

Switch to Six Training Series

Inclusive Leadership & Organizational Capacity

March 16, 2023
11 a.m. - 12:15 p.m.

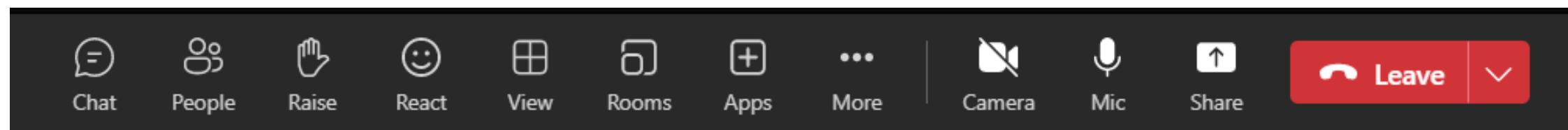


WELCOME!

- Please mute yourself
- This webinar is being recorded
- Use the Chat feature for questions



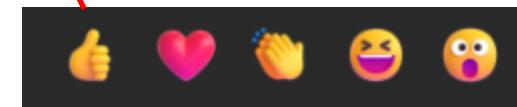
Microsoft Teams



Chat

Attendees

Ask a Question



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VMS Representatives:



Courtney Mailey
Program Manager



Blaire Buerger
PA / Grants



Nicole Childress
PA / Publications



Ellie Dudding-McFadden
PA



Kyle Meyer
PA / Training



Zachary Whitlow
PA / Communications



DHCD is committed to creating safe,
affordable and prosperous communities
to live, work and do business in Virginia.

As a Main Street America™ Coordinating Program, Virginia Main Street helps to lead a powerful, grassroots network consisting of over 40 Coordinating Programs and over 1,200 neighborhoods and communities across the country committed to creating high-quality places and to building stronger communities through preservation-based economic development.



Switch to Six Training Series

**Broad-based
Community
Commitment to
Revitalization**

[Mini-Video Explanation](#)

**Inclusive
Leadership and
Organizational
Capacity**

[Mini-Video Explanation](#)

**Diverse Funding
and Sustainable
Program Operations**

[Mini-Video Explanation](#)

**Strategy-Driven
Programming**

[Mini-Video Explanation](#)

**Preservation-Based
Economic
Development**

[Mini-Video Explanation](#)

**Demonstrated
Impact and
Results**

[Mini-Video Explanation](#)

2023 VMS Event Calendar

Diverse Funding & Sustainable Program Operations

- May 16, Rev Up, Fredericksburg
- May 17, Rev Up, Altavista
- May 18, Rev Up, Bristol

Strategy-driven Programming

- July 15, Webinar

Preservation-based Economic Development

- Sept 11, Rev Up, Location TBD
- Sept 13, Rev Up, Location TBD
- Sept 14, Rev Up, Location TBD

Demonstrated Impact & Results

- Nov 9, Webinar

[Event Calendar](#) & [DHCD Workshop Registration](#)

Standard 2: **Inclusive Leadership and Organizational Capacity**

Strong, thriving communities don't just happen. They need effective leaders at all levels, from a broad base of committed volunteers to dedicated professional staff offering their time, talents, and passion for this work

Key Areas of Focus

1. Inclusive Organizational Culture & Diverse Volunteer Engagement
2. Active Board Leadership & Supporting Volunteer Base
3. Professional Staff Management
4. Effective Operational Structure

Today's Speaker



Dionne Baux

Vice President of Urban Development



Dionne works to build economically vibrant neighborhood commercial districts and community leaders through [UrbanMain](#) and Main Street America City Coordinating Programs.



MAIN STREET
AMERICA™

Nationally recognized.
Locally powered.™

VIRGINIA MAIN STREET SWITCH TO SIX CONVERSATIONS: *INCLUSIVE LEADERSHIP & ORGANIZATIONAL CAPACITY*

Dionne Baux

Vice President of Urban Development

dbaux@savingplaces.org

© National Main Street Center



THE MAIN STREET FOUR POINT APPROACH

Works Because of a Comprehensive Approach

-  **Design** - getting the commercial district in top physical shape, creating attractive places and destinations
-  **Organization** - getting the community working together with a shared vision for downtown
-  **Promotion** - marketing the district's unique characteristics, assets and businesses
-  **Economic Vitality** - diversifying the district's economic base and strengthening businesses



COMPREHENSIVE, FOUR-POINT APPROACH

Organization

- Partnership Building (public and private)
- Public Relations and Outreach & Communications
- Fund-Raising (projects & operations)
- Volunteer development and recognition

Promotion

- Image Campaigns
- Business Promotions
- Special Events and Festivals

Design

- Historic Preservation (design education, maintenance, incentives)
- Public Spaces
- Beautification (clean, safe, green)

Economic Vitality

- Business Assistance
- Entrepreneurial Development
- Small-scale Manufacturing
- Market Knowledge

GUIDING PRINCIPLES

- Comprehensive
- Incremental
- Community-Driven
- Public/Private Partnerships
- Capitalizing on Existing Assets
- Quality
- Change
- Implementation-orientated



WHERE WE STARTED

The 10 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 a historic preservation ethic
5. Has an active board of directors and committees
6. Has an adequate operating budget
7. Has a paid professional program manager/executive director
8. Conducts a program of ongoing training for staff and volunteers
9. Reports key statistics
10. Is a current member of the Main Street America™ Network

THE HISTORY & REASONING BEHIND NEW STANDARDS

After rolling out “The Refresh” (review of the Main Street Approach), the need to promote:

- Positioning MS programs as economic development organizations
- Moving programs beyond idea/project-driven to Strategy-driven programming – Transformation Strategies
- More community-wide engagement (input and participation) in programming and organization
- Need to develop a more cohesive system within the network



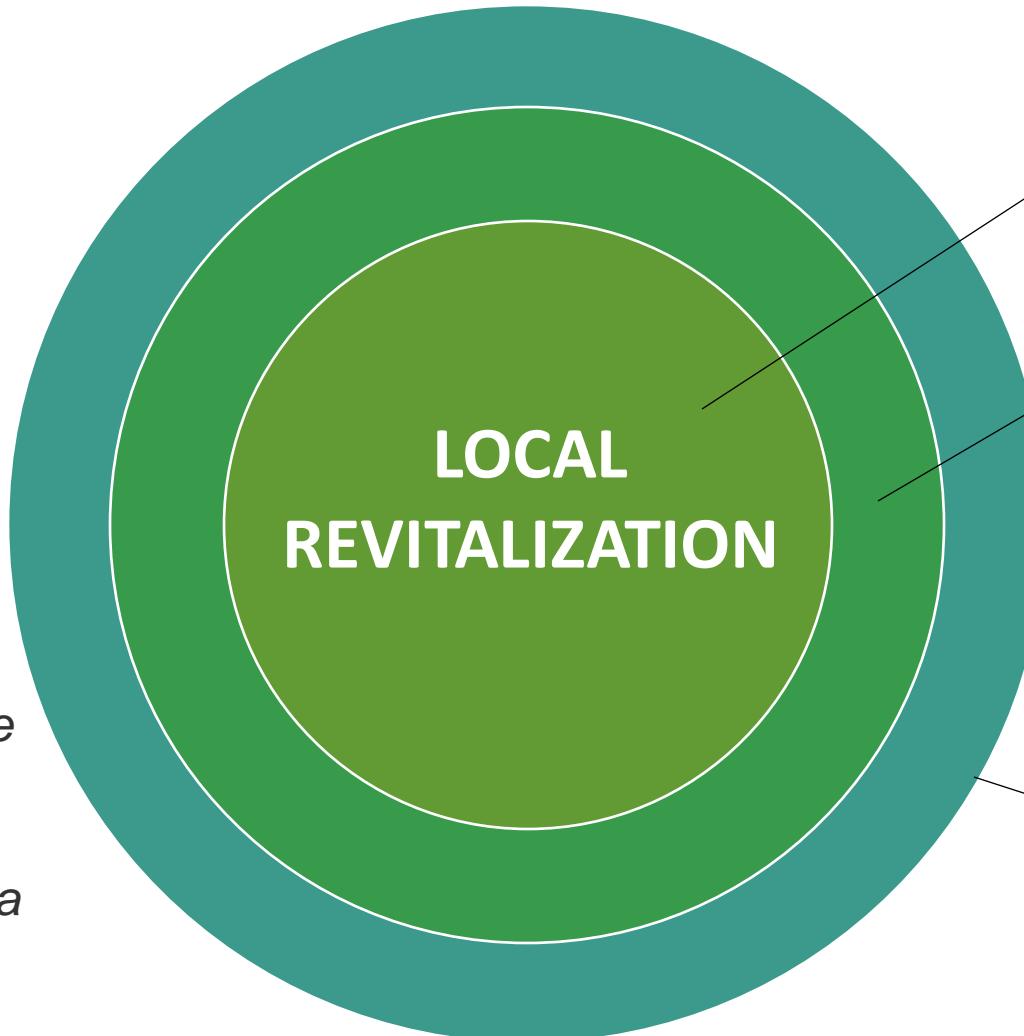
Refreshed Main Street Approach™



PROVIDING AN EMPOWERING, MODEL OF COLLABORATION FOR LOCAL REVITALIZATION



Nationally recognized.
Locally powered.™



**Community & Local
Main Street Program**

Coordinating Partner
(State, County or City-wide)



Main Street America

- ✓ *Locally powered through community-driven revitalization*
- ✓ *Supported by a collaborative model that guides, provides technical assistance, adds resources, and connects to a network & best practices in revitalization.*



OBJECTIVES

New MSA Community Accreditation Framework

- *Meet communities where they are and guide their revitalization efforts*
- *Offer a more holistic set of Main Street America Community Accreditation Standards*
- *Provide an empowering model of collaboration for local revitalization*
- *Elevate the value of the recognition as a “Nationally Accredited” Community or Commercial District*

WHY IS ACCREDITATION VALUABLE

- + Recognizes programs that operate with the highest standards
- + Requirements help programs with fundraising, volunteer development, and overall sustainability
- + Challenges the board to organize and grow
- + Illustrates accountability and credibility to your partners, community, and volunteers
- + Eligibility to apply for the Great American Main Street Award
- + Ongoing track record of performance



Rochester Receives National Accreditation

July 3, 2020 BY ROCHESTER MEDIA [Leave a comment](#)



Rochester has been named an Accredited 2020 Main Street America Program. This is the 15th consecutive year of national accreditation for Rochester. The Rochester Downtown Development Authority (DDA) has been a member of Main Street Oakland County since 2000.



COMMUNITY SELF-ASSESSMENT TOOL

KEY INDICATORS

The following indicators provide important guidance on how Main Street programs, the public sector, district stakeholders, and the community at large can work together to develop strong partnerships and collaborations. Each indicator serves as an example of how your Main Street program is effectively meeting the Standard of building and fostering a broad community commitment to revitalization.

HOW GRADING WORKS

Within each Standard in the new Self-Assessment Tool, you will be able to score yourself on the indicators listed based on a scale of 1-5. Each number represents the following:

1	2	3	4	5
Not being addressed.	Minimal work but needs more effort.	Evidence of satisfactory progress.	Has achieved success within this indicator	Outstanding achievement. One that other programs could replicate.

For each indicator, we encourage communities to explore areas of strength and opportunities for growth by discussing (1) What actions and next steps can you take to strengthen your efforts? (2) How can you build upon your work or take it to the next level?

Ultimately, when these new standards are implemented, your Coordinator will review your self-assessment and provide their own score and feedback. **Communities will need to average at least three (3) points per standard to achieve accreditation.**



THE MAIN STREET AMERICA EVALUATION FRAMEWORK
COMMUNITY SELF-ASSESSMENT TOOL - Version 2.0, August 2022
TABLE OF CONTENTS
PAGE 1: INTRODUCTION
PAGE 2: STANDARD 1: ENHANCED COMMUNITY COMMITMENT TO REVITALIZATION
PAGE 3: STANDARD 1: LEADERSHIP, PARTNERSHIPS, AND ORGANIZATIONAL CAPACITY
PAGE 4: STANDARD 2: ECONOMIC DIVERSITY AND SUSTAINABLE INVESTMENT ENVIRONMENT
PAGE 5: STANDARD 3: ANATOLIA, DIVERSITY, AND INCLUSIVENESS
PAGE 6: STANDARD 4: REVITALIZATION AND ECONOMIC GROWTH
PAGE 7: STANDARD 5: ECONOMIC DIVERSITY AND SUSTAINABLE INVESTMENT ENVIRONMENT
PAGE 8: STANDARD 6: ANATOLIA, DIVERSITY, AND INCLUSIVENESS
PAGE 9: COMMUNITY ASSESSMENT EVALUATION WORKSHEET



FOSTERING OUR COMMUNITY'S SENSE OF OWNERSHIP IN ITS DOWNTOWN

Broad-based Community Commitment to Revitalization

Key areas of focus:

1. Partnership and Collaboration
2. Community Outreach
3. Communication & Public Relations



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.



A screenshot of the Jacksonville Main Street website. The header includes the logo 'Jacksonville Main Street' and navigation links for 'Home', 'Resources & COVID-19', 'Discover Downtown', 'Events', 'News', 'About', and 'Donate'. The main content features a woman speaking into a microphone with the text 'Making Downtown Better, Together!'.

Get Involved

Volunteer, Participate, or Donate

PEOPLE: MAIN STREET'S GREATEST RESOURCE!

Inclusive Leadership and Organizational Capacity

Key areas of focus:

1. *Inclusive Organizational Culture and Diverse Volunteer Engagement*
2. *Active Board leadership and supporting volunteer base*
3. *Professional Staff management*
4. *Effective Operational Structure*

Standard Two reflects the value on PEOPLE as Main Street's greatest resource and our belief that everyone in the community has a place in Main Street.

This Standard encourages Main Street programs to place a strong priority on human capital and develop a clear operational structure and practices that increase the organization's capacity to engage all sectors of the community and leverage their participation in their revitalization efforts.

STANDARD II - INCLUSIVE LEADERSHIP AND ORGANIZATIONAL CAPACITY

Inclusive Leadership and Organizational Capacity

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Sample Metrics

I. INCLUSIVE ORGANIZATIONAL CULTURE AND DIVERSE VOLUNTEER ENGAGEMENT

INDICATOR I: The Main Street organization has demonstrated its commitment to diverse, inclusive, and equitable district and community engagement. Examples of how these efforts are demonstrated include:

- The organization's stated mission and core values show a commitment to engaging all sectors of the community it serves.
- Internal and external messaging promotes that Main Street has a place for everyone in the community and that diverse engagement is welcomed and valued. Communication tools address language barriers as appropriate.
- Work plans and programming activities address accessibility and inclusive design for all community members.
- The organization's policies address equitable access for all district and community stakeholders in the organization's leadership structure (Board and committees) as well as in specific projects and activities.

Score 1 - 5: _____

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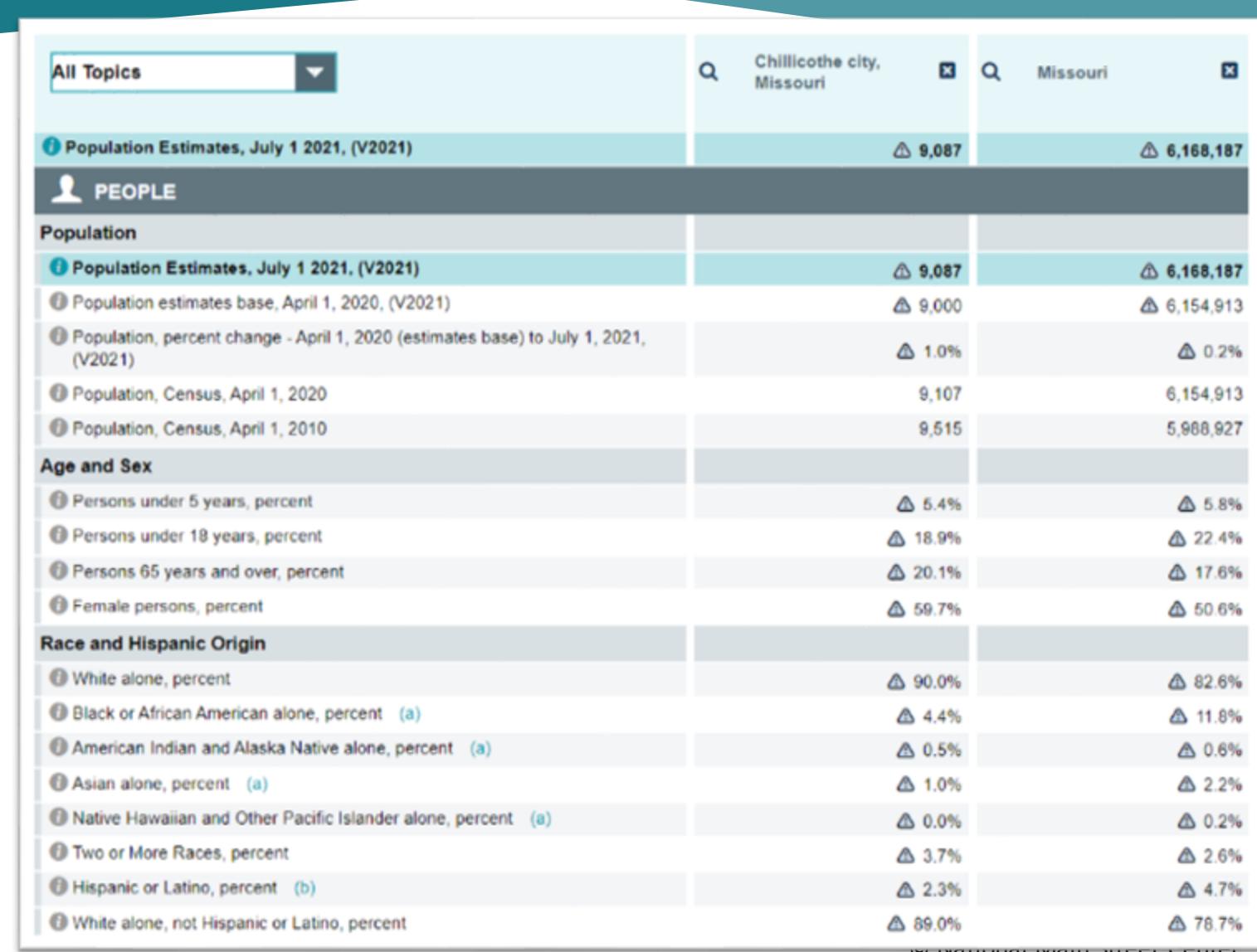


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Case Study Beatties / LaSalle Corridor



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PEOPLE: MAIN STREET'S GREATEST RESOURCE!

Inclusive process to ensure the community was *not only involved but owned this process.*

- Consensus building workshops
- Asset mapping



Inclusive Leadership and Organizational Capacity

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Main Street Four Point (s)	ORGANIZATION	PROMOTION	DESIGN	ECONOMIC VITALITY
	Build leadership and strong organizational capacity Ensure broad community engagement Forge partnerships across sectors (Service)	Market district's defining assets Communicate unique features through storytelling Support buy-local experience (Social)	Create an inviting, inclusive atmosphere Celebrate culture, historic character Foster accessible people-centered public spaces (Built & Natural)	Build a diverse economic base Catalyze smart new investment Cultivate strong entrepreneurship eco-system (Economic)
Whole Assets Definitions	SERVICE	SOCIAL	BUILT	ECONOMIC
Beatties Frod / LaSalle Main Street	<p>Anchor institutions (i.e., health, educational, social service, city government, etc.)</p> <p>Community Diversity Post Office Pharmacies Thrift Stores Gas Stations Oak Park High Schools City Government (economic development staff) Business Mix Religious Organizations Caring Non-Profit organizations Oakland County Michigan Works CIA (?) Soar Chamber Community Centers Childcare Services State & Local organizations Library Public Safety Ordinance Partnerships</p>	<p>The social aspects of living in the community.</p> <p>Active residents 11 Mile Social District BBQ Battle Heritage Churches & Synagogues City Web Portal City sponsored events Chamber of Commerce Concert Series Diversity Farmers Market) Film Festival Schools Summer Battle Shop Local Parks Police Force (Safety) Property value (increasing) Recreation, Park Services, and events Library services and events Potential to highlight the stories of Oak Park WinterFest Perception Oak Park is an Up & Coming community Mayor McClellan!</p>	<p>Physical things we build including infrastructure Natural Such as the environment and water</p>	<p>Jobs and a varied economy that people and communities draw on for their livelihoods</p> <p>Small businesses new and legacy Grocery store Large retail building Concentrated effort to preserve legacy small businesses in the community Availability of land and space for new business opportunities Corned of Gilbert and Beatties Ford Road is a development opportunity that could incorporate Wells Fargo ATM property Black Investors Diverse economic base Chris Dennis (DEVELOPER) University Park Shopping Center Sales tax base Retail leakage can be captured to keep dollars on the corridor Community purchasing power Businesses have created job opportunities Restaurants Consumers (residents) Financial Institutions (Wells Fargo, Chase, Bank of America</p>

Inclusive Leadership and Organizational Capacity

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Charlotte's Advisory Committee Structure

ADVISORY COMMITTEE	ORGANIZATION	PROMOTION	DESIGN	ECONOMIC VITALITY
	Build leadership and strong organizational capacity Ensure broad community engagement Forge partnerships across sectors City of Charlotte, Knight Foundation, University Park Neighborhood, Washington Heights Neighborhood, Johnson C Smith University, CMPD	Market district's defining assets Communicate unique features through storytelling Support buy-local experience City of Charlotte, Historic Landmarks Commission, organization responsible for leading <u>UrbanMain</u> work	Create an inviting, inclusive atmosphere Celebrate culture, historic character Foster accessible people-centered public spaces City of Charlotte, Historic Landmarks Commission, Neighboring Concepts	Build a diverse economic base Catalyze smart new investment Cultivate strong entrepreneurship eco-system City of Charlotte, Carolina Small Business Development Fund, Historic West End Partnership, West End Seafood, American Deli

LET'S PAUSE TO TAKE A FEW QUESTIONS...

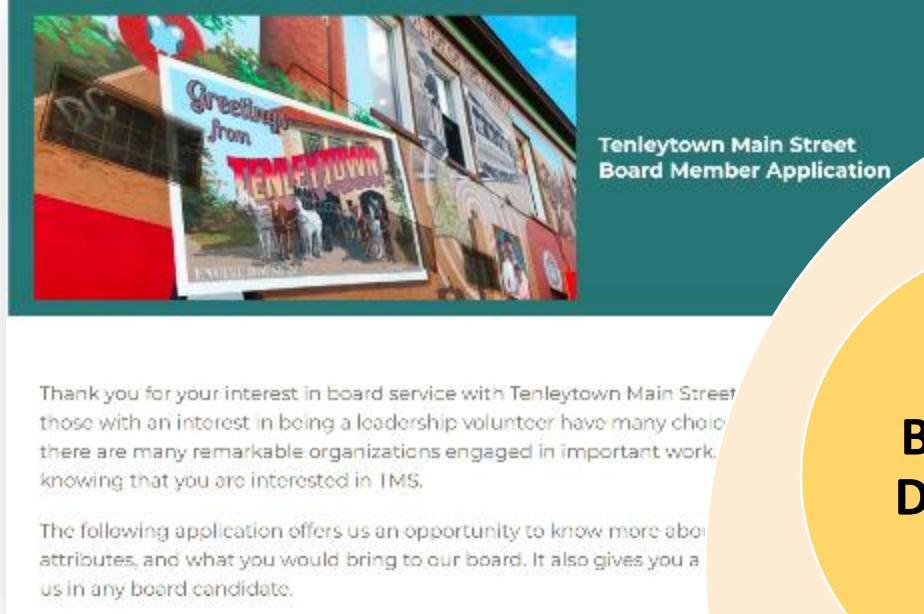


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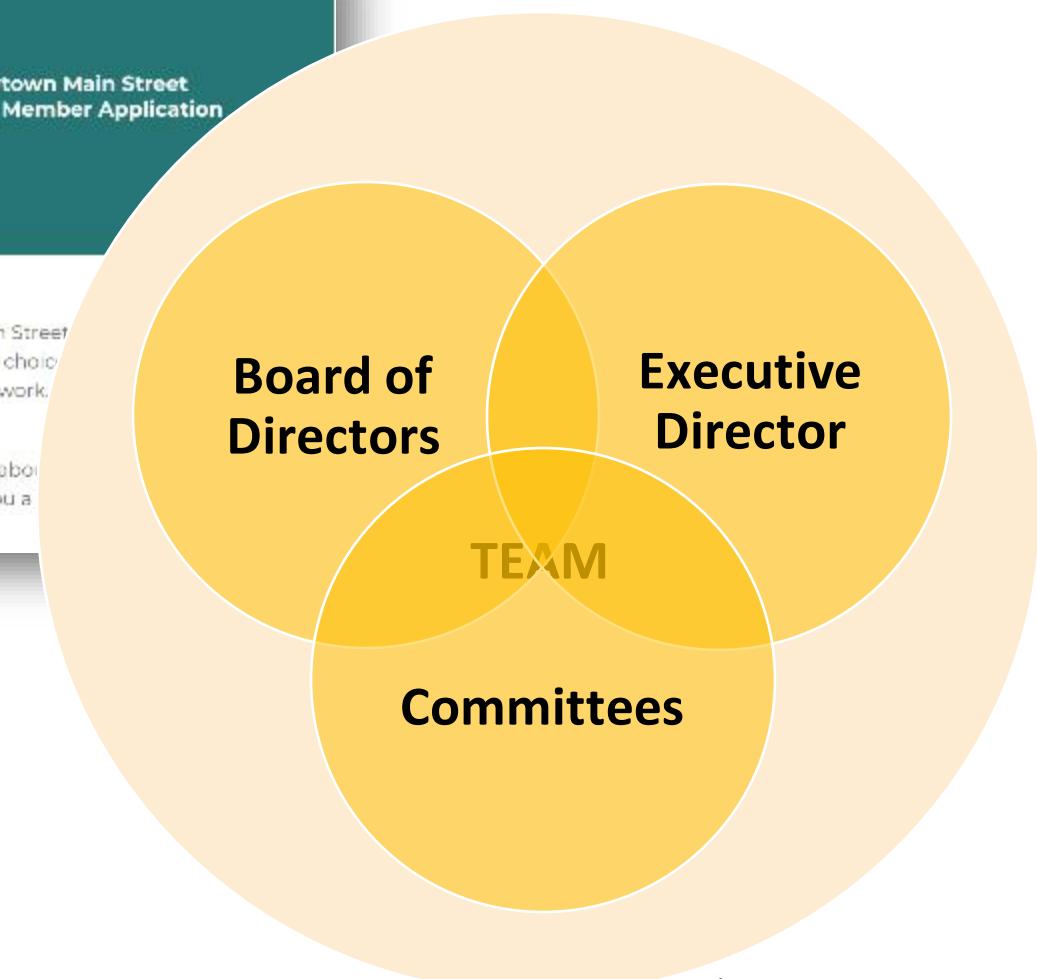
PEOPLE: MAIN STREET'S GREATEST RESOURCE!



Tenleytown Main Street
Board Member Application

Thank you for your interest in board service with Tenleytown Main Street. Those with an interest in being a leadership volunteer have many choices. There are many remarkable organizations engaged in important work. We are grateful to know that you are interested in TMS.

The following application offers us an opportunity to know more about your attributes, and what you would bring to our board. It also gives you a chance to know us in any board candidate.



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PEOPLE: MAIN STREET'S GREATEST RESOURCE!

Chicago's Invest South & West Ride Programming



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PEOPLE: MAIN STREET'S GREATEST RESOURCE!

2 CHICAGO CARES

MSFundamentals: Chicago Cares Training



1 Allstate

MSFundamentals: Allstate Power of Service Training

Inclusive Leadership and Organizational Capacity

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PEOPLE: MAIN STREET'S GREATEST RESOURCE!

PROFESSIONAL DEVELOPMENT

\$10,570

REGISTRATION AT MSNOW 2022 AND ILLINOIS MAIN STREET CONFERENCE

\$22,500

CHICAGO CARES

6 month contract to deliver Chicago Cares' Power of Services training and volunteer management.



Office of Lt. Governor
Juliana Stratton

Award for Organization:
Calumet Area Industrial Commission

Excellence in Revitalization Awards

Award for Promotion: Austin African American Business Networking Association

Allstate[®]

\$130,000

POWER OF SERVICE: \$10,000 TO SIX CHICAGO MAIN STREETS, \$4,000 HONORARIUMS AND ADDITIONAL SERVICES

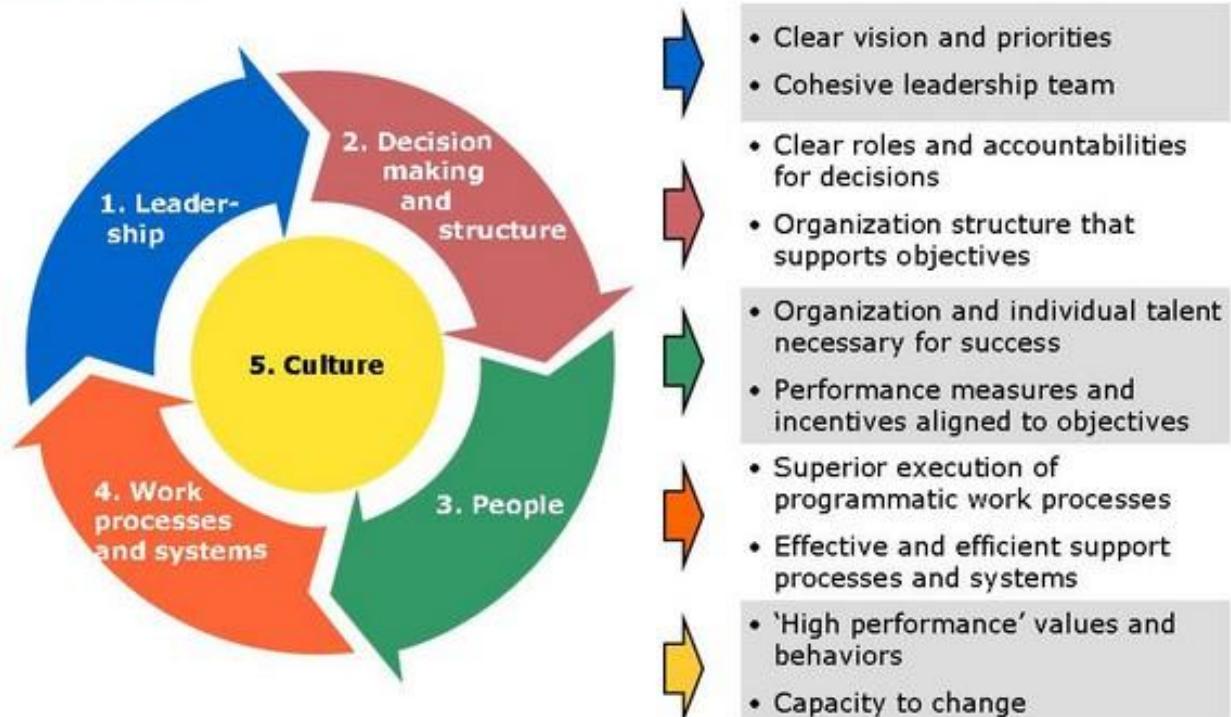
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PEOPLE: MAIN STREET'S GREATEST RESOURCE!

Exhibit 1: Effective organizations demonstrate strength in five key areas



Source: Framework developed by Bain & Company and adapted by Bridgespan

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PEOPLE: MAIN STREET'S GREATEST RESOURCE!

Greater Auburn Gresham Development Corporation
Model example of team with great operational structure



Leadership Team



Chicago's Greater Auburn Gresham Development Corporation diverse staff comprised of community development practitioners with backgrounds in housing, real estate, workforce development, community organizing and office management

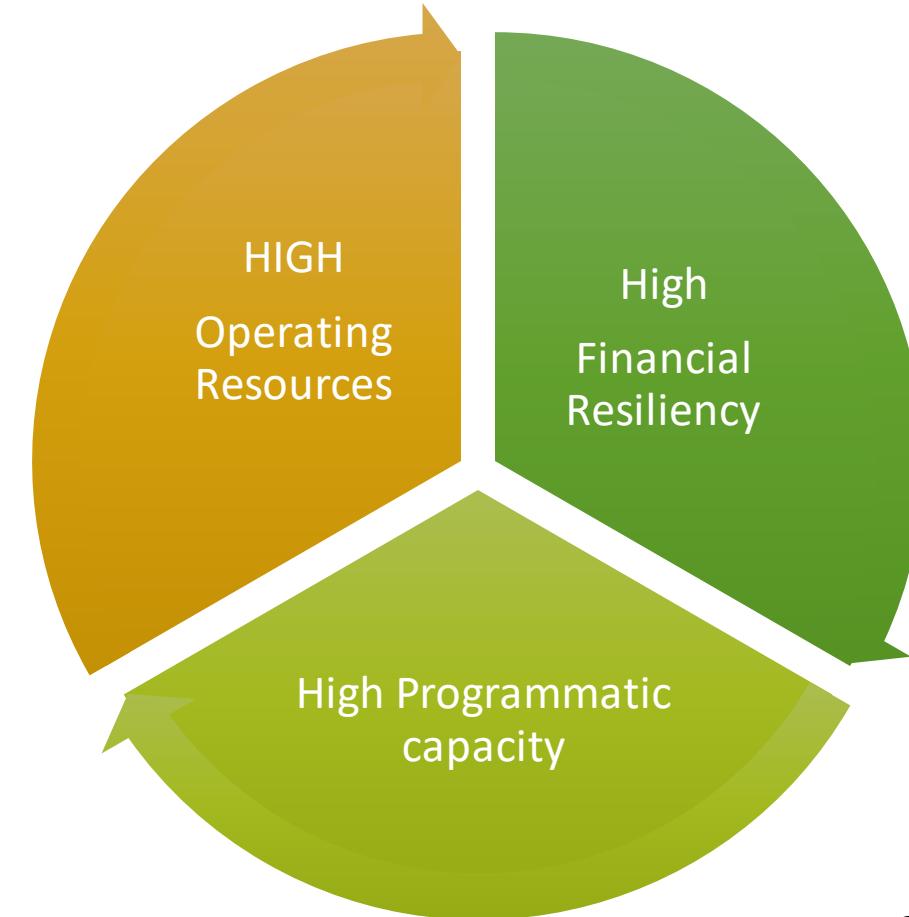
Inclusive Leadership and Organizational Capacity

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Greater Auburn Gresham Development Corporation
Model example of team with great operational structure

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Hope to see you in Boston soon!

DIONNE BAUX

Vice President of Urban Development

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thank
you



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- Kyle Meyer (Eastern)
- Zachary Whitlow (Southern)



Economic Development & Community Vitality

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Community Business Launch, [Jessica Hartness](#)

GO Virginia

- [Cody Anderson](#)
- [Andrea Devening](#)
- [Billy Gammel](#)
- [Annie Conte](#)

Industrial Revitalization Fund

- [Brandon Archer](#)
- [Annie Arrest](#)
- [Joseph Dennie](#)

Virginia Enterprise Zone, [Kate Pickett](#)

Virginia Individual Development Accounts, [Sabrina Blackett](#)

Virginia Main Street (see previous slide)

Mobilizing Main Street Cohort, please stay on this video call. Thank you!

