Taos Accelerator
Community Orientation

July 26, 2018

Eduardo X. Martinez
NMMS Revitalization Specialist
Organization and Leadership Development

Pathway to MainStreet America Accreditation

1. Application
2. Review/Readiness Assessment
3. Selection/Designation

NMMS Accelerator Process
MainStreet America Affiliate
MainStreet America Accredited

12-18 Months
Annually
Taos Accelerator Process – Next Steps

- **July 18**: The Promotions Point: Robyne Beaubien
- **July 19**: The Design Point: Amy Bell and Will Powell (including initial district boundaries review)
- **July 25**: The Economic Vitality Point: Keith Kjelstrom and Sean O’Shea
- **July 26**: The Organization Point in initial organizing tasks: Eduardo Martinez
  - **August 8**: Induction, NMMS Network Leadership Meeting, Raton
  - **August 8-10**: NMMS Network Leadership Meeting, Raton
  - **October 17-19**: NMMS Network Leadership Meeting, Silver City
  - **August – December**: Follow up tasks with NMMS Revitalization Specialists (progress w/Accelerator benchmarks)
  - **January**: Benchmark review, adjustments, etc.

NMMS Resources/Supports

**Financial Resources**
- Capital Outlay/LEDA funds
- Other State/Federal Funds
- Tax Credits for Property Owners
- Business Development Incentives
- NMRA Grants
- NMCMSC advocacy, legislative affairs

**Technical Expertise**
- Economic / Business Development
- Urban Planning / Design
- Architectural Design
- Cultural Resources
- Cultural / Creative Economy
- Organizational Development
- Non-Profit Management
- Branding, Marketing & Promotions
- Graphic Design
- Historic Preservation
- Professional Development, Training
The NM MainStreet Team

NMMS STAFF
- Rich Williams, Co-Director
- Daniel Gutierrez, Co-Director
- Julie Blanke, Contracts and Program Planning
- Anna Blythe, Communications and Media

REVITALIZATION SPECIALISTS
- Amy Barnhart (Albuquerque) - Capacity Building and Fundraising
- Amy Bell (Corrales) – Planning, Placemaking and Landscape Architecture
- Robyne Beaubien (Clovis) - Promotion and Image Development
- Gary Cascio (Santa Fe) - Marketing and Graphic Design
- Eduardo Martinez (Edgewood) - Organization and Leadership Development
- Michelle Negrette (Albuquerque) - Creative and Cultural Enterprises
- Will Powell (Santa Fe) - Architectural and Landscape Design
- Rhea Serna (Santa Fe) – Real Estate/Property Development
- Sean O’Shea (Santa Fe) – Entrepreneur/Small Business Development

Accelerator Benchmarks
Required to reach Affiliate/Accredited Status

**Organization**
- Basic orientation for Steering Committee, including Organization point orientation, Incorporation of the revitalization org.:  
  - Articles of Incorporation
  - Bylaws and policies
  - Form 1023 application
- Staff/Board job descriptions, responsibilities, recruitment and selection
- Engagement with local government on MOU/LOA (and funding)
- Organizational fundraising plan
- Volunteer recruitment
- Data collection and reporting
- Work plan development for Year 2

**Economic Vitality**
- Economic Vitality point orientation, training and goal setting
- Preliminary market analysis
- Business inventory
- Business mix analysis
- Develop Econ. Transformation Strategies
- Set up business visitation program
- List priority vacancies
- Conduct property owner visits
- Conduct partner visits
- Establish core business development team
- Identify:  
  - One priority business assistance target
  - One business recruitment target
  - One building rehabilitation target
Accelerator Benchmarks (cont.)

**Promotion**
- Promotion point orientation, training and goal setting
- Image and Branding SWOT Analysis
- NMMS Accelerator logo setup
- Collateral Materials Development:
  - Business card, letterhead, press release templates
  - General brochure/rack card
  - Website
  - Donation brochure/rack card
- Review/list existing events in the district
- Create an event sponsorship/donation form
- Select one existing event to add a MainStreet element; implement
- Develop idea, create Project Implementation Plan for a special and retail events
- Create an email list of contacts for local media
- Create a Facebook Page - add weekly updates

**Design**
- Confirmation of NMMS-recognized district boundaries
- Design point orientation, training and goal setting
- Property/business owners meeting/training
- Implementation of a downtown beautification or placemaking efforts
- Design Education Campaign

Accessing NMMS Services
The MainStreet Program

**Basics and Background Info**

**“Classic” Economic Development**

- “Classic”, large-scale economic development
- Manufacturing, construction, infrastructure and transportation
- Recruits external business (tech, auto), *focuses on export* of goods
- Leverages public resources for *infrastructure and incentives* (tax abatements, job training funds, etc.)
Asset-Based Economic Development

- Focuses on “bottom up” community driven economic development projects
- Focuses on a community’s natural environmental, socio cultural, and economic assets and how these can be leveraged into sustained economic growth and productivity
- Builds on existing local resources to strengthen local and regional economies; expands the small business core of a community - retail, hospitality, entrepreneurship
- Leverages local investments (public and private) for economic projects.

Focus is on creating and enhancing community treasures and assets

Collaboration and relationship-building is a driving force for change

Individuals in the community are seen as owners and producers, not customers

Assets represented by buildings, history, culture, people, policy-makers, groups, networks, and previous plans that already exist in the community.
MainStreet Economic Impact – All/Rural NM Communities

2013-2017 Performance (aggregate):

- **675/558** Net new businesses
- **1,008/759** Building rehabilitations
- **$158/$85 Million** New building construction
- **$93.3/$51 Million** Private sector economic reinvestment
- **$55/$42 Million** Public sector economic reinvestment
- **2,694/1894** New jobs (net)
- **168,865/140526** Volunteer hours (~$3.4/$2.8 mil. value*)

* Source: Independent Sector statistics

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The MainStreet Four Point Approach

- **Organization**: Ensuring that all organizational resources (partners, funding, volunteers, etc.) are mobilized to effectively implement a Community Transformation Vision.

- **Design**: Enhancing the physical elements of district while capitalizing on its unique historic assets; includes urban planning, public art, historic preservation and adaptive reuse of buildings.

- **Economic Vitality**: Build economic opportunity and create a supportive business environment for small business owners, entrepreneurs, and innovators; includes live/work housing.

- **Promotions**: Positioning the district as the center of the community and the hub of economic activity by creating a positive image that showcases a community’s unique characteristics.
The MainStreet Organization Point

**Goal**: Build and sustain a strong volunteer-driven MainStreet organization
## Organization Services

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<tr>
<th>ORGANIZATION TRAINING</th>
<th>OPERATIONS</th>
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<tbody>
<tr>
<td>Board Orientation</td>
<td>Corporate Documents (Articles, bylaws)</td>
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<tr>
<td>Officer/Committee Chair Training</td>
<td>IRS Tax Status/Forms</td>
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<tr>
<td>Organization Committee Training</td>
<td>Non-Profit Management</td>
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<tr>
<td>Staff Orientation/Mentoring</td>
<td>Personnel Management</td>
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<td>Financial Management Consultation</td>
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<td>Local Government MOU/Service Contract Support</td>
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<td>Compliance Reporting</td>
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<tr>
<th>ORGANIZATION PLANNING</th>
<th>RESOURCE DEVELOPMENT</th>
<th>OUTREACH</th>
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<tbody>
<tr>
<td>Mission and Vision Statements</td>
<td>Operational Fund-Raising</td>
<td>Public Relations Strategies</td>
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<td>Strategic/Annual Work Plan Facilitation</td>
<td>Project Fund-Raising</td>
<td>Brochures (Organizational, Membership)</td>
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<td>Grant Writing Assistance</td>
<td>Other Organizational Collateral Materials</td>
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<td>Building Effective Partnerships</td>
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<tr>
<th>VOLUNTEER DEVELOPMENT</th>
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<td>Team-Building</td>
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<td>Volunteer Recruitment, Training, Retention and/or Recognition</td>
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## THE MAIN STREET APPROACH

- For each Economic Transformation Strategy, there must be activities in each of the Four Points.
  - DESIGN
  - ORGANIZATION
  - PROMOTION
  - ECON. VITALITY

- For each activity, identify:
  - ACTIVITIES
  - RESPONSIBILITY
  - BUDGET
  - FUNDING
  - TIMELINE
  - METRICS

**Must be Reflected in Board-Adopted Plans**
The Ten Performance Standards

1. Broad-based community support for the commercial district revitalization process (public and private sectors).
2. Vision and mission statements relevant to community conditions and to the local MainStreet program’s organizational stage.
3. Updated, comprehensive MainStreet work plan.
4. Maintain a historic preservation ethic.
5. Active board / volunteers implementing the Four Points Approach.
6. Adequate operating budget for the program.
7. Paid professional staff (Executive Director).
8. Ongoing training for staff and volunteers.
9. Reports key statistics.
10. Maintains current membership with National Main Street Center.

Focus Must Be Within a Defined District

Town of Taos – Main Street Revitalization Area
The Public-Private Partnership

**Local Government Partner**
- Philosophical Commitment (MOU)
- Coordination/Planning
- Financial Support for Operations
- Fiscal Agency for Capital Outlay $$

**New Mexico MainStreet**
- Technical Assistance
- Capital Outlay $$
- Coordination, Reporting
- Compliance
- Coordinate w/DCA, NMArts, etc.

**Local Revitalization Partner**
- Stakeholder Involvement
- Implement Projects
- Resource Development
- Planning, Statistical Reporting
- Coordination w/City, State
- Compliance

**Revitalization Corporation**
- **Community Stakeholders**
- **State Gov’t**
- **Local Gov’t**

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**The Role of the MainStreet Organization**

1. Serves as a centralized **infrastructure** with dedicated staff to lead the revitalization process.
2. Structures **processes** that lead to common economic development goals.
3. Assumes responsibility for shared **performance** on economic development projects via the Four Points.
4. Maintains continuous **communication** with stakeholders.
5. Constantly support participants and activities to build **incremental successes**.
6. Implements economic development **goals** and **strategies** and monitors economic development **outcomes**.

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Organization – Two Key Components

Capacity
Knowledge, Skills and Abilities to:
- Operate Revitalization Corp.
- Establish Economic Dev. Plans
- Engage Stakeholders
- Build Partnerships
- Establish Teams
- Generate Resources
- Manage Volunteers
- Coordinate Projects
- Evaluate Performance and Outcomes

Resources
Generate and Utilize:
- Plans/Strategies
- Partners/Teams
- $$/Funds/Other Resources
- Volunteers (incl. Boards)
- Staff
- Community Assets
- Communications and PR

Traditional Organizational Structure

MainStreet Board of Directors

MainStreet Executive Director

Organization Committee
Design Committee
Economic Vitality Committee
Promotions Committee
Alternative MainStreet Structure
The “Task Force” Approach

Taos Accelerator Next Steps

Steering Committee (10-25)
- Community/Economic Developers
- Biz/Property Owners
- Local Gov’t
- Artists
- Financial Leaders
- Institutions (Schools, Hospitals, etc.)
- Residents/Youth
- Other Stakeholders

Board of Directors (7-13)
- Working Board that manages, coordinates all the tasks
- Meet monthly

Taskforce/Committee Members
- Project Implementation Teams
- As many as possible
- Meet Monthly, Report to Board

Advisory Committee?
- Meet Quarterly/Semi-Annually

Representative model?
Participatory model?
Steering Committee/Board Responsibilities

- Leadership
- Gov’t/Stakeholder Partnership
- Nonprofit Management
- Funding/Financial Management
- Legal Compliance
- Advocacy/Ambassadorship
- Policy
- Planning/Evaluation
- Project Implementation
- Personnel/Committee Oversight
- Must Participate in Trainings

Committee Responsibilities

- Establishing a chairperson
- Understanding the role of the committee
- Receiving training if needed
- Meet regularly
- Developing a series of board-approved projects
- Developing a board-approved budget and written implementation plans for each committee project
- Implementing projects in its M.S. point
- Reporting its progress and challenges to the board of directors (typically through the chair)
- Evaluating projects to determine their effectiveness and to identify improvements for the future
- Keeping good records through committee meeting minutes and project implementation plans
Committee Membership

**Design**
- Architects
- Designers
- Historic/cultural preservation experts
- Property owners
- Real estate agents
- City planners
- Contractors
- Developers
- Residents/students

**Economic Vitality**
- Business owners
- Property owners
- Realtors
- Bankers/Financial Institutions
- Marketing professionals
- SBDC’s and other Econ. Development Institutions
- Residents/students

**Promotion**
- Merchants
- Chamber leaders
- Civic/arts groups
- Marketing professionals
- Media members
- Graphic designers/artists
- Tourism professionals
- Residents/students

**Organization**
- Business/property owners
- Media representatives
- Foundation/fundraising professionals
- “Networkers”
- Accountants/lawyers
- Civic group leaders
- Information/data analysts
- Residents/Students

MainStreet Committees/Taskforces

**Roles**
- Meet regularly
- Develop work plans
- Implement projects
- Report to the board
- Keep records of Committee work, and successes

**Expectations of members:**
- Understand the MainStreet Approach
- Attend trainings (as needed)
- Coordinate with the Board
- Recruit/orient new members
- Represent the org. positively to the public
- Supports activities of the organization
Funding MainStreet: Sources & Team Roles

Sources of Funding

- Public sector support
- Private sector annual contributions
- Event/project sponsorships
- Promotional event income
- Product sales, other fund-raising events
- Contracts, fees for services
- Taxes: assessments/TIF/lodgers’ tax
- Project grants
Income Formula

Historical Expectations

30% Public funding
30% Funding from business district
30% Community funding
10% Miscellaneous

Current Reality

60% Gov’t Partners
15% Grants
15% Corporate Donors
10% Other Fundraising

Budget & Staffing Requirements

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<tr>
<th>Population</th>
<th>Rural Community</th>
<th>Small Community</th>
<th>Mid-Size Community or Commercial Neighborhood</th>
<th>Large Community or Urban Program</th>
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<td>Population</td>
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<td>Min. Operating Budget</td>
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<td>Affiliate Staffing</td>
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<td>Accredited Program</td>
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<td>Staffing Requirement</td>
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<td>Accelerator Process</td>
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<td>$15,000 from local government;</td>
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<td>or Accredited programs</td>
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Work Plans and Project Implementation Plans

Looking Ahead

1. Identify
   - Assets & Opportunities

2. Establish
   - Economic Strategies
   - Economic Outcomes

3. Implement
   - MainStreet Projects
   - Measures of Success
   - Evaluation
ANNUAL WORK PLANS

At minimum, should include...

- Economic Transformation Strategies (2)
- Capacity-Building Strategy (1)
- Expected Outcomes
- MainStreet Four Points Projects
- Project Implementation Plans

- Supports Accreditation!

Classifications from National Main Street Center

- Customer-based strategies
- Product-based strategies
- Catalyst strategies

- Agriculture/Local Foods
- Apparel Cluster
- Arts/Creative Economy
- College Town
- Convenience Goods/Services
- District Workers/Residents
- Elder Friendly
- Entertainment/Night Life
- Ethnic Specialties
- Family-Friendly
- Culinary/Restaurant District
- Green Products
- Health and Wellness
- Home Furnishings
- Knowledge Economy
- Manufacturing (Light)
- Military
- Millennials, GenX, Others
- Professional Services
- Sports, Recreation, Outdoor
- Tourism
OUTPUTS VS. OUTCOMES

<table>
<thead>
<tr>
<th>OUTPUTS (what we do)</th>
<th>OUTCOMES (what changed? what was the impact?)</th>
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<tbody>
<tr>
<td>Activities (what we do)</td>
<td>Participation (who we reach)</td>
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<td>Training</td>
<td>Workshop</td>
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<td>Workshops</td>
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<td>Product Dev.</td>
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<td>Short Term KNOWLEDGE</td>
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<td>Medium Term ACTIONS</td>
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http://www.uwex.edu/ces/lmcourse/Module_1_pages/M1_Section2/HTML/m1s2p3a.htm

IDENTIFYING FOUR POINTS PROJECTS

- Analyse Strong@Heart Priorities
- Establish Economic Transformation Strategies
- Develop project lists for each point (2-4)
- Does it tie directly to the ETS strategy?
- Connected to desired outcomes?
  - Does it change the economic conditions?
- Are you leveraging your assets, focusing your resources?
- Are projects phased? Can they be achieved in a year?

Do they align with the Ten Standards?
### Connecting Four Points Projects to Asset-Based Economic Development Strategies

**Strategy:** Capture more local consumer dollars by helping existing businesses to better serve local residents.

**Outcomes:** Increases measured for, a) Sales in MainStreet district, b) Gross Receipts Taxes, c) car/pedestrian traffic, 4) attendance at key events.

**Sample Actions/Outputs:**

<table>
<thead>
<tr>
<th>Economic Vitality</th>
<th>Organization</th>
<th>Design</th>
<th>Promotions</th>
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<tbody>
<tr>
<td>Distribute market profile sheets to 65 businesses</td>
<td>Develop a local business asset map to guide the task implementation. Build relationships with city/county tax assessors to compile Sales/GRT info.</td>
<td>Create a tactical urbanism intervention project in an empty lot using a &quot;lighter, quicker, cheaper&quot; seating, shade and public art approach</td>
<td>Produce an annual promotions and advertising package targeting residents</td>
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<tr>
<td>Produce business enhancement seminar on local customer targeting (reach 25 businesses)</td>
<td>Conduct 40 business visitations; engage owners in “Shop Local” or networking events; recruit 10 sponsors/partners</td>
<td>Create TIF district to establish sustainable funding source for street and public area enhancements and improvements</td>
<td>Update website business directory (list 65 businesses)</td>
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<tr>
<td>Provide in-store consulting to establish social media marketing program (5 priority businesses)</td>
<td>Establish a PR campaign highlighting your MainStreet business development goals.</td>
<td>Conduct a façade squad project at the Courtyard Cafe: paint walls, refresh planters, repair deck(s)</td>
<td>Implement a retail event (sidewalk sale) with cooperative/shared advertising and coupons</td>
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### ALIGNING THE MAINSTREET FOUR POINTS PROJECTS

**ECONOMIC TRANSFORMATION STRATEGY:** Develop the restaurant cluster...

<table>
<thead>
<tr>
<th>ECONOMIC VITALITY</th>
<th>DESIGN</th>
<th>PROMOTIONS</th>
<th>ORGANIZATION</th>
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<tbody>
<tr>
<td>Business: Assistance Recruitment Development</td>
<td>Planning</td>
<td>Events (all types)</td>
<td>Funding</td>
</tr>
<tr>
<td>Creative Economy Incentives</td>
<td>Rehab’s Façade Squads Preservation Placemaking</td>
<td>Branding Images Messaging</td>
<td>Planning Partnerships Volunteers Financing</td>
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</table>
THE CAPACITY-BUILDING STRATEGY

Generally, tasks that *must* happen to build organizational capacity, improve or sustain operations, and manage resources:

- Board Development
- Compliance
- MOU's / Contracts
- Strategic Planning
- Human Resources
- Operational Processes
- Policies
- Systems/Tools
- Bylaws

Keys to Organizational Success

- Constantly communicate
- Say what you’ll do & do what you say
- Establish clear roles, responsibilities, and assignments
- Constantly recruit & thank volunteers
- Recruit for specific skills & affiliations
- Prepare/follow written project plans
- Evaluate & refresh you work
- Have fun
- Ask for help!
Organization Point Next Steps

GETTING ORGANIZED
- Board/Organization formation (who)
- Establish key leaders/contacts
- Mission and Vision statements
- Bylaws, Articles of Incorporation
- Development of teams
- Adoption of key policies

ACCELERATOR PROCESS TASKS
- Initial Orientation session
- Four Point orientation/coaching
- LOA w/local gov’t partner
- Initial project development

RESOURCE DEVELOPMENT
- IRS application fees
- Other fundraising

KEY BENCHMARKS
- Incorporation
- Project teams
- District boundary confirmation/clarification
- Initial market analysis
- Readiness Assessment projects (small, incremental projects)
- Local Government MOU/Service Contract
- Funding to hire the Executive Director
- Initial Economic Transformation Strategies
- Annual Workplan
- Fundraising plan
- Master/MRA plan
- Execution of the Biennial MOU
- Matriculate to MainStreet America Affiliate/Accredited designation

PENDING DECISIONS
- Steering Committee to Board (Who?)
- Other Committee/Team Members (Who?)
- Strong at Heart Priorities
- Meetings: Calendar/Schedule
- Fiscal Agent? Incorporation?
- Board Size, Membership
- Board Terms
- Officers, Terms
- Fiscal Year