

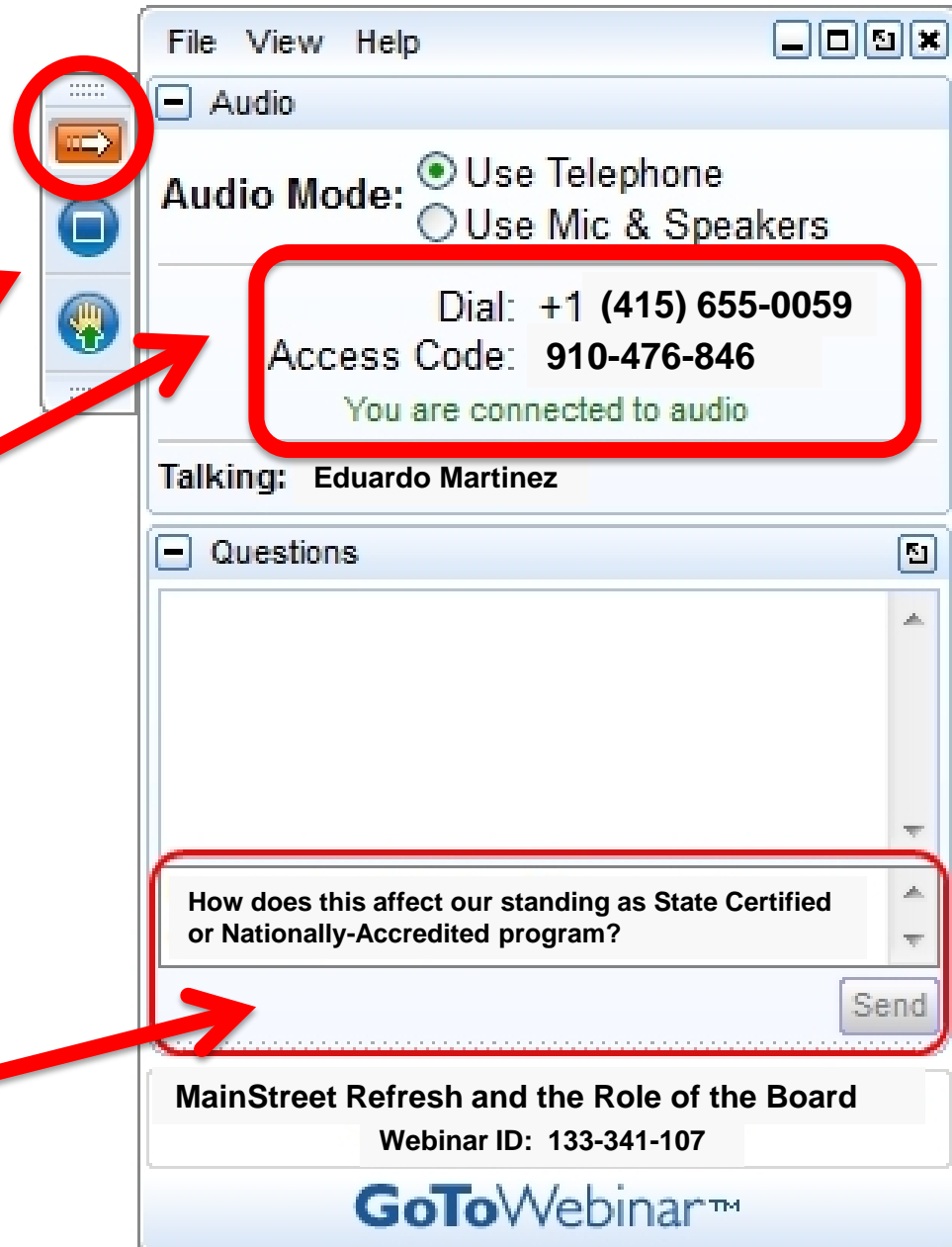
the refreshed MAIN STREET APPROACH at a glance

Roles and Implications for MainStreet Boards



The GoToWebinar Interface

1. 30 minute presentation via “audio only” mode
2. Webinar controls
3. Listen on computer/device or by calling in to the conference #
4. 10-40 minutes for Q&A (use question box or “raise hand”)



Why a Refreshed Approach?



- Main Street has been a successful model for commercial district revitalization for 35 years, but the community development field has changed dramatically.
- Purpose of **Refresh** is to obtain clear picture of what the most common challenges are, how different audiences use and perceive the Main Street Approach, and make the Approach more **user-friendly, strategic, flexible, and outcome-driven**.
- Research shows:
 - The Four Point Approach encourages users to be overly focused on process, sometimes at the expense of a clear sense of outcomes or impact.
 - Main Street programs tend to focus too much time and effort on the components of the Approach where they feel most comfortable – most often Design and Promotion



What we heard:

- Main Street Approach works best when it's seen as a framework guiding revitalization work – not a prescriptive structure.
- Some outside the Main Street network perceive it as a tactic – one that over-emphasizes process.
- Organizational rigidity limits ability of Main Street to reach new audiences, remain flexible to new partnership opportunities, and address larger development-related policy issues confronting downtowns today.
- Main Street directors are – overall – most skilled/comfortable in promotions and design, and feel they have most opportunity to grow skills relating to economic development.
- Main Street programs struggle to be recognized as players in the economic development field.

What we learned:

- Four Points are – and should be going forward - an essential element of a Main Street’s work.
- The Approach should allow for more organizational flexibility. Some programs feel restrained by the Four Committee structure, others thrive using it – the new Approach allows for both.
- Main Streets need more well-defined, market-driven strategy to guide work.
- Community engagement, inclusive participation are key.



The Refreshed Approach

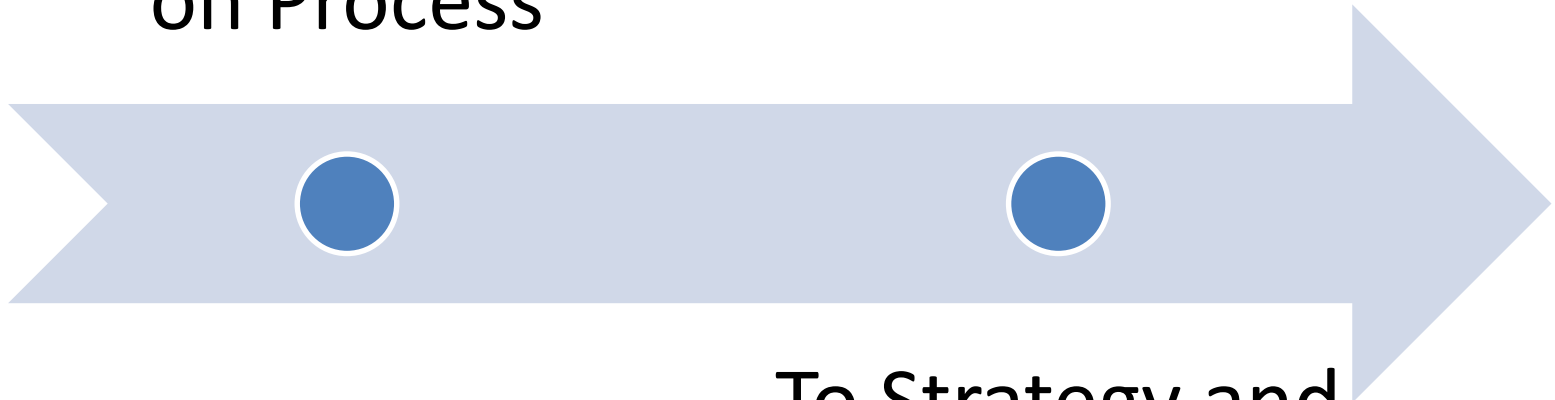
The fundamentals remain the same:

- Comprehensive
- Broad-based support and buy-in from the community
- Diversified funding sources
- Proven track record - implementation
- Vision for the future
- Volunteers



But the focus shifts:

From Emphasis
on Process



To Strategy and
Outcomes



The [new] MAIN STREET APPROACH



THREE TIGHTLY-INTEGRATED COMPONENTS:

1. COMMUNITY VISIONING AND MARKET UNDERSTANDING
2. ECONOMIC TRANSFORMATION STRATEGIES
 - IMPLEMENTED THROUGH THE FOUR POINT FRAMEWORK
3. IMPACT AND MEASUREMENT

What the Refresh is NOT:

- **It is not a prescription:** The emphasis on a few key strategies does not require you to give up all unrelated activities (i.e. – the holiday parade), or only support new businesses that align perfectly with the strategy. Instead, it encourages users to ***think about where to prioritize time, energy, and resources for the greatest ROI.***
- **It does not require an entirely new organizational model:** If your Main Street does well with the four committee structure, keep using it! The new approach fits with many different organizational models. Many Main Streets struggle to keep the four committees engaged and working across silos. For them, a more flexible leadership structure (ad hoc working groups, public-private partnerships, etc) may be a better fit.

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. ESTABLISH ECONOMIC 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
- Work can be implemented through traditional committee structure (if that's working – keep doing it!), or through ad-hoc work groups, individuals, community partnerships, etc.

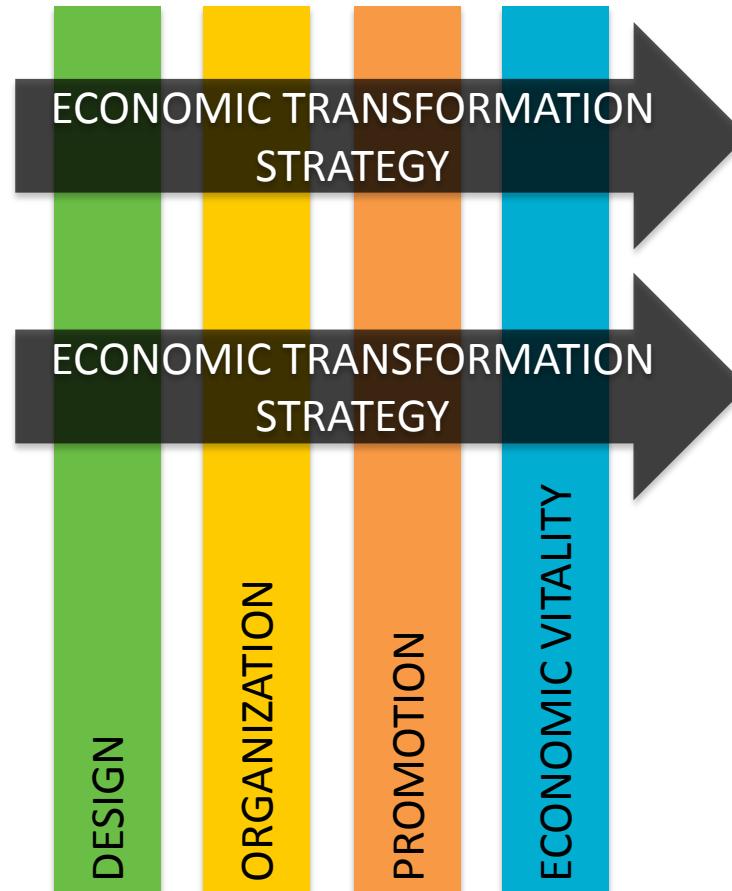
3. FOCUS ON IMPACT AND MEASUREMENTS (OUTPUTS):

- Qualitative Outcomes
- Quantitative Outcomes

THE MAIN STREET APPROACH



- COMMUNITY VISION
- MARKET UNDERSTANDING



- QUANTITATIVE OUTCOMES
- QUALITATIVE **OUTCOMES**

THE MAIN STREET APPROACH:

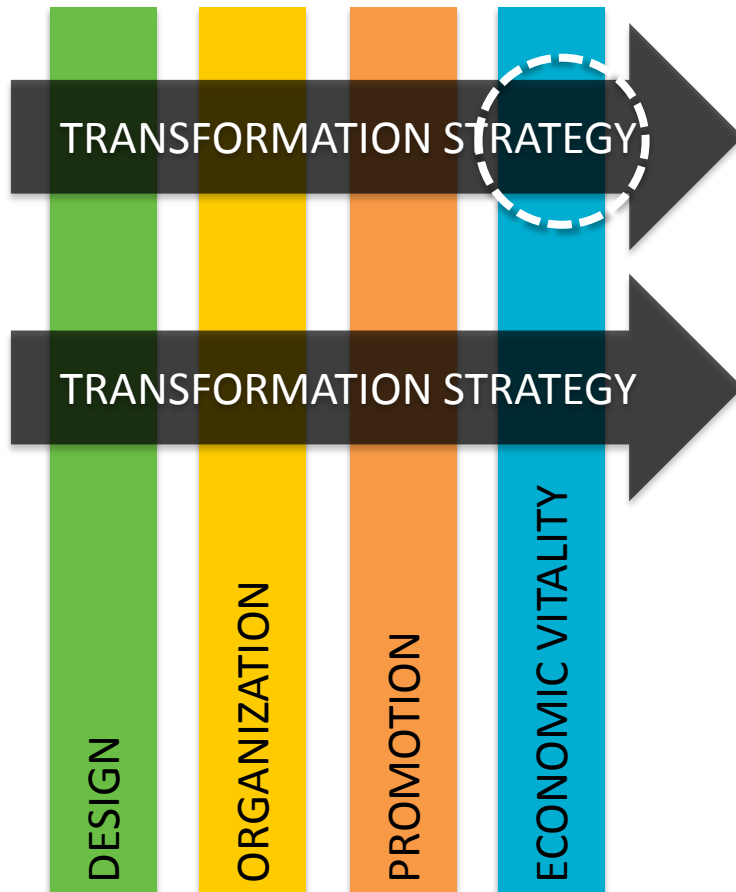
A focus on strategy



What are Economic Transformation Strategies?

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

THE MAIN STREET APPROACH



- For each Economic Transformation Strategy, there must be activities in each of the Four Points.
- For each activity, identify:
 - ACTIVITIES
 - RESPONSIBILITY
 - BUDGET
 - FUNDING
 - TIMELINE
 - METRICS

Must be Reflected in Board-Adopted Plans

THE MAIN STREET APPROACH: A focus on strategy



Two types of Economic 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

Sample Catalyst Strategy: DOWNTOWN WORKERS + RESIDENTS



Focuses on developing a cluster of retail and service-sector businesses that fulfill day-to-day needs of nearby workers and residents – the things people tend to buy close to home or work.

Examples of Customer-Based Strategies

- Downtown workers and/or residents
- College students
- Tourists
- Military installations
- Family-friendly, family-serving
- Millennials
- Elderly



Examples of Product-Based Strategies

- Arts
- Entertainment/nightlife
- Furniture/furnishings
- Professional services
- Health + wellness
- Sports + recreation
- Ethnic specialties
- Apparel
- Agriculture
- Education
- Green products
- Convenience
- Manufacturing
- Food



THE **NEW** MAIN STREET APPROACH



Key Benefits:

- Increased focus on economic impact
- Broader community engagement
- Tangible, quantifiable outcomes
- Greater organizational flexibility
- Relevance for more communities and organizations

THE MAIN STREET APPROACH:

More to come!



- NMSC to share findings from the Refresh Demonstration Projects (10 are currently underway)
- New publications, off-the-shelf catalyst strategy guides, online training coming from the NMSC
- In-person trainings available at Main Street Now conference in Milwaukee, May 23-25th

Main Street America Tiers



Affiliate status is for programs, districts, or communities that are interested in learning more about the Main Street model or wish to tap into the state and national network's strategies and resource in order develop organizational capacity, economic revitalization goals and early economic development interventions using the MainStreet Four Points Approach™



Accredited status is for programs or organizations that demonstrate success in planning and implementing economic development or district transformation strategies in alignment with the Main Street Four Points Approach™. Accredited programs establish rigorous outcome measurements and can **show achievement under the Ten Standards of Performance** established by the National Main Street Center.

The Ten Standards of Performance

1. Has broad-based community support for the commercial district revitalization process, with strong support from both the public and private sectors.
2. Has developed vision and mission statements relevant to community conditions and to the local Main Street program's organizational stage.
3. Has a comprehensive Main Street work plan.
4. Possesses an historic preservation ethic.



The Ten Standards of Performance

5. Has an active board of directors and taskforces/committees.
6. Has an adequate operating budget.
7. Has a paid, professional Executive Director.
8. Conducts program of ongoing training for staff and volunteers.
9. Reports key statistics.
10. Current member of the National Trust National Main Street Network.

Please Review the Checklist and Plan Accordingly

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Budget & Staffing Requirements

	Rural Community	Small Community
Population Size	< 5,000	5,001 - 15,000
AFFILIATE Designation: Min. Operating Budget	\$25,000	Year 1: \$15k for projects, \$15k for staff; Year 2+: \$20k each for projects and staff at 30 hrs/wk
Expected Contribution Local Gov't Partner	\$10,000	\$20,000
Staffing Requirement	20 hrs/ wk (Year 2+)	30 hrs/wk (Year 2+)
ACCREDITED Designation: Min. Operating Budget	\$30,000	\$45,000
Expected Contribution Local Gov't Partner	\$20,000	\$35,000
Staffing Requirement	20 hrs/wk	40 hrs/wk

Budget & Staffing Requirements

	Mid-Size or Commercial Neighborhood	Large Community or Urban Program
Population Size	15,001-50,000	>50,001
AFFILIATE Designation:	Year 1: \$15k each for projects and staff; Year 2+: \$20k each for projects and staff at 30 hrs/wk	
Min. Operating Budget		
Expected Contribution Local Gov't Partner	\$30,000	\$40,000
Staffing Requirement	30 hrs/wk (Year 2+)	
ACCREDITED Designation:		
Min. Operating Budget	\$60,000	\$100,000+
Expected Contribution Local Gov't Partner	\$40,000	\$60,000
Staffing Requirement	40 hrs/wk	

The Role of the MainStreet Board

The MainStreet board is **a *working board*** that focuses on implementing **revitalization projects while also maintaining the traditional roles of policy development and governance for the organization.** The MainStreet board works with staff to ensure projects are completed in alignment with annual priorities and work plans.

- Establish taskforces/committees
- Conduct research, develop plans
- Implement Four Points projects
- Lead fundraising efforts
- Build Partnership
- Coordinate w/local government
- Ensure compliance with requirements
- Strive to meet Accreditation (Ten Standards)
- Evaluate/monitor performance

Actively participate!



Board Member Attendance Requirements

1. Board President/ Member attends, *at minimum, one (1) NMMS Leadership Network Meeting per year*, preferably the annual meeting (Winter).
2. Board President/ Member must attend the *National Main Streets Conference at least once every four years*.
3. Participate *in board-specific trainings/webinars* required by NMMS.
4. Participate in the *annual performance review*, including self-assessment surveys (*must be completed by 12/31/2016*).



Previous NMMS Webinars

Asset-Based Economic Development - Part I: Introduction to Asset-Based Economic Development and the National MainStreet Four Point Refresh

https://www.youtube.com/watch?v=fDbOI3iHc_M

Asset-Based Economic Development Part II: Asset Mapping & Mobilization

<https://www.youtube.com/watch?v=qL8iT9QkrQ8>

Asset-Based Economic Development - Part III Establishing Economic Development Strategies to Guide 4-Point Work

https://www.youtube.com/watch?v=JqypssnY-_c

Mastering the Annual Performance Review

https://youtu.be/-Rmd-Hjtz_k



Questions?



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