

Farmville, VA

Switch to Six Training Series

Inclusive Leadership & Organizational Capacity

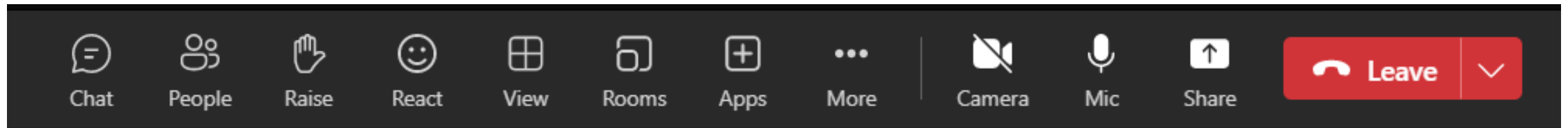
March 16, 2023

11 a.m. - 12:15 p.m.



WELCOME!

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



Chat

Attendees

Ask a
Question

Settings

Turn
camera on
or off

Turn
microphone
on or off

Leave
meeting

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

A large, light blue watermark of the DHCD Virginia logo is centered in the background. It features a stylized house icon with a wavy roofline above the text "VIRGINIA" and "DHCD" in a bold, sans-serif font.

**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


dbaugh@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:

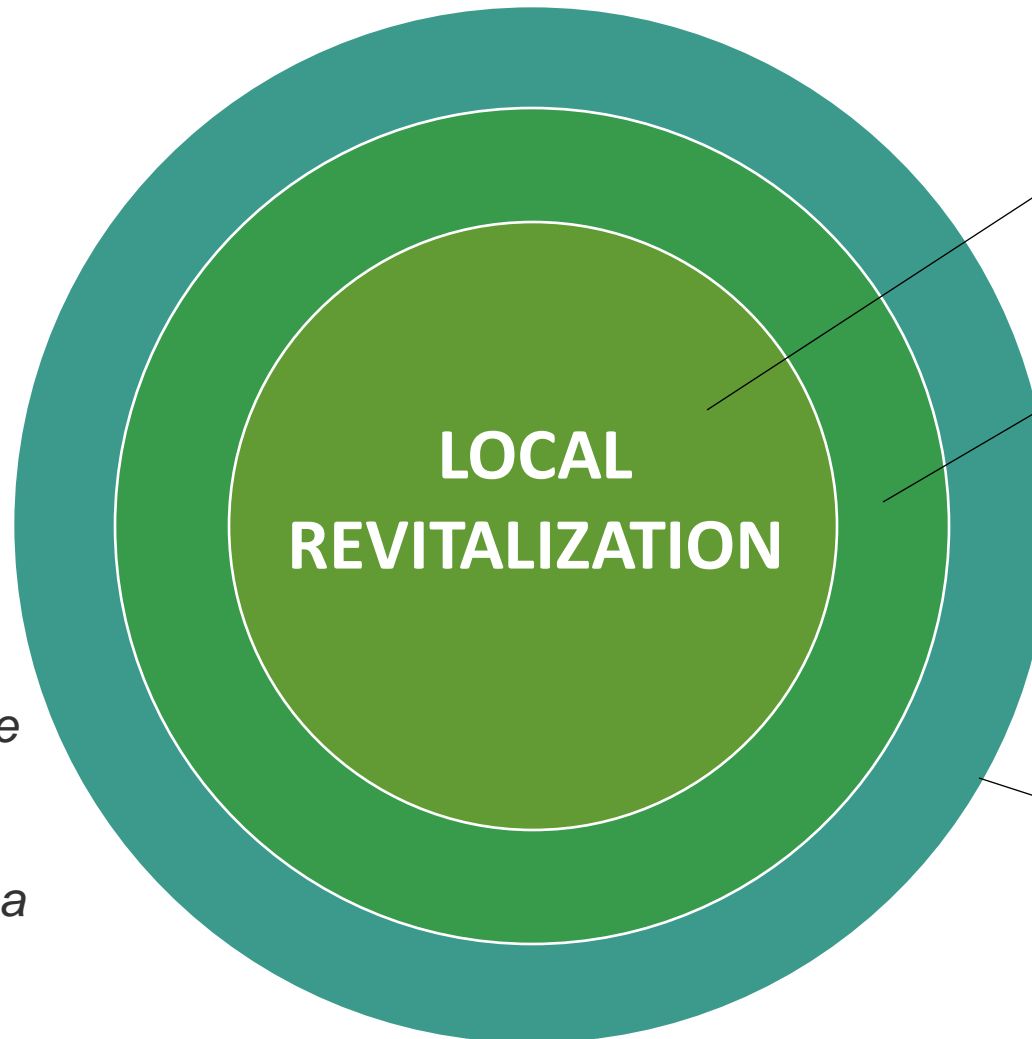
- Positioning MS programs as economic development organizations
- Moving programs beyond idea/project-driven to Strategy-driven programming – Transformation Strategies
- More community-wide engagement (input and participation) in programming and organization
- Need to develop a more cohesive system within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



PROVIDING AN EMPOWERING, MODEL OF COLLABORATION FOR LOCAL REVITALIZATION



- ✓ *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.*



**Community & Local
Main Street Program**

Coordinating Partner
(State, County or City-wide)



Main Street America

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



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.

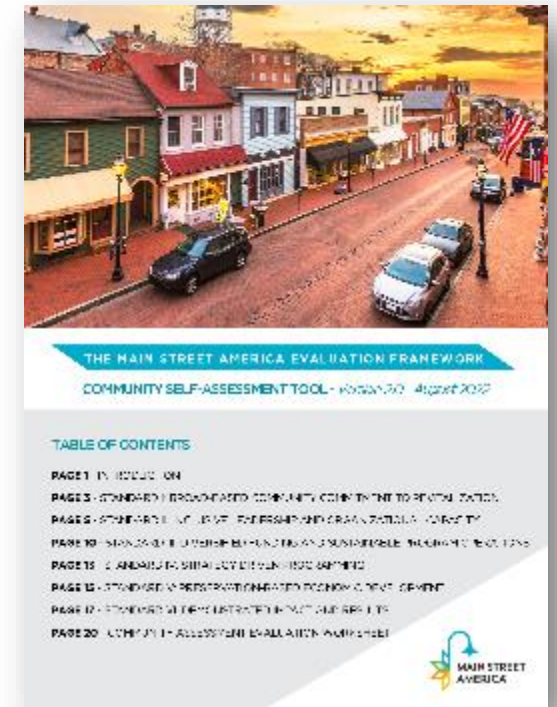
HOW GRADING WORKS

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.**



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



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

Key areas of focus:

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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: _____

Inclusive Leadership and Organizational Capacity

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All Topics	Chillicothe city, Missouri	Missouri
Population Estimates, July 1 2021, (V2021)	9,087	6,168,187
PEOPLE		
Population		
Population Estimates, July 1 2021, (V2021)	9,087	6,168,187
Population estimates base, April 1, 2020, (V2021)	9,000	6,154,913
Population, percent change - April 1, 2020 (estimates base) to July 1, 2021, (V2021)	1.0%	0.2%
Population, Census, April 1, 2020	9,107	6,154,913
Population, Census, April 1, 2010	9,515	5,988,927
Age and Sex		
Persons under 5 years, percent	5.4%	5.8%
Persons under 18 years, percent	18.9%	22.4%
Persons 65 years and over, percent	20.1%	17.6%
Female persons, percent	59.7%	50.6%
Race and Hispanic Origin		
White alone, percent	90.0%	82.6%
Black or African American alone, percent (a)	4.4%	11.8%
American Indian and Alaska Native alone, percent (a)	0.5%	0.6%
Asian alone, percent (a)	1.0%	2.2%
Native Hawaiian and Other Pacific Islander alone, percent (a)	0.0%	0.2%
Two or More Races, percent	3.7%	2.6%
Hispanic or Latino, percent (b)	2.3%	4.7%
White alone, not Hispanic or Latino, percent	89.0%	78.7%

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**Case Study
Beatties / LaSalle Corridor**



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

- Consensus building workshops
- Asset mapping



Inclusive Leadership and Organizational Capacity

Key areas of focus:

1. **Inclusive Organizational Culture and Diverse Volunteer Engagement**
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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
	Anchor institutions (i.e., health, educational, social service, city government, etc.)	The social aspects of living in the community.	Physical things we build including infrastructure Natural Such as the environment and water	Jobs and a varied economy that people and communities draw on for their livelihoods
Beatties_Frod / LaSalle Main Street	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	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!	Grocery Store Businesses are reclaiming vacant spaces Historic West End Green District Clean AIRE NC Public Art Architecture Physical building rehab occurring at the intersection of LaSalle Street Community/Walkable business space Walkability keeps the history alive Library New public space Small businesses and developers E-Fix Development Transportation in /out of the corridor Accessibility to highways Trees Historic structures Harvesting Humanity Rosa Parks Farmer's	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)

PEOPLE: MAIN STREET'S GREATEST RESOURCE!

Inclusive
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Charlotte's Advisory Committee Structure

Key areas of focus:

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



PEOPLE: MAIN STREET'S GREATEST RESOURCE!

**Inclusive
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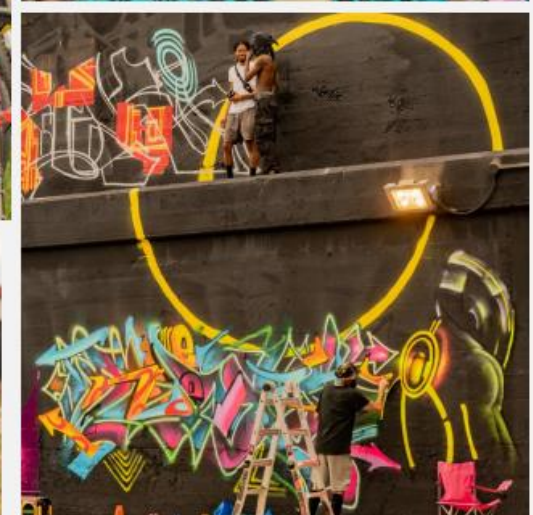
**Inclusive
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PEOPLE: MAIN STREET'S GREATEST RESOURCE!

Chicago's Invest South & West Ride Programming

Key areas of focus:

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Inclusive Leadership and Organizational Capacity

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2

CHICAGO CARES

MSFundamentals: Chicago Cares Training



1

Allstate®

MSFundamentals: Allstate Power of Service Training

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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

Excellence in Revitalization Awards

Award for Organization:
Calumet Area Industrial Commission

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

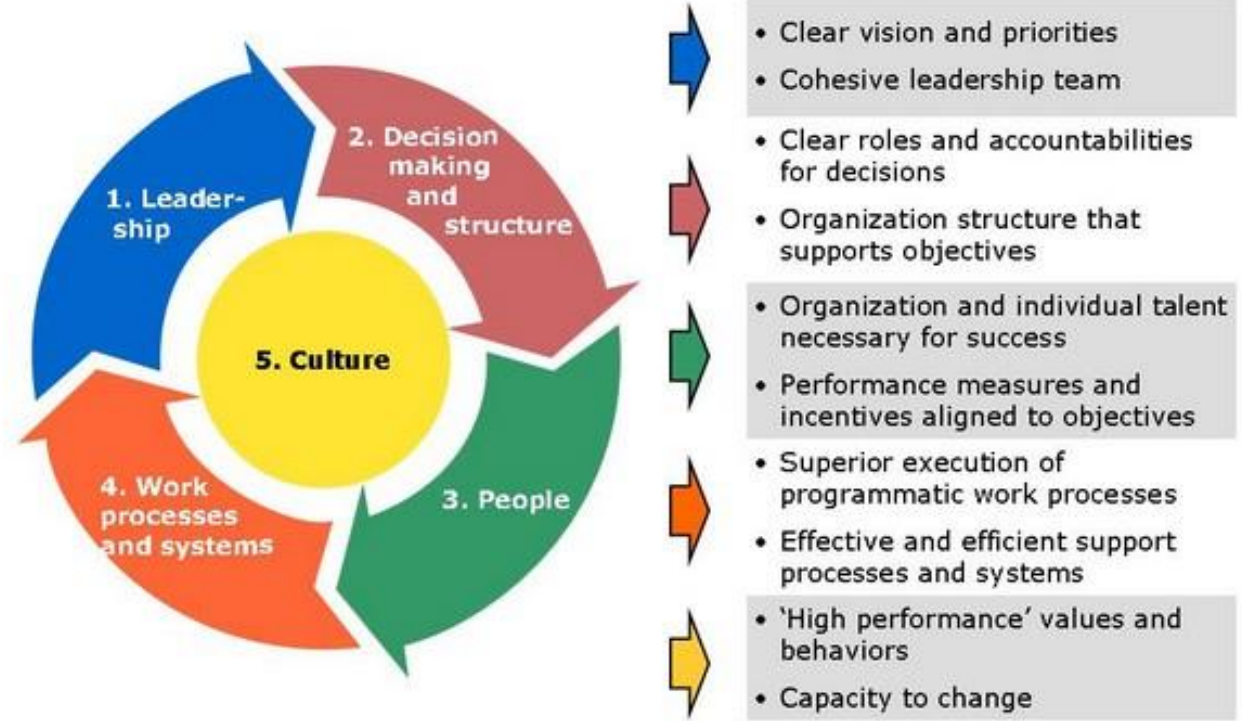
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Exhibit 1: Effective organizations demonstrate strength in five key areas



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

PEOPLE: MAIN STREET'S GREATEST RESOURCE!

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

Key areas of focus:

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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



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Greater Auburn Gresham Development Corporation
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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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- [Annie Arnest](#)
- [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!

