



MAIN STREET AMERICA
Nationally recognized.
Locally powered.™

ACTION PLANS

Using Economic/Transformation Strategies

Kathy La Plante
National Main Street Center

ACTION / WORK PROCESS

- + What is your process now for developing your action/work plans?
- + Who feels like their board and committees are working toward the same vision or common goals for downtown?
- + How many programs rely on staff to put the action/work plans together?
- + How many use an online format to share with volunteers and partners? (Slack, Google Docs, etc.)
- + How many use their action/work plans at their committee meetings?
- + Who thinks they have the perfect action/work plan system in place?

TODAY'S WORKSHOP

- + The Main Street Approach using Economic or Transformation Strategies
- + Exercise in Developing Your Strategy
- + Creating Good Action Plans
- + Lessons Learned
- + Measuring Success



THE MAIN STREET APPROACH

Build a diverse economic base | Catalyze smart new investment | Cultivate a strong entrepreneurship ecosystem

Create an inviting, inclusive atmosphere | Celebrate historic character | Foster accessible, people-centered public spaces



Build leadership and strong organizational capacity | Ensure broad community engagement | Forge partnerships across sectors

Market district's defining assets | Communicate unique features through storytelling | Support buy-local experience

MAIN STREET FINDINGS

- **Challenge with organizational silos – needing stronger connection**
 - Internally - between board and committees and among committees
 - Externally - lack of defined partnerships or collaboration with other groups on common grounds and distinctive roles
- **Need to strengthen position**
 - Not always viewed as serious economic development organizations or with a seat at the table...
 - Challenge in “packaging” and promoting value



MAIN STREET APPROACH[®]



Community vision + Market understanding:
Establish a community vision for the Main Street district that acknowledges market realities and provides a foundation for future (re)development.

Key tools: local surveys, market data

Transformation Strategies
Select a strategy aligned with the community vision and local market to guide programming, planning and investment in the downtown district.

Key tools: focused strategy, implementable goals

Implementation and Measurement
Identify programming, partners and capital needed to implement transformation strategy; define measures of success to track impact over time.

Key tools: project work plans, data collection and tracking

WHAT ARE TRANSFORMATION STRATEGIES?

Transformation Strategies:

- + guide the direction of the revitalization initiative
- + bring about substantive transformation
- + reflective of community vision
- + based on an understanding of the district's economic performance and opportunities
- + implemented through all Four Points
- + measurable
- + re-evaluated every 2-5 years

THE (NEW) MAIN STREET APPROACH

Key benefits

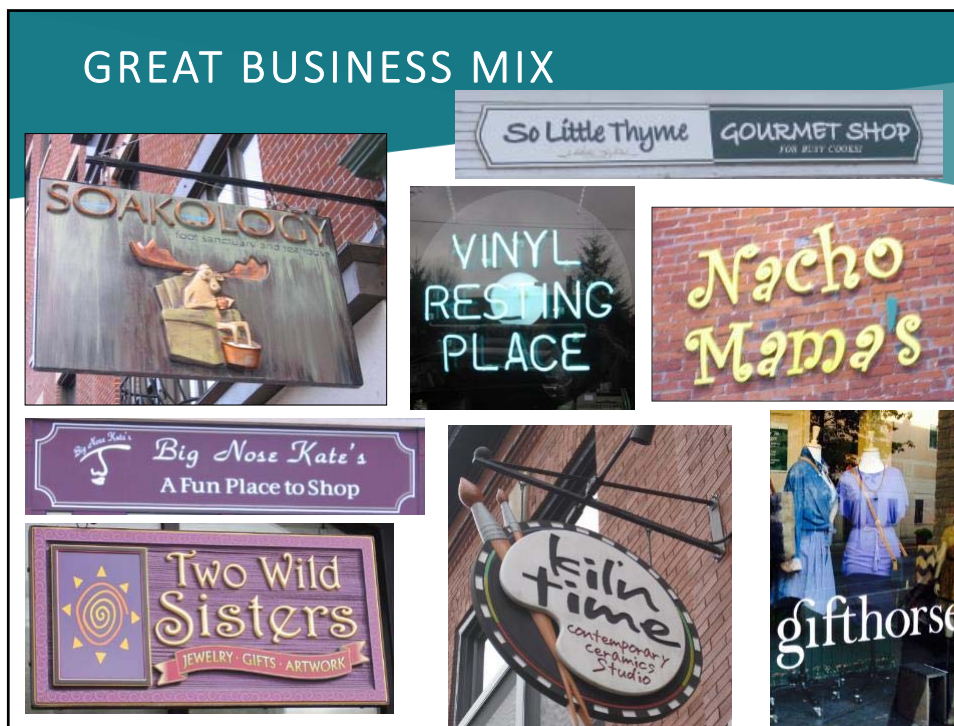
- + Targets your market and community strengths (focused work)
- + Better economic impact
- + Broader community engagement
- + Tangible, quantifiable outcomes
- + Greater organizational flexibility
- + Relevance for more communities and organizations who share the same vision for downtown

OUR VISION FOR DOWNTOWN - EXCITING SPACES

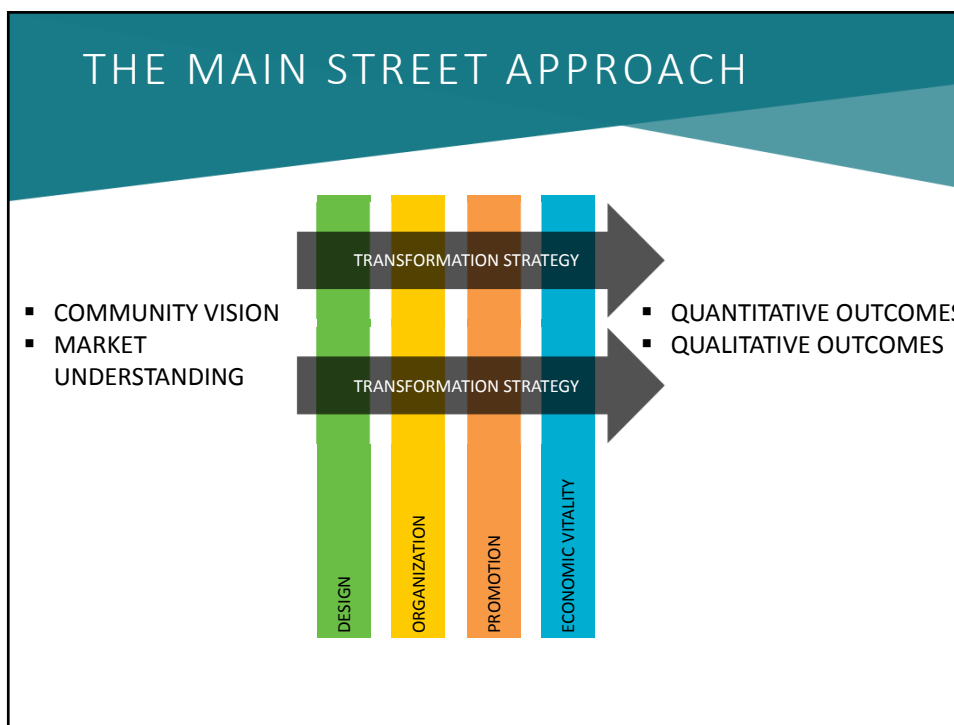


REHABBED BUILDINGS





AND ALL THE RESOURCES YOU NEED!



VISION FOR DOWNTOWN

- + How do we get the community to participate in identifying the shared vision for downtown?
- + Survey Monkey
- + Public Forums
- + Social Media
- + Focus Groups



BANDON, OREGON CASE STUDY

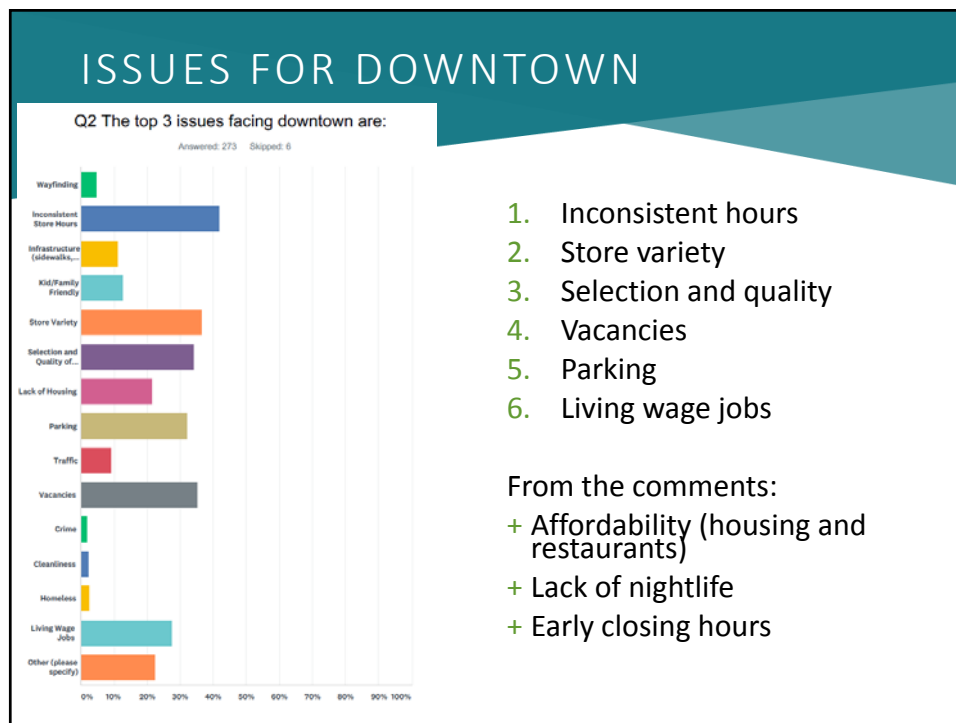


INPUT GATHERING - SURVEY

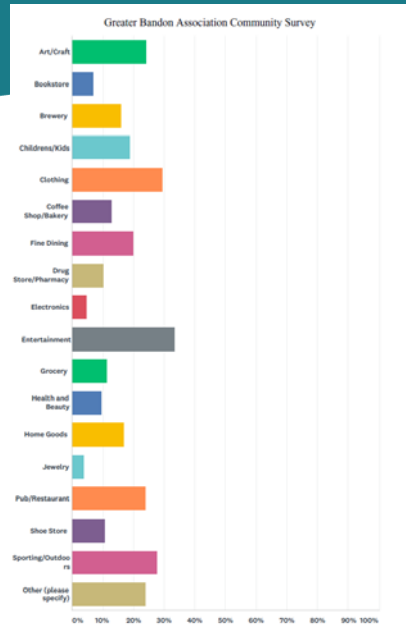
1. Three words about downtown?
2. Top 3 issues facing downtown
3. Businesses you most often patronize
4. 3 business types you would like to see within the district not currently present?
5. What time of day do you most typically do your shopping (not just downtown)?
6. Day of the week do you most frequently shop (not just downtown)?
7. Where do you live?
8. Would you live in the downtown/district if you could?
9. Where do you work?
10. How old are you?
11. Describe downtown in one sentence

WHAT 3 WORDS COME TO MIND WHEN YOU THINK ABOUT DOWNTOWN BANDON?





BUSINESSES YOU WANT TO SEE MORE OF



1. Entertainment
2. Clothing
3. Sporting/outdoors
4. Art/craft
5. Pub/restaurant
6. Fine dining
7. Children's/kids

“DESCRIBE YOUR HOPE FOR THE FUTURE OF DOWNTOWN”

- + “Keep merchants local”
- + “That it always has a small-town feel”
- + “More variety”
- + “More restaurants”
- + “Year-round entertainment, as when tourists come in”
- + “Redevelop some older structures into mixed use, multi-story buildings with housing above...”
- + “Keep it vital, draw more visitors”
- + “Fill empty buildings with new shops”
- + “Not over-commercialized; cater as much to retirees, families, etc., as tourists”

BANDON'S TRANSFORMATION STRATEGIES

- + **Family and Active Retiree Friendly** – active retiree reflects the demographic data and knowledge of people who come to the community, love the area, and decide to retire in Bandon. Family friendly reflects a desire to make Bandon a place where people can stay and raise their families or to attract more families to Bandon.
- + **Local Coastal Cuisine** – this reflects the number of businesses that sale and serve locally produced items as well as the availability of fresh local seafood and produce. Additionally, this reflects local market trends and community energy towards becoming a “foodie” destination.
- + **Enhanced Visitor Experience** (an update of Visitor/Tourism) – enhanced visitor experience reflects GBA's role in building upon the authenticity of downtown that makes it inviting for local people and, in the process, this will make it inviting to visitors as well.
- + **Local Goods and Services** (update of Convenience Goods and Services) – reflects a desire to have easier access to basic goods and services to meet the needs of residents and visitors.

COMMUNITY VISIONING

- Community-driven process that brings stakeholders from all sectors together, inviting them to be proactive participants in the revitalization process.

- Provides a foundation for outlining the community's own identity, expectations, and ideals while confirming real and perceived perceptions, needs and opportunities.

Example:

- Community decides it wants to become regional arts and culture hub.



COMMUNITY ECONOMIC STRATEGIES

•Typically communities will find two to three Community Transformation Strategies are needed to help reach a community vision.

•Example of Arts Strategy: a short-term strategy could be to develop a public mural program, engaging local students as artists.

•A longer-term strategy could be to develop form-based planning codes to promote housing for arts and culture workers – providing for live/work space without requiring special permits.

•Work on these strategies would align with the four points.



VISION STATEMENT

Where You're Going...

- Preferred future of the district
- Inspiring!
- Consensus, developed by a broad cross-section of the community
- Comprehensive
- Uses, significant improvements
- Specific, sensory language
- Reality check for annual activities
- Many ideas generated for projects over many years



COMMUNITY ENGAGEMENT



What other ways can community engagement be encouraged?



PHOTO COURTESY PUBLIC ART SAINT PAUL
Amanda Lovelee (left) of Public Art Saint Paul, takes community engagement to the streets with her "Pop Up Meeting" van and mobile ice pop cooler.

TYPES OF TRANSFORMATION STRATEGIES

- + **Catalyst Strategies:** help organizations without (recent) market information *get started*
 - Catalyst Strategies generally fall into one of two groups:
 - Strategies that build on the presence of a customer group
 - Strategies that build on the presence of a concentration of a type of product, service, or business
 - Can be used by mature Main Street programs as well as communities new to the Main Street program
- **Customized Strategies:**
 - based on more substantive market information
 - can help an organization tackle more complex or challenging transformations

AGRI-TOURISM OR AGRICULTURE HERITAGE?

Brush, CO
Population 5,364

“Homegrown
Happiness”



AGRICULTURE-RELATED



POTENTIAL ORGANIZATION ACTIVITIES

- + Invite one or more people involved in rural economics to serve on a task force or committee and provide initial and ongoing guidance on developing the Agriculture strategy.
- + Explore potential grant opportunities to support food production, distribution, and marketing (e.g., from the US Department of Agriculture's Rural Development Programs and from private foundations interested in improving access to healthy food).
- + Invite ranchers and farmers to serve on the board, committees, or advisory board
- + Assure publicity on what your doing in downtown reaches ranchers and farmers
- + Get kids from FFA or 4H involved



SAMPLE PROMOTION ACTIVITIES:

- + Organize a farmers market or annual local food festival
- + Host a Farm to Table dinner on Main Street
- + Incorporate sugar beet bowling (or other local products) into special events
- + Ugly pickup contest or antique tractor show
- + Farm Art Contests
- + Ag Tours
- + Special business promotion for farm/ranch families



POTENTIAL DESIGN ACTIVITIES

- + Design and install an urban orchard in a vacant parcel between storefront buildings.
- + Add fresh herbs to planter boxes throughout the district and encourage shoppers to take home a handful.
- + Historic walking tour with hoof prints on the sidewalk
- + In vacant storefront windows showing ag related displays (equipment, photos, etc.) Provide guided torus for schools and interpret displays
- + Ag related mural featuring local farm and people



SAMPLE ECONOMIC VITALITY ACTIVITIES:

- In small, agriculture-focused towns, conduct a survey of area households to find out what products and services they would shop for locally, if they were available.
- Launch a community-owned variety store or small department store.
- Develop or recruit a restaurant that grows some or all of its produce on-site (on an adjacent or nearby district lot, for instance, or on the building's roof).
- Encourage more restaurants to buy more local produce to serve
- Encourage businesses to support the strategy with naming their businesses
- Crowd funding to buy a building – to target an ag-related business



ENID EXAMPLE:

Main Street Enid

MISSION
Revitalizing downtown Enid by preserving and promoting our historic district as the economic and cultural heart of our city.

VISION
Downtown Enid is where the arts are celebrated, history is embraced, shopping & dining are delightful, entertainment is abundant, businesses are thriving, opportunity is found and memories are made.

Organization

Creating a sense of **OWNERSHIP** by communicating our mission, recruiting volunteers, developing leaders and promoting investment in revitalization through fundraising and partnerships

Design

Creating a sense of **PLACE** by instigating physical improvements and preservation of our district's historic buildings and public space, shaping a healthy, safe and pleasant atmosphere

Promotion

Creating a sense of **COMMUNITY** by positioning downtown as the center of art, entertainment, commerce and community life through events, retail promotions and marketing our uniqueness

Economic Vitality

Creating a sense of **PROSPERITY** by strengthening and diversifying downtown's economic base, working with businesses, gathering market information and showing results of investment

EXAMPLES OF "CUSTOMIZED" TRANSFORMATION STRATEGY

- (Little Haiti, Miami) Haitian Arts, Entertainment and Culinary District
- (Moline, IL) Highlighting legacy of a famous person or company – John Deere

WHAT DO YOU THINK OF WHEN YOU HEAR "GARY, INDIANA"?



EXAMPLES OF CUSTOMIZED STRATEGIES

- Highlighting legacy of a famous person Michael Jackson and the Jackson Family and/or the Music Man
- Music (events, live concerts, stages built) on vacant lots
- Business development: theater reuse, record stores (new and used), recording studios, restaurants, lodging
- Murals and banners



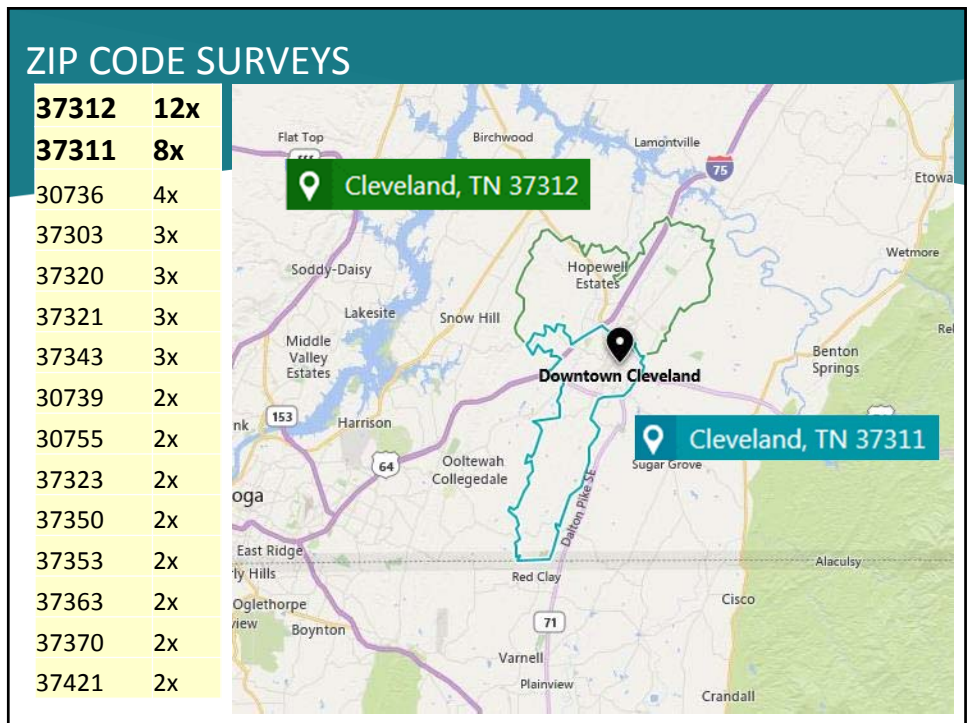
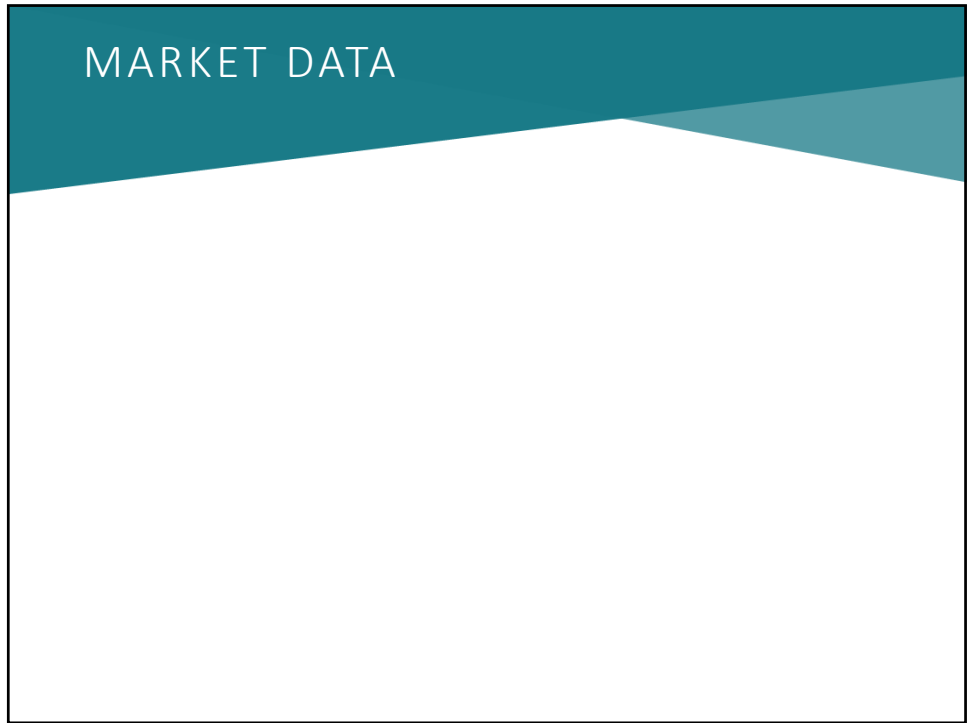
CUSTOMIZED STRATEGY FOR CLEVELAND - “SPIRITUAL DESTINATION”

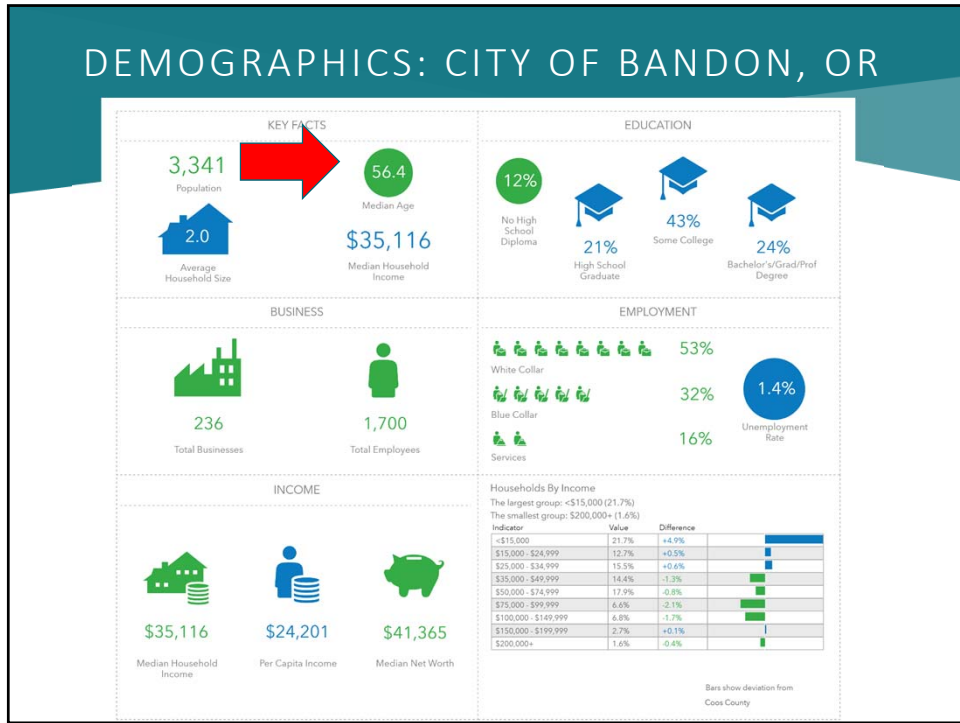


- Billy Graham went to Lee University
- Lee University – Church of God
- Home to Church of God World HQ
- Church of God of Prophecy (offices and employees)
- Perry Stone TV evangelist broadcast
- Red Back Book - published as the Church Hymnal
- Belt buckle in the Bible Belt
- Museum promotes hymns and Red Back history
- Bus Tours “Touring God’s Creation”
- 2 Christian Bookstores
- City slogan “City of Spirit”
- Oldest Pentecostal Church in US
- Singing events (“Sweet” in the song, paired with sweets) at Lee
- TN Music History Story

HOW TO BUILD ON SPIRITUAL DESTINATION

- + Build a meditation/prayer space in downtown park
- + Church Tours (as a fundraiser)
- + Invite church representative to work with MS
- + Recruit non-alcoholic restaurants
- + Past alumni from Lee – reunions and potential funders of DT efforts
- + Christmas = strolling carolers
- + Newlywed game with long time married church leaders





Demographic and Income Comparison Profile

50-98 W Inman St, Cleveland, Tennessee, 37311
Drive Time: 5, 10, 20 minute radii

Prepared by Esri
Latitude: 35.15958
Longitude: -84.87674

2018 Households by Income	5 minutes		10 minutes		20 minutes	
	Number	Percent	Number	Percent	Number	Percent
<\$15,000	1,514	24.1%	3,452	15.7%	5,365	12.4%
\$15,000 - \$24,999	1,287	20.5%	3,427	15.6%	5,454	12.6%
\$25,000 - \$34,999	828	13.2%	2,856	13.0%	5,087	11.8%
\$35,000 - \$49,999	829	13.2%	3,639	16.6%	7,188	16.6%
\$50,000 - \$74,999	906	14.4%	3,878	17.6%	8,161	18.9%
\$75,000 - \$99,999	419	6.7%	2,145	9.8%	5,277	12.2%
\$100,000 - \$149,999	275	4.4%	1,490	6.8%	3,985	9.2%
\$150,000 - \$199,999	91	1.5%	510	2.3%	1,358	3.1%
\$200,000+	124	2.0%	580	2.6%	1,361	3.1%
Median Household Income	\$28,343		\$39,039		\$46,034	
Average Household Income	\$44,411		\$55,662		\$63,621	
Per Capita Income	\$18,708		\$22,328		\$24,720	
2023 Households by Income	Number	Percent	Number	Percent	Number	Percent
<\$15,000	1,353	20.9%	3,002	13.1%	4,568	10.1%
\$15,000 - \$24,999	1,218	18.8%	3,116	13.6%	4,876	10.8%
\$25,000 - \$34,999	838	12.9%	2,734	11.9%	4,779	10.6%
\$35,000 - \$49,999	915	14.1%	3,793	16.6%	7,306	16.1%
\$50,000 - \$74,999	1,064	16.4%	4,355	19.0%	8,922	19.7%
\$75,000 - \$99,999	501	7.7%	2,511	11.0%	6,057	13.4%
\$100,000 - \$149,999	334	5.2%	1,878	8.2%	5,007	11.1%
\$150,000 - \$199,999	107	1.7%	673	2.9%	1,820	4.0%
\$200,000+	153	2.4%	823	3.6%	1,937	4.3%
Median Household Income	\$32,502		\$44,095		\$52,097	
Average Household Income	\$50,523		\$64,789		\$74,080	
Per Capita Income	\$20,919		\$25,767		\$28,614	

"CATALYST" TRANSFORMATION STRATEGIES...OTHER EXAMPLES

- Ready to use
- Can apply to different kinds of places
- Refine over time
- A place to *start*
- Customization is encouraged – better defined
- Take a few minutes to read the handout

CATALYST STRATEGIES "CHEAT SHEET"

Catalyst Strategies are off-the-shelf Transformation Strategies that can be adapted to a wide variety of places. Many can exist at any price point (e.g., Apparel or Home Furnishings), a few are organized around an existing institution (e.g., College Town or Military Installation). All can be further customized to local needs.

CATALYST STRATEGY	DESCRIPTION	CUSTOMERS	SPECIAL CONSIDERATIONS	REVENUE TRADE-OFFS	EXAMPLE ACTIVITIES
AGRICULTURAL ECONOMY	Products and services that serve agricultural communities. OR support sustainable agriculture and local food production	<ul style="list-style-type: none"> • Live nearby • Agricultural families • Agricultural workers (incl. seasonal) 	<ul style="list-style-type: none"> • Appropriate for rural • Agricultural communities • Also appropriate for urban districts interested in sustainability and urban agriculture 	<ul style="list-style-type: none"> • Serves local economic drivers 	<ul style="list-style-type: none"> • Small businesses in a vacant downtown lot • Organize a farmers' market • Launch a community-supported variety store
APPAREL	Apparel cluster, typically differentiated and independent, so as not to compete with malls.	<ul style="list-style-type: none"> • Everyone, but primarily women • Preference & target niche (e.g. vintage, work clothes, etc.) 	<ul style="list-style-type: none"> • Street visibility • Competitive industry (malls, online) • Online sales possible 	<ul style="list-style-type: none"> • Often highly desired retail mix, but highly competitive • Can position district as regional destination 	<ul style="list-style-type: none"> • Visual merchandising assistance to apparel biz • Launch one fashion show
ARTS	"Arts" involves all creative industries, not film, music, dance, fine art, theater, etc.	<ul style="list-style-type: none"> • Demographically diverse, may be shaped by ethnicity, income, etc. • Some sales business to business (rather than consumer) 	<ul style="list-style-type: none"> • Different from "entertainment district" though some overlap • Creative industry workers often keep odd hours, evening the district 	<ul style="list-style-type: none"> • Arts industries can make use of hard-to-use spaces • Arts often serve as a draw for other types of businesses 	<ul style="list-style-type: none"> • Create a public arts strategy • Partner with retailers for window displays • Launch an "open studios" day • Develop live/work space
COLLEGE TOWN	Makes connections between business district and another educational institution	<ul style="list-style-type: none"> • Students, faculty, staff at college/university • Returning alumni, visiting parents • Tourist/visitors 	<ul style="list-style-type: none"> • Residential institutions often have open space • Returning alumni, visiting parents • Strategy may work better where institution already a center of community life 	<ul style="list-style-type: none"> • Builds on existing economic anchor • No new parking demand (in many cases) • But, Can be associated with nuisance issues (e.g. noise, drinking) 	<ul style="list-style-type: none"> • Install vintage flags, generate downtown • Establish direct liaison to university admin and student body • Set up loyalty card
CONVENIENCE GOODS & SERVICES	Pursues a cluster of retail and retail service businesses that fulfill day-to-day needs of nearby shoppers (e.g. groceries, dry cleaning, drug store, flowers, hardware, etc.)	<ul style="list-style-type: none"> • People who live nearby • People who work nearby • People passing through (e.g. commuting) 	<ul style="list-style-type: none"> • Highly desired by many communities, but... • Competitive • Not often viewed as "amenity" to residential 	<ul style="list-style-type: none"> • A "full-service" district • But Convenience businesses can be genuine in nature and they draw customers from elsewhere 	<ul style="list-style-type: none"> • Improve short-term parking options • Install bike racks • Set an owner/tenant incentive walk shop downtown • Shop local campaign

© National Main Street Center, Inc. 2018

EXERCISE

Main Street Program - Implementation Plan				
ECONOMIC STRATEGY	ORGANIZATION	PROMOTION	DESIGN	ECONOMIC VITALITY
Strategy:	Action: Current Initiatives:	Action: Current Initiatives:	Action: Current Initiatives:	Action: Current Initiatives:
Objectives/ Measurable Goals: Overall:	Partner Initiatives: %	Partner Initiatives: %	Partner Initiatives: %	Partner Initiatives: %
Organization:	New Initiatives: %	New Initiatives: %	New Initiatives: %	New Initiatives: %
Promotions:				
Design:				
Economic Vitality:				

WHAT DO YOU KNOW ABOUT YOUR DOWNTOWN

- + Do you have a niche of businesses?
- + Does your downtown serve a specific consumer group?
- + Chose one of the Catalyst Strategies and begin to fill out the sheet. Even if you're from the same community each person should fill one out.

PAIR UP WITH SOMEONE NOT FROM YOUR COMMUNITY

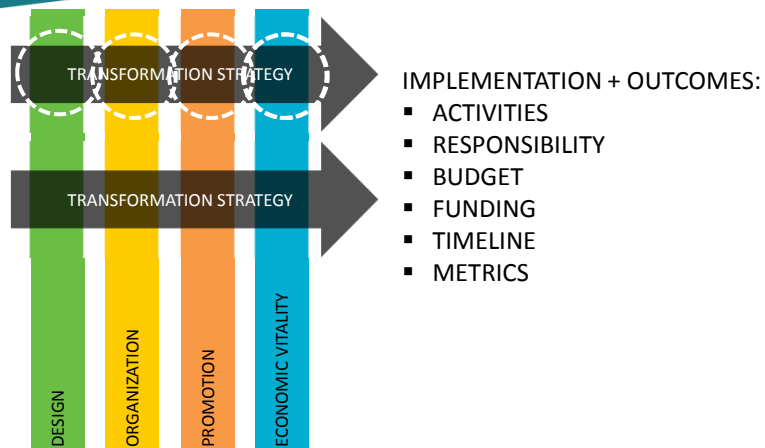
- + Share your reasons for choosing the strategy your did.
- + What activities and projects are you doing now that align with the strategy, under each of the Four Points? (organization, promotion, design and economic vitality)
- + Describe at least one new project that could be added to the action plan that would support the strategy.

HOW TO CREATE WORKPLANS THAT MAKE US HAPPY?



2010 National Main Street Conference in Oklahoma City

THE MAIN STREET APPROACH



WHY DO WE RESIST PLANNING? (COMMON EXCUSES)

- + There is not enough time
- + No good ideas
- + If you do plan, then you will be accountable for something
- + We don't know how to start
- + We are a nonprofit – we don't need planning
- + Things change so fast it's a waste of time
- + It's all in our heads, why bother writing it?

WHY WE DO WORK PLANS

- **Project management tool – 12-18 month “to-do” list**
 - Improves success rate of projects
 - Reduces confusion and conflict
- **Fundraising Tool**
 - Attracts donations for specific projects and gets support and buy in from a diverse set of stakeholders and partners
- **Volunteer management tool**
 - Motivates volunteers to achieve a goal
 - Spreads out the workload
 - Doesn't waste volunteer's time – manages their time
- **Evaluation Tool**
 - Provides benchmarks for success
- **Record-keeping tool**
- **Required for National Accreditation* (2021)**

PLANNING THE WORK... ...WORKING THE PLAN!

- + **Beyond the visioning, Main Street methodology requires implementation of well-planned and orchestrated projects.**
- + **The development of a work plan serves four purposes:**
 - manage wide range of activities.
 - develop realistic timetable and budget.
 - explain program's purpose and its activities.
 - measure, in quantifiable terms, the program's success.
- + **Considerations – keep in mind throughout the process:**
 - Work plan reflects the program's main priorities.
 - Undertake appropriate activities.
 - Be flexible.
 - Program year should coincide with fiscal year.
 - Program manager coordinates work plan development and implementation.
 - Have good committee chairs.
 - Flexible formatting.



WHY ARE YOU DOING EACH PROJECT?

- How will it improve downtown?
- Is it targeting consumer groups to use downtown more?
- Is there support community-wide for the project?
- Do you have the resources to make the project impactful?
- Does it leverage your assets?



WORK/ACTION PLAN DEVELOPMENT

- Board establishes Committee Goals & Objectives
- Committees brainstorm potential activities to meet objectives
- Committees develop detailed Work Plans for each activity
- Board reviews and approves Work Plans
- Committees implement Work Plans as approved by the Board
- “Working” documents at Committee meetings

COMMITTEE ROLES WITH THE BOARD

- + Initial planning meeting with board after adoption of strategies
- + Alignment of existing projects
 - what can be adjusted to better align
 - what project might be “voted off the island”
- + Brainstorm new initiatives
- + Prioritize (short, mid and long-term)
- + Identify new partners – plan to inform and contact, spread the word about the strategy
- + Develop individual work plans

ACTION/WORK PLANS

- Before we can recruit volunteers, we must know what we need them for and what difference they will make to our efforts at revitalizing downtown.
- Volunteer cultivation is an on-going project
- The action/work plan is your best recruitment tool



PROJECT DEVELOPMENT

2019-2020 Work Plan _____ Committee

Economic Strategy:

Project:

Event date or Project Completion date:

Anticipated Results/Measures of Success:

Chair/Person Responsible:

Phone:

E-mail:

Project Team Members:

Tasks	Responsibility	Timetable	Cost	Revenue	Volunteer Hours	Staff Hours Needed	Progress/Completion/Comments Measurements of Success

TOTAL: \$ _____ \$ _____

FLEXIBILITY IN ACTION/WORK PLANS

DESIGN WORKPLAN OVERVIEW

Overall Objective for the Design Committee:
 "To encourage, improve and maintain the visual appearance and functional aspects of downtown while maintaining it's historic integrity."

Objective #1: To encourage building and site improvements

- Project #1: Establish design guidelines for building improvements
- Project #2: Establish a design review committee
- Project #3: Review sign ordinance
- Project #4: Develop a resource file of recommended contractors
- Project #5: Improve vacant lots

Objective #2: To improve visual merchandising

- Project #1: Sponsor workshops on visual merchandising
- Project #2: Promote use of vacant store windows by community groups

Objective #3: To encourage preservation of historic resources

- Project #1: Research the impact of historic districts in the Chippewa Falls Main Street area

Objective #4: To improve public spaces

- Project #1: Establish long range Christmas decorations program
- Project #2: Review and update parking study
- Project #3: Replace worn flags at the Three Flags area
- Project #4: Develop a plan for coordinated snow removal
- Project #5: Develop a plan for improvements to alleys and lighting

CREATE ONGOING HISTORY

Delano Main Street
ORGANIZATION COMMITTEE

Goal: To build strong, stable support for the revitalization effort in the community

Strategies:

1. Communicating with different constituencies about revitalization progress and the organization's successes
2. Recruiting, training, recognizing and developing leadership among a broad-based group of volunteers
3. Assisting the board of directors with membership/investor recruitment and development
4. Assisting the board with identifying and developing appropriate partnerships with other groups and entities

Project: ANNUAL MEMBERSHIP CAMPAIGN Completion date: April 16, 2003

Chair: Eleanor Roosevelt Phone: 603-868-3372 Fax: 603-868-3373 E-mail: eroosevelt@tdr.net

Committee Members: Jim Henson, Woody Jones, Lee Iacocca, Valecia Crisafulli, Mildred McCormick, Juan Valdez + team leaders

DRAFT WORK PLAN

Tasks	Responsibility	Timetable	Cost	Revenue	Progress/Completion	Comments
Recruit team leaders	Lee, Juan, Valecia	Feb. 1				
Prepare campaign materials	Jim, Valecia	Feb. 15	\$450			
• Copy/graphic design	Valecia, Jim	Feb. 1				
• Production arrangements	Jim	Feb. 1				
• Sponsorship funding	Valecia	Feb. 1		\$1200		
• Pick-up & distribution	Jim, Juan	Feb. 15				
Prepare group mailing	Mildred	Feb. 20	\$150/postage			
Write press releases, media meeting	Valecia, Lee & Eleanor	Feb. 15				
Schedule, make civic presentations	Lee, Eleanor, Juan	3/1-4-1				
Arrangements for kick-off coffee	Ben, Juan	Mar. 1				
Personal contacts & visits	Team leaders	3/1-4/1				
Contacts with primary funders	Eleanor, Lee, Valecia	3/1-4/1				
Tracking, follow-up calls	Mildred, Eleanor, Lee, Valecia	4/1-4/15				
Arrangements for April 16 th party	Ben	4/1				
Awards & sponsorships	Valecia	4/1	\$300	\$500		
Tracking & thank-you's	Mildred	4/1-4/15	\$100			
TOTAL:			\$1,000	\$1,700		

A LOOK AT BOYNE CITY

Boyne City – Step Two: Strategy Development

2018 Boyne City Main Street - Outdoor Recreation Transformation Strategy Development Plan

Desired Future State: "Downtown Boyne City is a well-known, welcoming, four-seasons community-on-the-water, with successful, full businesses, comprehensive signage, high-quality public facilities – accessible for everyone – that maximizes the experience of Boyne."

Overarching Goals	Measures of Success (Examples)	Projects/Activities
<p>Improve public amenities to ensure availability and accessibility for all outdoor recreation users.</p>	<p>Increase in # of amenities</p> <p>Increase in users expressing satisfaction with public amenities</p> <p>Increase in private investment</p> <p>Increase in outdoor recreation users</p> <p>"landing" in downtown Boyne City</p>	<ul style="list-style-type: none"> Expand and update marina Replace and expand public restrooms in Old City Park Update the community pavilion Develop robust signage that directs people both into the MSA and to the surrounding areas
<p>Ensure availability of year-round businesses that are welcoming to outdoor recreation users.</p>	<p>Increase in # of new, year-round businesses</p> <p>Increase in # of downtown outdoor recreation activities</p> <p>Increase in outdoor recreation users</p> <p>"landing" in downtown Boyne City</p>	<ul style="list-style-type: none"> Market the downtown as a recreation hub/destination Encourage business development targeted to diverse customer bases Develop robust signage that directs people both into the MSA and to the surrounding areas Support full occupancy of Dilworth building
<p>Align projects/activities with those of outlying outdoor recreation options to maximize the experience of Boyne</p>	<p>Promotional messaging is consistent between businesses/organizations</p> <p>Increase in outdoor recreation users</p> <p>"landing" in downtown Boyne City</p>	<ul style="list-style-type: none"> Develop robust signage that directs people both into the MSA and to the surrounding areas Market the downtown as a recreation hub/destination

A LOOK AT BOYNE CITY

Boyne City – Step Three: Strategy Implementation

MAIN STREET TRANSFORMATION STRATEGY IMPLEMENTATION

Boyne City Main Street - Outdoor Recreation Transformation Strategy

Downtown Boyne City is a well-known, welcoming, four-seasons community-on-the-water, with successful, full businesses, comprehensive signage, high-quality public facilities – accessible for everyone – that maximizes the experience of Boyne.

PROJECT / PROGRAMMING	OVERARCHING GOALS										PARKING LOT	FOUR POINTS										
	Improve public amenities to ensure availability and accessibility for all outdoor recreation users.				Ensure availability of year-round businesses that are welcoming to outdoor recreation users.			Align projects/activities with those of outlying outdoor recreation options to maximize the experience of Boyne.				Economic Vitality	Design	Promotion	Organization							
	1. Increase in # of amenities	2. Increase in users expressing satisfaction with public amenities	3. Increase in private investment	4. Increase in outdoor recreation users spending in downtown Boyne City	1. Increase in # of new, year-round businesses	2. Increase in # of downtown outdoor recreation activities	3. Increase in outdoor recreation users "landing" in downtown Boyne City	1. Promotional messaging is consistent between businesses/organizations	2. Increase in outdoor recreation users "landing" in downtown Boyne City		1. Support existing economic base development	2. Provide strategic use of public + private resources	3. Assemble resources	1. Prioritize physical improvements (historic)	2. Encourage signage + built practices	1. Position district as center of activity	2. Market district assets	3. Enhance public image	1. Promote the recreational effort	2. Foster community engagement	3. Encourage investment in revitalization	
Farmers Market																						
Boyne Appetite																						
Boyne Thunder	X	X	X	X		X	X	X	X		X	X	X			X	X	X	X	X	X	
Chocolate Covered Boyne													X	X	X	X	X	X	X	X	X	
Stroll the Streets	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	
Harvest Festival			X	X	X	X	X	X	X		X	X				X	X	X	X	X	X	
Earlier than the Bird			X	X	X		X	X	X		X	X			X	X	X	X	X	X	X	
Holiday Parade and Open House			X	X	X		X	X	X		X	X				X	X	X	X	X	X	
Wallabout Sculpture Tour	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	
Façade Grants	X	X	X	X	X		X	X	X		X	X	X	X	X	X	X	X	X	X	X	
Boyne Bee	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	
Buff up Boyne		X		X		X	X		X		X	X	X	X	X	X	X	X	X	X	X	
Stroll through History	X	X		X		X	X	X	X		X	X		X	X	X	X	X	X	X	X	
Market Study Update			X	X	X		X	X	X		X	X		X	X	X	X	X	X	X	X	
TOTAL	6	10	10	11	6	8	12	11	12		11	7	4	6	6	10	11	11	12	8	12	8

METRICS WE TYPICALLY TRACK

- + Building rehabs = private investment
- + New construction
- + Public improvements
- + Net business gains
- + Net employee gains
- + Volunteer hours
- + New housing units
- + Vacancy changes
- + Use of incentives & leverage ratio
- + Rent levels
- + Property valuation
- + Retail sales



METRICS TO TRACK UNDER THE NEW MAIN STREET APPROACH

Depending on the Transformation Strategy, these measurements might include characteristics like:

- + Number of people attending promotional events related to each of the district's Transformation Strategies
- + Number of square feet of retail space devoted to products relevant to the Transformation Strategies
- + Number of new SKUs added by the district's businesses to adapt their merchandise mix to support one of the district's Transformation Strategies
- + Public perception
- + Addition of new partners in revitalization efforts
- + What else?

FURTHER DEFINE STRATEGIES

- + Creates strategies that are meaningful and specific to community's assets
- + Explores unique assets and identify what successful implementation looks like
- + Provides benchmarks for progress
- + Builds a sense of ownership around the strategy



ENGAGE PARTNERS

- + Make sure every stakeholder is represented and at the table
- + Leverage resources around a shared strategy for Downtown
- + Understand roles of different key stakeholders in implementing the strategy for downtown



USING YOUR WORK PLAN

1. To guide development of meeting agendas -- approve minutes, record decisions and tasks
2. Discuss projects of most urgency – not all projects -- make and record decisions and assigned tasks
3. Make your work plan a living document – write on it, note progress, edit and update.
4. Monitor the progress in reaching your vision
5. Board, Staff and Committees evaluate

Saco Maine put their work plans on mouse pads



PLANNING TO SUCCEED – THE SMART WAY!

SMART – Strategic Management Planning by Objectives – outlined by Peter Douken, Book: “The Practice of Management”

- + Defining objectives, then comparing & directing performance against them
- + Aims to increase organizational performance
- + Avoid the “Activity Traps” - getting so involved!
- + Method:
 1. **Specific**
 2. **Measurable**
 3. **Achievable**
 4. **Realistic**
 5. **Time-related**

DON'T FORGET ADMINISTRATIVE WORK



- OMS Requirements (reporting/training)
- Grant Applications
- Office Operations
- Communications
- Board and Committee meeting prep
- Reporting and record keeping
- Civic Organization – representing Main Street
- What else do you do that your board isn't aware of – and that takes time from your work day?

GUIDING PRINCIPLES FOR SUCCESS



- Comprehensive
- Incremental
- Community-initiated
- Public/private partnerships
- Existing assets
- Quality
- Change
- Action-oriented

TO LEARN MORE SIGN UP FOR.....
OCTOBER 23-25 IN RICHMOND, VA

+ Downtown and commercial district managers have a strong interest in deepening their skills, expertise, and leadership. The **Main Street America Institute** supports these community leaders with a comprehensive set of courses and certifications to help advance their efforts to lead and manage community revitalization efforts.



Q & A



Thanks for having me!
Kathy La Plante
klaplante@savingplaces.org