development, Education, and Human Services. All of The Foundation’s work is intended to have the greatest impact possible, in collaboration with the region’s stakeholders, to help lead the way to a strong and vibrant community.

For more information, contact Project Director Cate Becker at 513.255.2899 or cate@bldgrefuge.com



Main Street Iowa Announces 2017 New Program Application

Main Street Iowa's network of 52 designated programs will grow in 2017. New Main Street program application workshops are being planned for late February 2017 with applications due in June. Communities interested in submitting an application in the upcoming round will need to first attend one of the three application workshops to be held regionally around the state. Times, locations and final agenda will be announced later this year. The repeated workshops provide an overview of the Main Street Approach® and Main Street Iowa program, the application, competitive designation process and strategies to complete the application. Those interested in learning more about the Main Street program prior to the application workshops can find information on the Main Street Iowa and National Main Street Center's websites. To receive direct e-mail updates about the Main Street application process and program, please ensure you subscribe to the Main Street Messenger via the LogIn section of the Iowa Economic Development Authority website iowaeconomicdevelopment.com.



staff listing

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Visit iowaeconomicdevelopment.com and register to receive electronic updates from any of the teams at the Iowa Economic Development Authority.