



**Main Street Four Point
Approach® / Guiding
Principles**

**Board Roles &
Responsibilities**

Main Street Lathrup Village



Main Street Oakland County

- ❑ Established in 2000, MSOC was the nation's first county-wide Main Street program.

Our mission is to maximize the economic potential and to preserve the heritage and sense of place of Oakland County's historic downtowns and commercial districts by encouraging and facilitating the use of the Main Street Four- Point Approach® that emphasizes comprehensive economic development within the context of historic preservation.



Main Street vs. DDA

- A Main Street Program and a Downtown Development Authority are both tools used for downtown revitalization and economic development, but they have distinct structures, goals, and methods.
- A DDA is created through state legislation and is funded through Tax Increment Financing (TIF).
- A DDA is a governmental agency with a structure and regulations defined through the State. In Michigan, typically the DDA Board as appointed by the local legislative body (Village Council), will double as the Main Street Board.
- The Holly DDA and Main Street Holly operate together under the by-laws set forth by the organization. Main Street Holly focuses on the Historic Downtown Core while the Holly DDA works on the entire, larger, Holly TIF area.



The National Main Street Movement

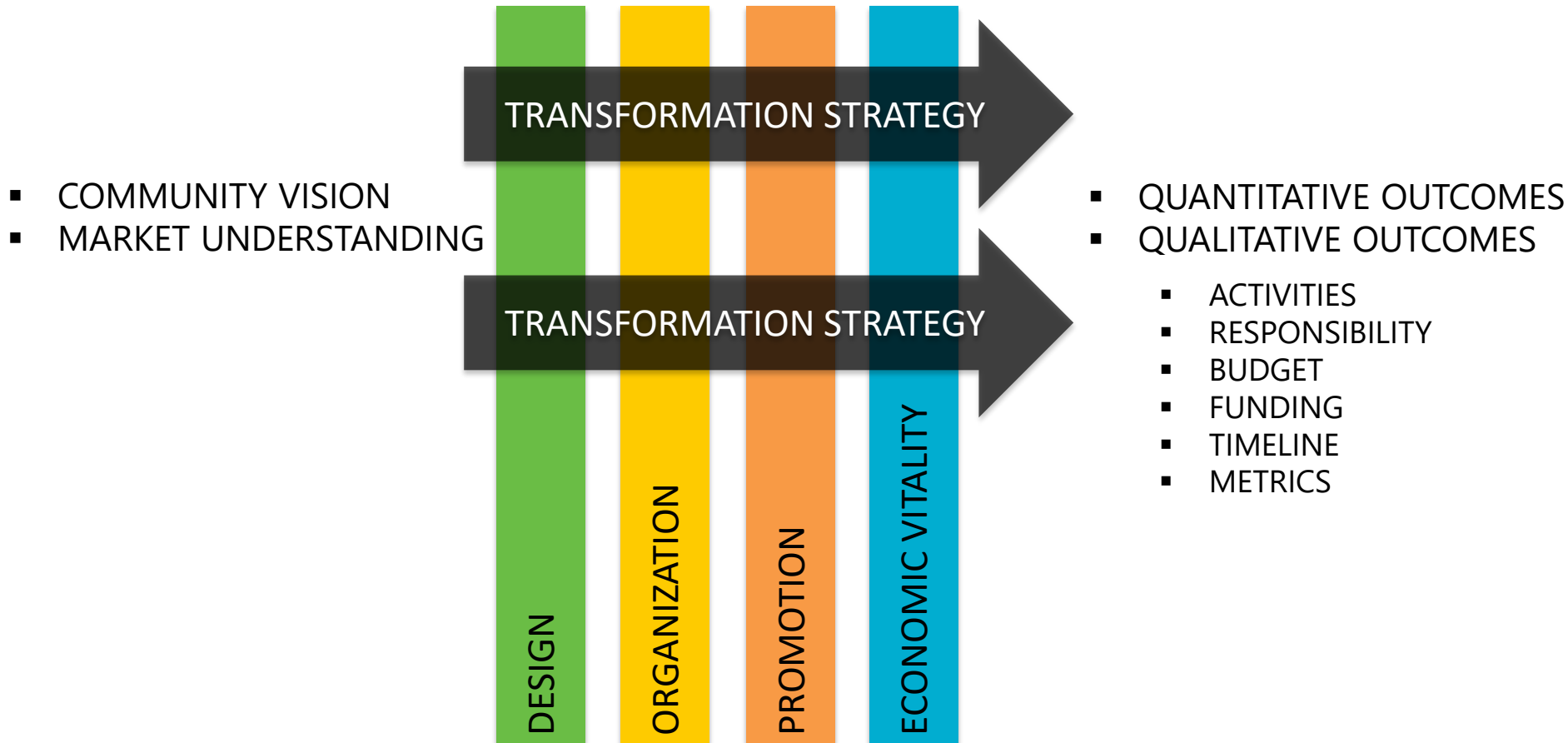
- Is the leading voice for preservation-based economic development and community revitalization across the country with over 1,000 designated programs nation wide.
- Believes that everyone deserves access to a vibrant neighborhood – a place that has a thriving local economy, is rich in character, and features inviting public spaces that make residents and visitors feel that they belong.
- Empowers communities to set their own destinies.
- Offers a road-map for locally-owned, locally-driven prosperity.

The Main Street Approach





THE MAIN STREET APPROACH





THE MAIN STREET APPROACH



1. UNDERSTANDING CONDITIONS ON THE GROUND (INPUTS):
 - Community Vision: What do people want?
 - Market Research: What can the market support?
2. TRANSFORMATION STRATEGIES
 - Provide a clear sense of priorities and direction for the revitalization efforts
 - Implementation of strategies carried out through work that aligns with the Four Points
3. IMPACT AND MEASUREMENTS (OUTPUTS):
 - Qualitative Outcomes
 - Quantitative Outcomes



THE MAIN STREET APPROACH:

A focus on strategy



What are Transformation Strategies?

- Guide the direction of the revitalization initiative
- Bring about substantive transformation
- Reflective broader community
- Based on an understanding of the district's economic performance and opportunities
- Implemented through all Four Points
- Measurable
- Short-term and Long-term
- One – Two Strategies Re-evaluated every 2-5 years



THE MAIN STREET APPROACH:

A focus on strategy



There are two types of Transformation Strategies

- Catalyst Strategies
 - Help organizations without recent (or with limited) market information *get started*
 - Build on the presence of a customer group (i.e.: workers),
OR
 - Build on the presence of a concentration of a type of product, service, or business (i.e.: arts district)
- Customized Strategies
 - Based on more substantive market information
 - Can help an organization tackle more complex or challenging transformations

MSOC Principles

Comprehensive

Quality

Assets

Change

Incrementalism

Self Help

Public-Private
Partnerships

Action Oriented

Flexibility

Repeat, repeat,
repeat

Main Street Four Point Approach: Economic Vitality



Economic Vitality

The Economic Vitality team is responsible for improving the economic performance of the district. Its responsibilities include helping existing businesses better meet the needs of customers and expand their sales, developing and attracting new businesses, ensuring that adequate capital is available to support business and property development, and creating and managing tools and incentives to encourage and support business and property development.

Economic Vitality team members might include people with expertise in business management, real estate development, finance, or economic development.



Economic Vitality

- **Sample Work Plan Activities:**

- Establish an available properties list for the district.
- Create a detailed business directory.
- Develop a business attraction and retention strategies or program.
 - Work with County to develop trade area maps and market needs assessment .
- Create business assistance for potential and existing businesses to help with zoning, site plan reviews, other municipal reviews and requirements.



Main Street Four Point Approach: Design



Design

The Design team is responsible for implementing all the aspects of the Transformation Strategy that involve physical and visual components, including building rehabilitation, infill development, public spaces, signs, window displays, logos, transportation, and parking.

Design team members might include people with expertise in architecture, landscape architecture, urban planning, product design, graphics, visual merchandising, historic preservation, and civil engineering, as well as people with a strong appreciation for an understanding of the physical characteristics that help make an older or historic commercial district work well.



Design

- **Sample Work Plan Activities:**

- Rehabilitation of historically significant buildings and features.
- Establish design guidelines for the district.
- Develop a streetscape maintenance/improvement program.
 - Flower planters, banners, Holiday lights
- Develop a façade improvement/signage assistance program.
- Create business assistance for potential and existing businesses to help with design and site plan reviews, and zoning.



Main Street Four Point Approach: Promotion



Promotion

The Promotion team is responsible for marketing the district to area residents, district workers, visitors, investors, and others. Its responsibilities include planning and implementing three specific types of promotional programming:

Special events and festivals

Business and retail promotional activities

Image-building activities

Promotion team members might include people with expertise in marketing, advertising, event planning, website design, graphics, public relations, and retail management. Special events and festivals also simply need lots of volunteers to help staff and ensure smooth implementation. These events offer a great opportunity to involve school groups, civic organizations, social clubs, and other civic-minded organizations.



Promotion

- **Sample Work Plan Activities:**
 - Create a business directory/map for the district.
 - Create/Participate in a shop local event.
 - Ladies Night, Back to School, Shop with your Pets
 - Develop, plan, and implement a signature event/festival
 - Create a cooperative advertising/marketing program.
 - Develop a district/community branding campaign



Main Street Four Point Approach: Organization



Organization

The Organization team is responsible for ensuring that the revitalization program has the financial resources, volunteers, and partnerships it needs to accomplish its mission and to successfully implement each Transformation Strategy.

Organization team members might include people with expertise in business management, public and/or media relations, fundraising, organizational development, project management, or leadership.



Organization

- **Sample Work Plan Activities:**
 - Develop plan to look for/implement additional revenue sources for the organization.
 - Prepare a Board/Committee Member Handbook.
 - Develop a volunteer recruitment plan.
 - Look for opportunities to develop cooperative partnerships in the local community.
 - Chamber of Commerce, Schools, Library, Visitors Bureau, etc.



Board Roles/Responsibilities



☐ The Main Street Board of Directors and Committee Members are voluntary positions.

Volunteers should be prepared to:

- ☐ Be engaged with the organization and community.
- ☐ Provide oversight to committees, help develop policy, and help develop plans for the continued success of the Downtown/Commercial Corridor.
- ☐ Be an advocate for the Downtown/Commercial Corridor as well as the Main Street Organization.
- ☐ Attend functions as a representative of the Main Street Organization.
- ☐ Volunteer for events and assignments as needed.
- ☐ Participate in ongoing Main Street training as needed.

Board Roles/Responsibilities

☐ Policy:

- ☐ Ensuring that the program fulfills its legal requirements.
- ☐ Following and updating bylaws.
- ☐ Adopting policies that determine the program's purpose, governing principles, functions, activities, and course of action.
- ☐ Assuming responsibility for internal policies governing the program.
- ☐ Develop a succession process

☐ Planning:

- ☐ Establishing a consensus vision for the district's future.
- ☐ Establishing short and long-term goals for the program.
- ☐ Developing an annual work plan.
- ☐ Developing a strategic plan.

Board Roles/Responsibilities

☐ Advocacy:

- ☐ Understanding and sharing the program's work to the community.
- ☐ Giving support and prestige and inspiring confidence in the program.
- ☐ Serving as a spokesperson for the organization when asked to.
- ☐ Advocating for public policy beneficial to the Downtown.

☐ Committee Oversight:

- ☐ Recruiting effective committee members.
- ☐ Monitoring committee activities and ensuring progress.
- ☐ Coordinating committee work that advances the program's goals.

Board Roles/Responsibilities



☐ Evaluation:

- ☐ Regularly reviewing and evaluating the program's operations and maintaining standards of performance.
- ☐ Monitoring the program's activities.
- ☐ Counseling and making decisions on plans adopted by committees and the ED.

☐ Personnel:

- ☐ Hiring and evaluating the ED.
- ☐ Approving personnel policies.
- ☐ Participating in the recruitment, selection, and development of individuals to serve on the board.

Board Roles/Responsibilities

☐ Funding and Financial Management:

- ☐ Raising funds to ensure that the program can meet its objectives.
- ☐ Developing an annual budget.
- ☐ Monitoring the finances of the program.
- ☐ Authorizing an annual audit.
- ☐ Assuming responsibility for all expenditures necessary to operate the program.



Board Binder



☐ A suggestion to assist Board Member understanding and participation is to provide each with a packet of information that may include:

- ☐ By-Laws
- ☐ Mission & Vision Statements
- ☐ Budget
- ☐ Meeting Schedule
- ☐ TIF Plan Summary
- ☐ Board Member Description/Roles
- ☐ Any other information deemed necessary



Characteristics of an Effective Board Member



- ☐ Supports board decisions even when he or she may disagree with the majority
- ☐ Understands the mission of the Main Street program and promotes its goals and activities to the community
- ☐ Attends board meetings
- ☐ As often as possible, attends the training programs and workshops held by the coordinating program and National Trust's Main Street Center
- ☐ Contributes knowledge, financial resources, and labor to the Main Street program
- ☐ Respects the need for the program director to report to only one "boss"
- ☐ Offers opinions honestly, constructively, and without reservation
- ☐ Delegates responsibility to committees or to the program director when appropriate
- ☐ Promotes unity within the organization and seeks to resolve internal conflicts

Characteristics of an Effective Board Member



- ❑ Encourages orderly, systematic, and incremental implementation of the Main Street program's work plan while discouraging the board from being distracted by secondary issues or projects not included in the annual agenda
- ❑ Encourages staff and other board members to express their opinions openly in board meetings
- ❑ Remains loyal to the program and honors his or her commitment to it



Running Productive Meetings



- ☐ Keep meetings focused and to the point
- ☐ Keep people informed
- ☐ Lessen control mongers
- ☐ Remember that Downtown Revitalization is not an exact science
- ☐ Acknowledge diversity
- ☐ Don't allow conflicts to become personal attacks
- ☐ Plan, prepare, and inform
- ☐ Summarize and record

Acknowledge Your Board

- ☐ Recognize their commitment to your mission
- ☐ Respect their time
- ☐ Acknowledge their brains
- ☐ Respect their contacts
- ☐ Respect their privacy



Leadership Development

❑ Successful Leaders motivate and manage people to achieve desired results, as an effective Leader you should:

- ❑ Give yourself permission to be a leader
- ❑ Take time to be a leader
- ❑ Be positive and optimistic
- ❑ Be a symbol
- ❑ Be a worker
- ❑ Understand and accept people as they are
- ❑ Show people they are part of the vision
- ❑ Empower others
- ❑ Be a two-way, open communicator
- ❑ Be decisive, yet flexible
- ❑ Don't compromise basic principles
- ❑ Focus on the problem
- ❑ Ask for help



Executive Director



- ❑ The Executive Director/Main Street Manager is the central coordinator of the Main Street program's activities
- ❑ They oversee daily operations, providing the hands-on involvement critical to a successful revitalization program
- ❑ They also provide a communication link between committees, ensuring that the activities in all four areas of the Four Point Approach are synchronized
- ❑ An Executive Director/Main Street Manager coordinates a wide range of projects, from providing support for promotional activities to assembling marketing information
- ❑ Most important is their role as a full-time advocate for the downtown and as an authority on information, resources and programs related to the revitalization effort

Executive Director



- ❑ While the ED is essential to a successful district revitalization program, they should not take the place of volunteers in the organization
- ❑ Main Street programs rely on the mobilization of large numbers of volunteers throughout the community. It is the ED's job is to expand and develop volunteer capacity and ensure that committee activity is moving smoothly
- ❑ The ED should serve as a facilitator, coordinating people and resources, to help volunteers work efficiently and productively
- ❑ The ED must be creative, entrepreneurial, and flexible – able to wear a variety of hats based on the program's most pressing needs
- ❑ They should be well organized and able to communicate easily with many different types of people, motivate volunteers, and help resolve interpersonal conflicts

DDA Line of Authority

- ❑ While the Executive Director works for DDA Board, they should report directly to the Chairperson
 - ❑ This ensures consistent direction and prevents the ED from having 9 bosses
 - ❑ This does not lessen the authority of Board Members, but makes the ED's ability to do their job easier
 - ❑ The full Board should have a say on annual reviews, compensation, and other employee issues, but it should all flow through the Chairperson
- ❑ It's important that the ED is supported publicly
- ❑ The ED should be provided with opportunities for continual learning and participating in ongoing training and attendance to conferences

Main Street 101

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