MICHIGAN MAIN STREET TOOLKIT

MICHIGAN ECONOMIC DEVELOPMENT CORPORATION

Community Development

Supporting the growth of vibrant, diverse and sustainable communities across Michigan

MICHIGAN
MAIN STREET
CENTER

The Michigan Main Street program exists to help communities develop main street districts that:

ATTRACT
residents and businesses

ENCOURAGE
local investment

BUILD
community capital

MAIN STREET AMERICA™

MAIN STREET APPROACH™

COMMUNITY VISION + MARKET UNDERSTANDING

Establish a community vision for the Main Street district that acknowledges market realities and provides a foundation for future (re)development.
Key tools: local surveys, market data

TRANSFORMATION STRATEGIES

Select a strategy aligned with the community vision and local market to guide programming, planning and investment in the downtown district.
Key tools: focused strategy, implementable goals

IMPLEMENTATION & MEASUREMENT

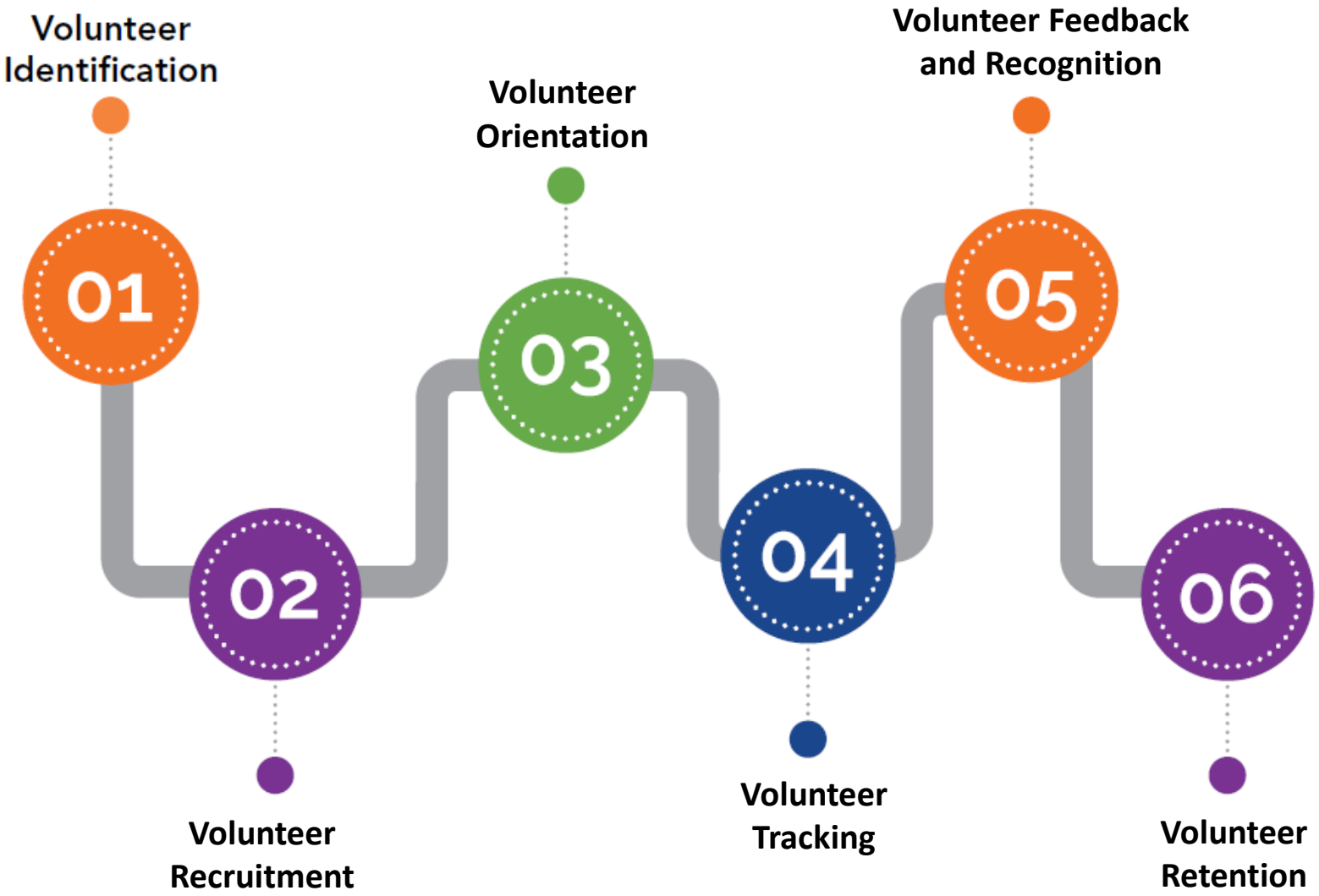
Identify programming, partners and capital needed to implement transformation strategy; define measures of success to track impact over time.
Key tools: project work plans, data collection and tracking

SENSE OF VIBRANCY
SENSE OF PLACE
ECONOMIC VITALITY
DESIGN
PROMOTION
ORGANIZATION
SENSE OF COMMUNITY
SENSE OF OWNERSHIP
Tin Can
OPEN
MICHIGAN MAIN STREET
Dorsey Schools

Volunteer Toolkit

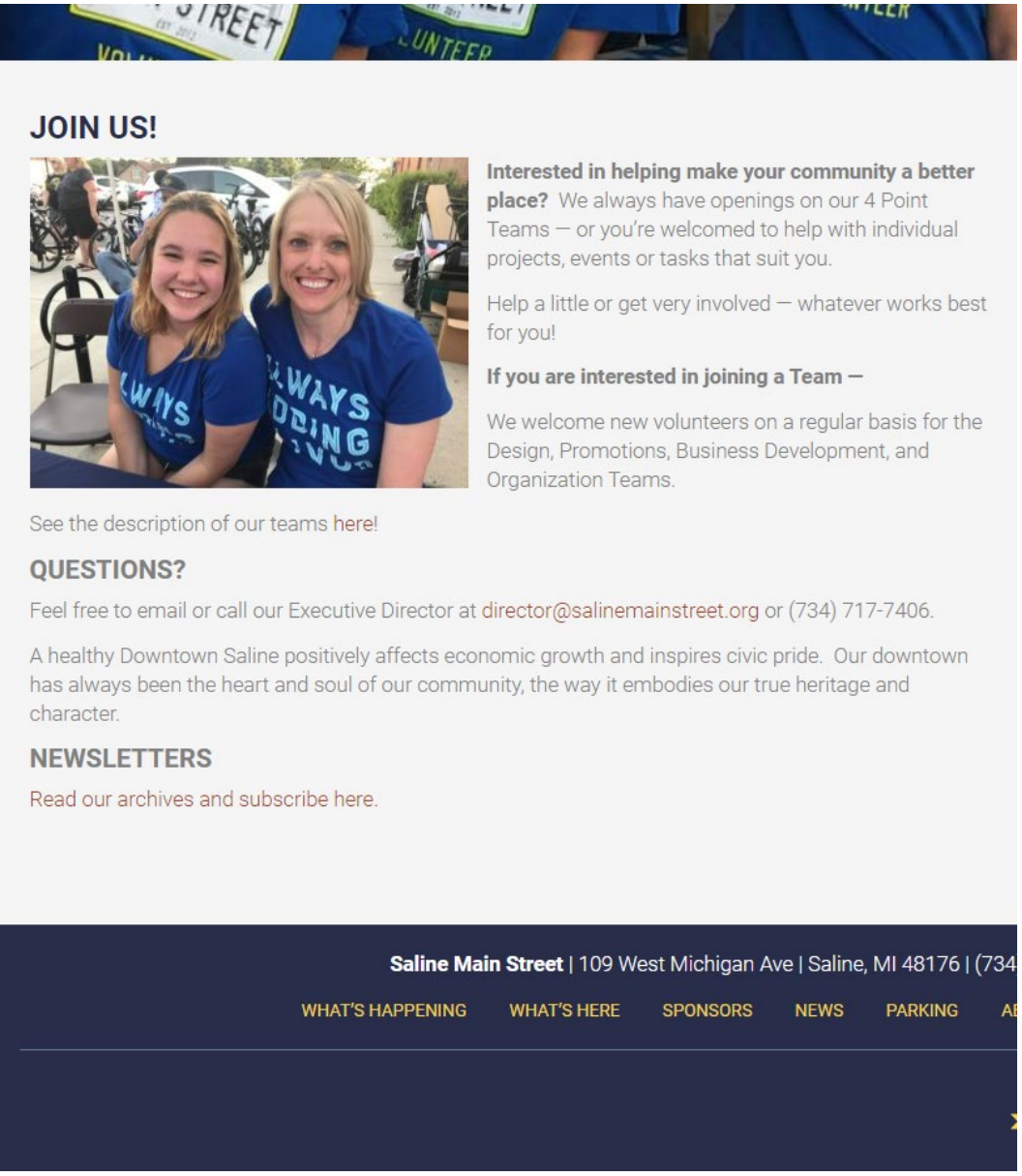
- Best Practices adapted from Ken Culp, III, Ph.D. and tools adapted from the Main Street Colorado Volunteer Management Toolkit
- Created a Steering Committee of 2 directors help guide creation of Toolkit
- Toolkit includes 6 key areas of volunteer management
- Each key area has best practices and tools/resources
- https://www.miplace.org/4a7adf/globalassets/documents/michigan-main-street/resources/mms_volunteer_toolkit_2019_2.pdf

Volunteer Management Cycle



Volunteer Identification

- Best Practices:
  - Assess the efficiency of your organization's volunteer management program and evaluate strengths and areas of improvement
  - Identify volunteer opportunities through assessing organization's volunteer needs
  - Gauge interest of prospective volunteers using an inquiry form and volunteer profile and interest card



Volunteer Recruitment

- Best Practices:
  - Set up volunteer meet and greets to get to know prospective volunteers
  - Create position descriptions with fun, exciting titles to encourage recruitment of individuals to specific roles based on their interests and skill-sets
  - Match volunteers to existing projects/volunteer opportunities based on skills and interest
  - Integrate flexibility through recruiting volunteers to short-term projects or individual tasks and allowing for virtual volunteers through tasks that can be accomplished off-site
  - Develop a more detailed volunteer application and make the application available online
  - ***Ask*** people to volunteer! Shift the way your organization asks for volunteers by focusing on the ***cause*** and ***outcomes*** of your organization and make personal asks

Volunteer Orientation

- Best Practices:
  - Create a volunteer handbook that explains all the key information about your organization and volunteer must-knows
  - Conduct an individual and/or group volunteer orientation meeting
  - Demonstrate a collaborative team spirit to excite volunteers about their decision to participate
  - Develop a volunteer mentor or buddy system so that new volunteers have a contact to ask questions and can feel a connection to others within the organization
  - Host an annual meeting so that volunteers continue to feel passionate about your Main Street organization's mission and can see the overall impact of your organization's work in the community

Volunteer Tracking

- Best Practices:
  - Create a single database to track volunteers. Information to collect for each individual volunteer includes:
    - Name
    - Address
    - Phone number
    - Email
    - Emergency contact
    - Interests/special skills
  - Use technology to help manage and communicate with volunteers
  - Count Volunteer Hours

Volunteer Retention

- Best Practices:
  - Discover what motivates volunteers to participate and ensure your organization is meeting their needs for continued participation
  - Empower volunteers to be decision makers through allowing them to take ownership of their project, event or committee
  - Always make tasks enjoyable. Hire out the non-glamorous tasks (such as picking up garbage, emptying trash cans, setting barricades, etc.)
  - Be available to volunteers to hear questions, provide feedback and listen to any concerns
  - Appreciate and recognize your volunteers' work through a series of gestures, both small and large
  - Position volunteers to move up within the organization, from project volunteer to project/committee chair, and eventually to board member

Fund Development Toolkit

- 2020 – Held a 4-part virtual workshop focused on fund development basic education and tactics
- Created a Steering Committee of 2 directors and one board chair to help guide creation of Toolkit along with consultant from Johnson Center for Philanthropy
- Toolkit includes 10 Pillars for Fund Development
- Each Pillar has best practices and tools/resources
- https://www.miplace.org/4984a8/globalassets/documents/michigan-main-street/resources/mms_fund_dev_toolkit_2021_3.pdf

1. Evaluate Your Organization's Overall Sustainability

nonprofit LEADERSHIP LAB
Because the World is Counting on Us.

The 14 Attributes of a Healthy Nonprofit

		MESSY	GROWING	HEALTHY	THRIVING
People	Board Diversity	Board has no diversity of skills nor reflects the community it serves	Ad hoc board recruitment. Reactive based on current needs. No overall plan.	Developed composition matrix for the ideal board. Works to achieve it.	Board diverse in skills and reflective of the community it serves
	Board Responsibilities	Board responsibilities are not defined. No orientation or onboarding process.	Primitive orientation process. Either no committees or committees without goals/clear charge.	Regular discussions and training regarding the role of the board. Onboarding process.	Board is clear on responsibilities, takes them seriously, and executes effectively
	Leader Relations	The board chair and ED actively sabotage each other.	ED feels compelled to do everything on her own and brings "completed" products to the board	Clear points of synergy around some aspects (board recruitment, some aspects of fundraising)	True partnership between board chair and ED
	Leadership Pipeline	Neither the Board nor staff has anybody prepared or groomed to take on leadership responsibilities when current leadership wants out.	Board recruitment based on current organizational needs. Jobs posted on standard nonprofit recruitment websites. Not enough resources to recruit a great candidate pool.	Board active in recruiting those with leadership skills. Committee chairs held accountable and supported. Entire org involved in recruiting. Willingness to pay for excellence.	Board and staff have strong leadership pipeline and bench strength
	Performance Reviews	No regular performance reviews or assessment for anybody (board or staff)	No board assessment. Very basic staff assessments.	Board has rudimentary assessment process in place.	Regular performance reviews / assessments
	Staff recruitment and retention	Hard to find good people. No recruitment process.	ED does all hiring. Rudimentary job descriptions. Limited outreach. Intentional appreciation of staff.	Hiring handled beyond ED level. HR compliance. Full job descriptions. Board and other stakeholders involved. Strong staff retention strategies in place.	Seen as a workplace of choice
Money	Financial Stability	No financial stability. Trouble meeting payroll.	Can make payroll but cashflow is inconsistent. Basic financial tracking. No cash reserve. Informal budget process.	Smart, staff-driven budget process. Active board treasurer and finance committee. Cash reserve building.	Board and staff partnership. Solid cash reserve. Strong positive cash flow. Operating expenses - at least 1 month in the bank and 3 - 6 months available as unrestricted cash balances. Little debt. No long term AR or AP. Endowment (?) at least 3x the operating budget.
	Fundraising	Reliant on a single, unstable fundraising stream	Basic fundraising plan with dedicated staffer leading, typically focused on events	Board more involved and sophisticated about fundraising. Growing dev staff. Focus on bringing in larger donors (corporate, foundation, individual)	Fundraising streams are balanced, diverse, and sophisticated
Programs	Mission-Centric Programs	Programs aren't clearly mission-centric	Many programs are mission-centric but some are not and there's no plan on fixing this or ability to "just say no"	Strategic discussions about how to best invest program dollars. Ability to say no to programs that aren't mission-centric but some are still running.	All programs are mission-centric
	Metrics	No attempt to evaluate program impact	Focus on "vanity metrics" and what's very easy to measure. No good infrastructure in place for measurement.	Plans and accountability in place to build out necessary measurement systems. Desired impact metrics identified. Basic dashboard created.	Can evaluate the impact of programs (quantitative and qualitative)
Narrative	Clear Brand	Inability to state organizational mission in a way that is clear, concise, and attractive to the right people.	Strong elevator pitch. Basic visual branding. Clarity on how to talk about the organization extends to staff.	All visual branding is integrated and cohesive. Organization has a clear voice. Ongoing board training on how to talk about the organization. Beginning to understand stakeholder segments in a deeper way.	Clear, strong, compelling, integrated, targeted, and highly visible external presence. Understood and communicated clearly by all stakeholders. Sophisticated and deep understanding of all stakeholder segments.
	Strategic Marketing / Stakeholders	Few people know the org exists. No idea how to grow stakeholders or engage with existing ones	Basic website, email list, social media. Audience growing but haphazard and not strategic.	Well designed and consistent website and media with a clear strategy and capacity to grow audience, authority, and stakeholder participation around the mission.	Integrated and scalable strategy for growing, segmenting and engaging stakeholders in the work.
	Public Champion	ED is rambling, unclear.	ED is wonky. "Laundry list". No storytelling.	ED is informative, interesting and clear, but not "sticky" or memorable	ED is visible, vocal, and effective public champion/voice for the org. Great storyteller.
Strategy	Strategic planning	No long-term strategy	Staff sets broad goals for next few years. Board not really involved. Motivation is to prove to funders there's a plan.	Solid, but limited plan developed jointly by staff and a board committee with no goals set for the board and no outside resources.	Thoughtful long-term strategy developed jointly by board and staff that sets inspiring vision

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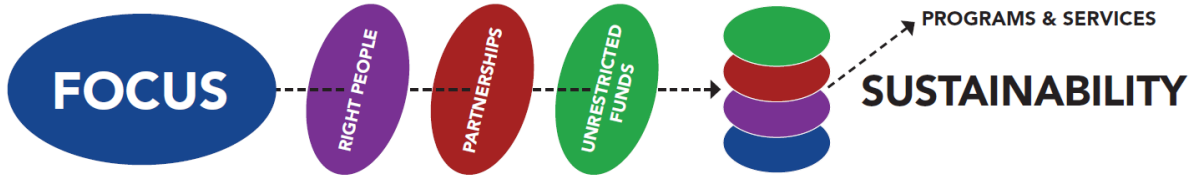
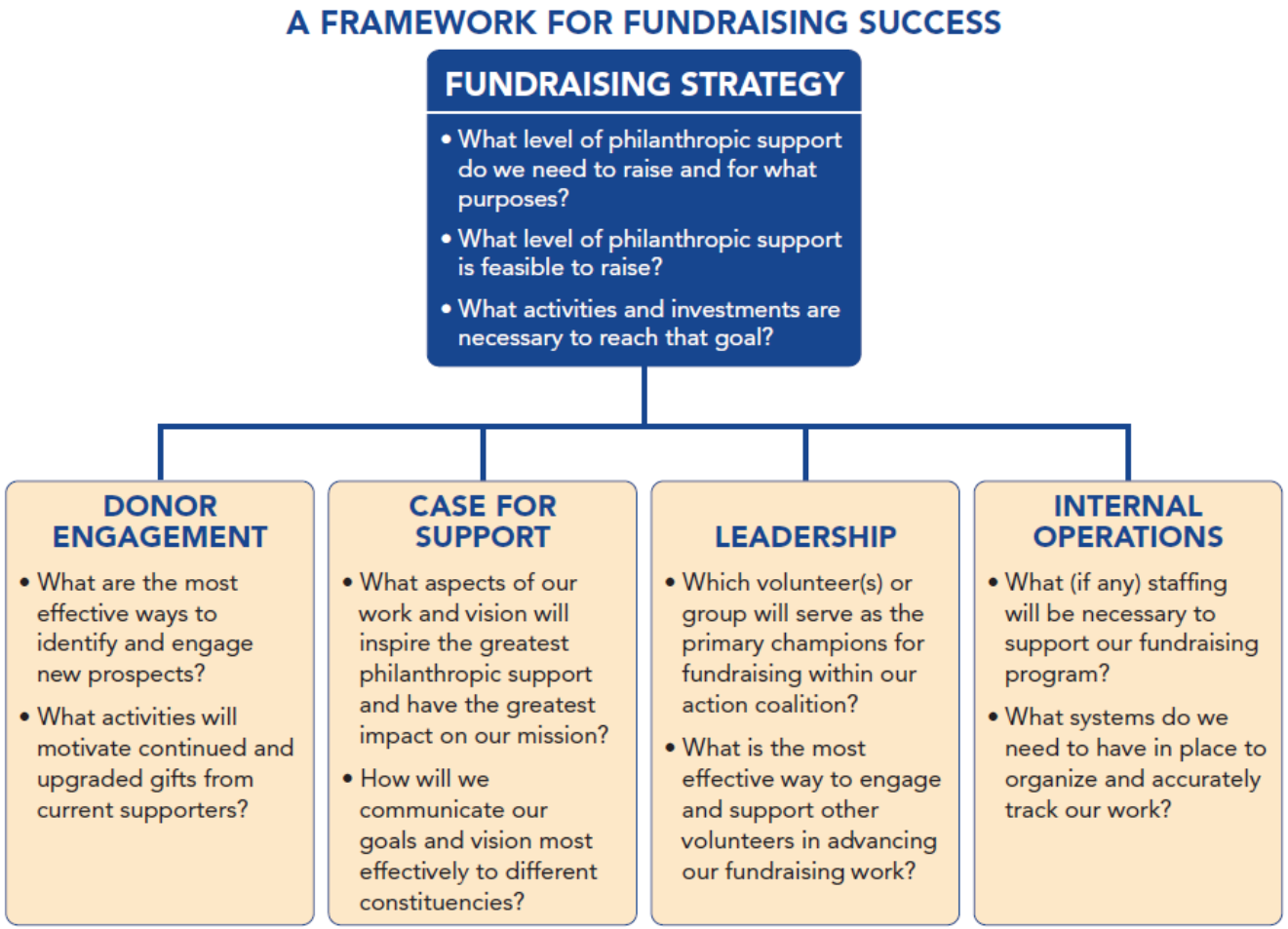
Foraker Model of Sustainability:



2. Assess Your Organization's Budget and Financial Health

- Budgeting tips
- Tips for managing the budget
- Budget templates

3. Shift from Fundraising to Fund Development



4. Build an Organizational Culture of Philanthropy and Create a Fund Development Team

- Step One: Determine an effective team structure
- Step Two: Recruit fundraising volunteers
- Step Three: Ensure the board understands their role:
  - Relationship Building
  - Planning
  - Giving
- Step Four: Develop internal systems to manage fund development activities

5. Identify Your Organization's Existing Revenue Sources

49% EARNED Private fees for services

31.8% EARNED Government grants/contracts

8.7% DONATED Individuals

2.9% DONATED Foundations

1.5% DONATED Bequests

0.9% DONATED Corporations

5.2% Other

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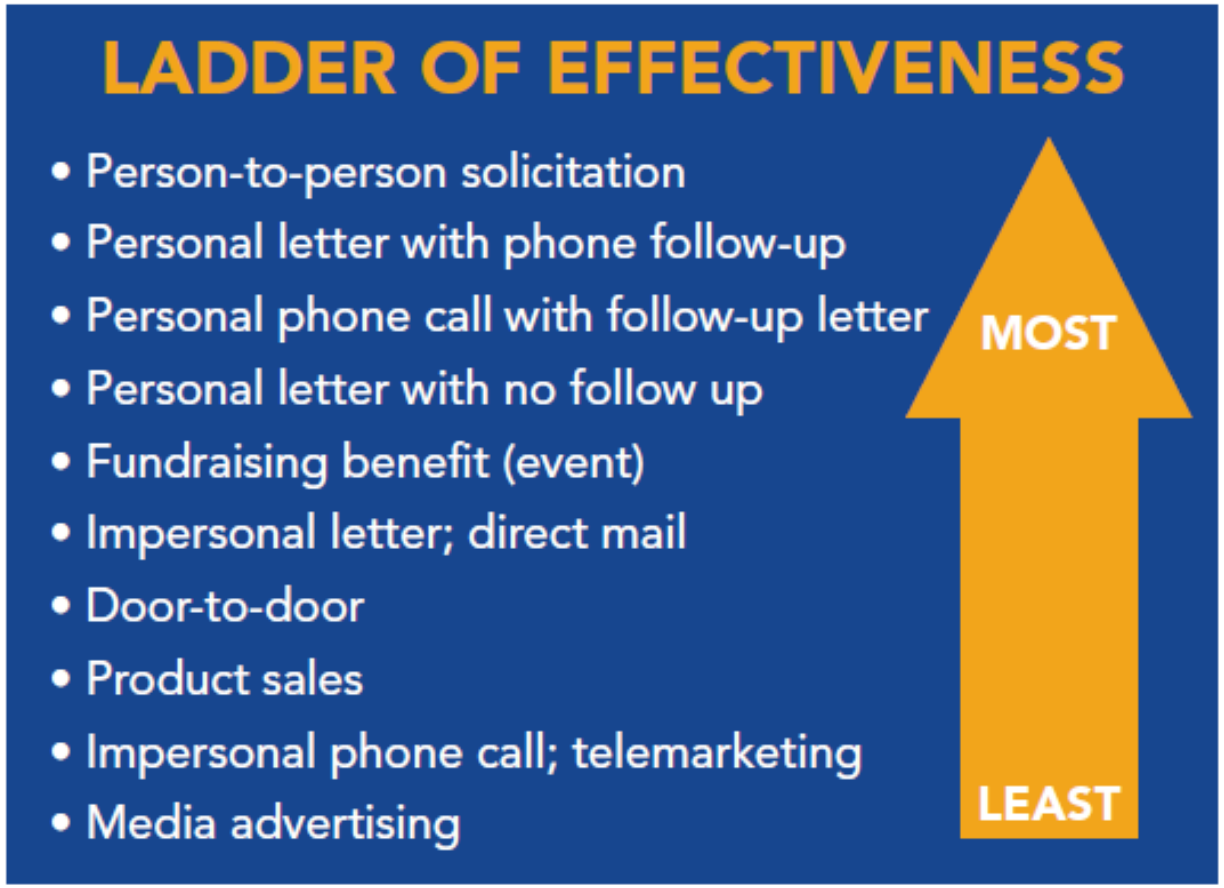
6. Determine the Fundraising Tactics that are Best for Your Organization



Source: Henry Rosso, "Achieving Excellence in Fundraising," Jossey-Bass

FUNDRAISING EFFECTIVENESS CHART

Ways/places for asking for support	Definition	Effectiveness tips	Prospect ratio	Average cost per dollar raised
Direct mail	Money raised through the mail by sending a solicitation package to a broad base of potential supporters.	Most effective way to achieve these ***new*** donors: repeated solicitations	100:1	$.80–$1.25
Telemarketing	Money raised through the telephone by calling with a solicitation script to a broad base of potential supporters.	Most effective way to achieve these ***new*** donors: repeated solicitations	10:1	$.10–$ .20
Fundraising event	Money raised from individuals who are new to the universe of your organization or upgrading to a higher level through the sale of tickets and other event collateral	Most effective way to achieve these donors: multiple solicitation tactics	Direct mail sales 100:1; Face-to-face sales 4:1	$.50
Corporate sponsorship	Money raised from corporations who support the work of your organization and/or are seeking recognition opportunities	Most effective way to achieve these donors: face-to-face solicitations	4:1	Widely variable; approximately $.10–$.
Grants	Money raised from private and public foundations and/or various branches of the government	Most common way to achieve this money: grant applications	11:1	For program grants $1.00; for operating grants <$.15
Individual donors	Money raised from individuals who support the work of your organization at a philanthropic level	Most effective way to achieve these donors: face-to-face solicitation	4:1	<$.10

Source: Community Toolbox, Marketing The Initiative to Ensure Financial Support

7. Develop a Fundraising Plan

Tips:

- Identify necessary resources
- Cultivate new donors and develop communication tools to develop relationships
- Set clear and realistic financial goals
- Map out the fundraising tactics you will use
- Set evaluation criteria for your efforts
- Set clear deadlines for each action in the plan

8. Create a Case Statement for Your Organization

Key elements to include:

- Organizational history
- The need – data-based and story-telling
- The solution your organization offers to meet the need
- Why you and why now – create a sense of urgency
- Action desired from donors

9. Engage New and Existing Donors

10. Measure the Success of Your Organization's Fund Development Efforts

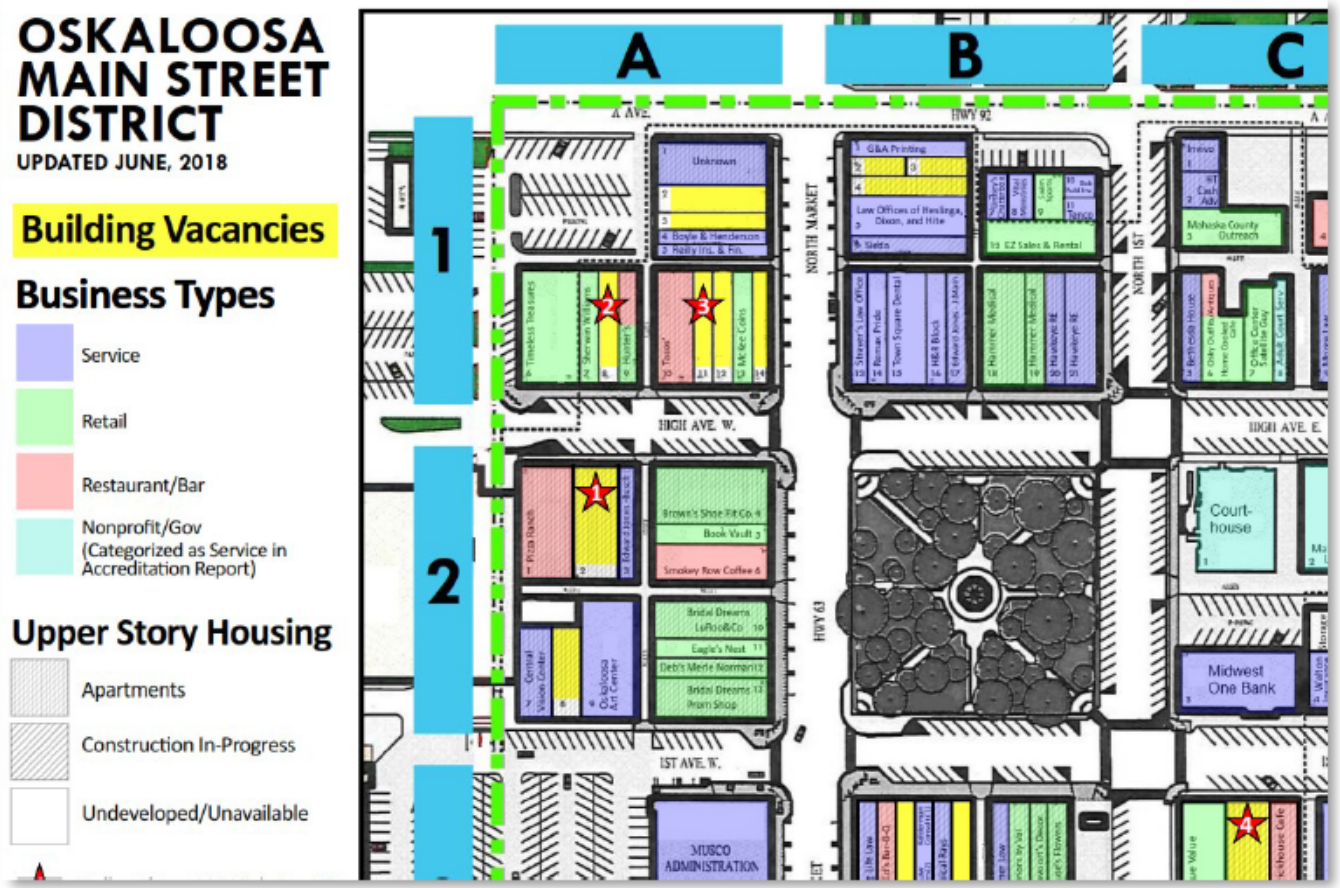
What to measure:

- Number of contacts with the donors
- Fundraising goals
- Increases in giving
- Donor engagement
- Number of renewed and new donors
- Volunteer and board engagement

Business Development Toolkit

- Partnered with Downtown Professional Network to develop toolkit to help guide business development efforts
- Created a Steering Committee of 4 directors and one board chair to help guide creation of Toolkit
- Toolkit includes best practices, proposed actions, tools and the potential roles played by the Organization staff, board members and volunteers
- https://www.miplace.org/4984a8/globalassets/documents/michigan-main-street/resources/mms_fund_dev_toolkit_2021_3.pdf

Business Development Building Blocks



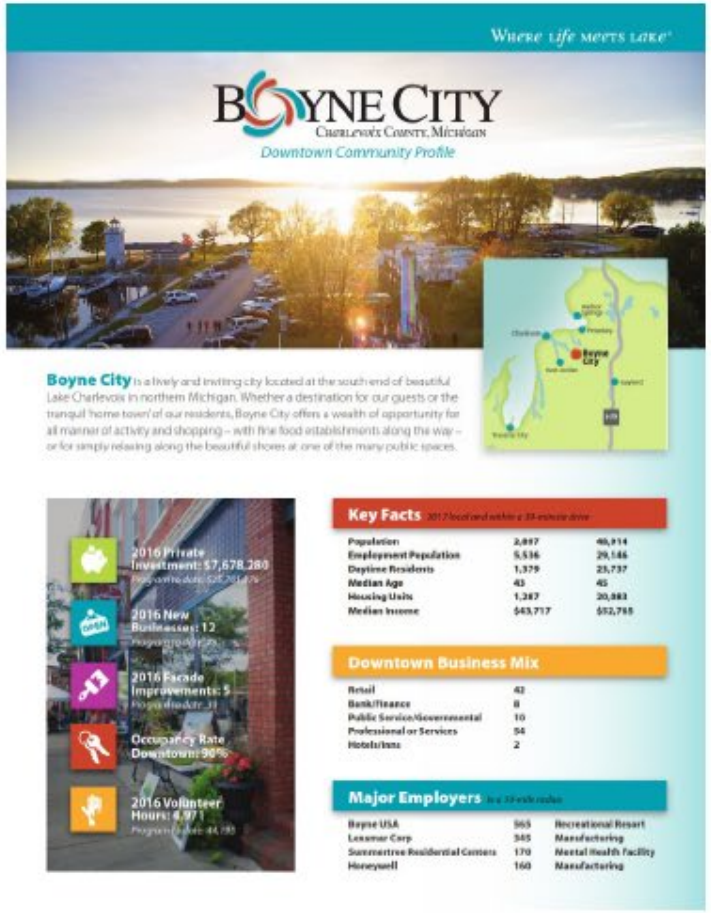
CREATE AND MAINTAIN A BUILDING AND BUSINESS INVENTORY

Your inventory is a key building block for analyzing the business mix, tracking changes, and promoting opportunities.

- ☐ Collect and maintain basic information on ownership, occupancy, use, property value, etc.
- ☐ Create a map to show the location and mix of different business types and uses in the district.
- ☐ Map available properties and spaces.
- ☐ Track investments, changes in occupancy and values, etc.

- MMS Data Resource Guide
- MMS Building & Business Inventory Tool
- Google Maps *(MyMaps Creation Tool)*
- Visme *(Custom Map Maker Tool)*

Business Development Building Blocks



BUILD A CASE FOR INVESTMENT

Synthesize information, infuse data, and use visuals to introduce prospects to the community, to highlight progress, and to paint a picture of potential and opportunity.

- ☐ Market Snapshot [Example]
- ☐ Community/District Profiles [1] [2] [3]
- ☐ IMPACT Report [Examples]
- ☐ Driving Tour Map [Example]
- ☐ Virtual Tour [Example]
- ☐ Website Landing Page [Example]

IMPACT Content Collection Guide

MMS IMPACT Pulse Poll Template

MMS IMPACT Pulse Poll Demo

Business Development Building Blocks

KEEP A PULSE ON AVAILABLE PROPERTIES AND OPPORTUNITIES

Showcase available properties and redevelopment opportunities, and promote business types and uses targeted for

- ☐ Maintain a current inventory of properties and spaces available for sale or lease.
- ☐ Create a template and generate cut sheets with images, basic property specs and contact information.
- ☐ Post available properties and spaces on your website with viewable and downloadable cut sheets.

Property Cut Sheet Examples [1] [2] [3]

Canva Real Estate Flyer Templates

Business Development Building Blocks

SMALL BUSINESS JOURNEY MAPPING

⊕ WHAT

Journey mapping documents the path a small business follows as they open or make changes to a business in your downtown. This project creates a resource for the Main Street Program as it outlines the business owners experience as they navigate the building and zoning permitting processes in your community.

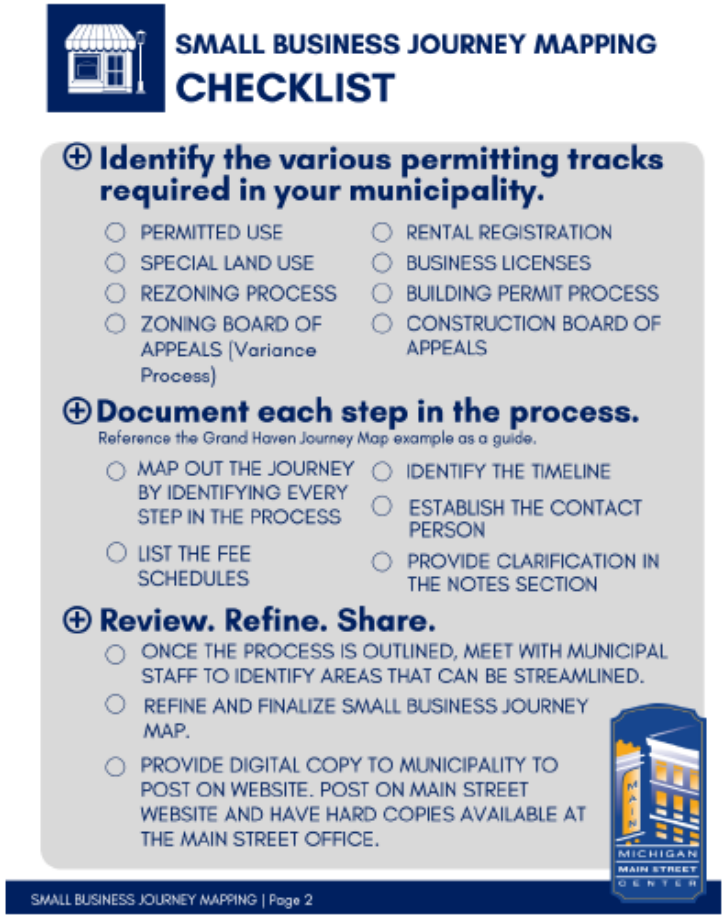
⊕ WHO

Journey mapping is often used as a foundational tool for the Main Street program, typically driven by the Economic Vitality committee, Main Street Board, and municipal staff. Business and property owners who have experienced the process are great volunteers to participate in mapping the process as they often have constructive feedback on ways the process can be improved.

THE VALUE OF JOURNEY MAPPING

- Creates clear understanding for the processes and establishes accountability.
- Provides an easy to read framework identifying fees, permitting timeline, & contact information.
- Positions the Main Street Program as a small business resource hub.
- Streamlines the permitting process by identifying repetitive steps.
- Provides an overall understanding of the small business owners experience.
- Helps market your community as Small Business 'friendly'.

SMALL BUSINESS JOURNEY MAPPING | Page 1



SMALL BUSINESS JOURNEY MAPPING CHECKLIST

⊕ Identify the various permitting tracks required in your municipality.

- ○ PERMITTED USE
- ○ SPECIAL LAND USE
- ○ REZONING PROCESS
- ○ ZONING BOARD OF APPEALS (Variance Process)
- ○ RENTAL REGISTRATION
- ○ BUSINESS LICENSES
- ○ BUILDING PERMIT PROCESS
- ○ CONSTRUCTION BOARD OF APPEALS

⊕ Document each step in the process.

Reference the Grand Haven Journey Map example as a guide.

- ○ MAP OUT THE JOURNEY BY IDENTIFYING EVERY STEP IN THE PROCESS
- ○ LIST THE FEE SCHEDULES
- ○ IDENTIFY THE TIMELINE
- ○ ESTABLISH THE CONTACT PERSON
- ○ PROVIDE CLARIFICATION IN THE NOTES SECTION

⊕ Review. Refine. Share.

- ○ ONCE THE PROCESS IS OUTLINED, MEET WITH MUNICIPAL STAFF TO IDENTIFY AREAS THAT CAN BE STREAMLINED.
- ○ REFINE AND FINALIZE SMALL BUSINESS JOURNEY MAP.
- ○ PROVIDE DIGITAL COPY TO MUNICIPALITY TO POST ON WEBSITE. POST ON MAIN STREET WEBSITE AND HAVE HARD COPIES AVAILABLE AT THE MAIN STREET OFFICE.

SMALL BUSINESS JOURNEY MAPPING | Page 2

HELP PROSPECTS AND DEVELOPERS NAVIGATE THE PROCESS

Work with local economic development partners to map business start-up and property development processes, to promote resources, and to promote a business-friendly environment.

- ☐ Inventory and summarize available technical assistance and incentives in a resources guide or fact sheets. [Example]
- ☐ Outline and map local business start-up and property development processes. [Example]
- ☐ Create a website landing page for business prospects and developers. [Example]

MMS Small Business Journey Mapping Guide and Checklist

Supporting Businesses

BEST PRACTICES

- Invest time to build strong, personal relationships with, and among, business community members
- Work actively with partners to facilitate and promote access to business support programs and resources
- Use interactions and business survey findings to identify needs and to target assistance
- Advocate for business-friendly policies and ordinances

ACTIONS TO SUPPORT BUSINESSES

— Examples

- [ ] Organize a volunteer-led business visitation program or block captains program.
- [ ] Host business roundtable discussions on timely topics of specific interest to district members.
- [ ] Host business networking events to build camaraderie, share ideas, and build awareness.
- [ ] Create a private invitation-only Facebook Group page for business community members to share information.
- [ ] Conduct an annual or biennial business survey to, in part, identify business needs and to target technical assistance and resources, accordingly.
- [ ] Work with economic development partners to inventory and promote business assistance resources.
- [ ] Create a district owner's manual with a "Who to Call" directory for information and assistance.
- [ ] Host and promote continuing education and training opportunities for business owners and managers.
- [ ] Share market information with existing businesses, especially those who might have opportunities to fill product and service gaps, to expand, or to reposition themselves in the market to tap into new opportunities.
- [ ] Orchestrate a social media campaign to highlight and promote local businesses and business owners and their involvement in community causes.
- [ ] Offer ideas for business to plug-in to events and for cooperative marketing opportunities to capitalize on traffic and gain exposure.
- [ ] Work closely with local government to communicate and address business community concerns, and advocate for business-friendly policies and ordinances.

Supporting Businesses

INGREDIENTS FOR SUCCESS

A host of factors influence business development program outcomes, and there is no guarantee of results. Still, communities and organizations can enhance their chances for success by:

- Demonstrating a strong commitment to business retention and business support initiatives.
- Demonstrating a solid understanding of the market and market trends.
- Demonstrating progress and positive trends through tracking data, visuals and testimonials.
- Demonstrating strong partnerships involving local government, the local Main Street organization, and other community economic development partners are in place.
- Promoting a business-friendly and development-ready environment by providing an outrageous level of personal attention to prospects, helping prospects navigate the development process or the steps for opening a business, and exuding a “can-do” attitude.
- Targeting prospects, investors and developers who have:
  - Prior industry experience or who are already operating within the region;
  - A connection to the community; and/or
  - Concepts or business models that are consistent with identified gaps in the business mix or that are complementary to existing businesses, uses and development patterns.

Business Development

Business Development

ACTIONS TO PROMOTE BUSINESS OPPORTUNITIES

— Examples

- ☐ Perform research to profile and target business expansion and recruitment opportunities.
- ☐ Work with economic development partners to assess and enhance the local entrepreneurial support system with consideration given to training and mentoring, access to capital, availability of appropriate space, etc.
- ☐ Explore opportunities for the staging of a business start-up, business plan or "pitch" competition that offers entrepreneurs a chance to enter the market at a low entry cost, or to test market business concepts.
- ☐ Work in unison with economic development partners to help entrepreneurs and prospects navigate the local business start-up process, and to promote a business-friendly environment.
  - ○ Create a business start-up guide.
  - ○ Work with local code officials to map permitting processes in user-friendly terms.
  - ○ Develop and maintain online how-to business start-up content and a directory to resources.
  - ○ Promote and direct prospects to technical assistance providers and resources (i.e. SBDC).

Properties and Spaces

ACTIONS TO PROMOTE AND SHOWCASE AVAILABLE PROPERTIES AND SPACES

— Examples

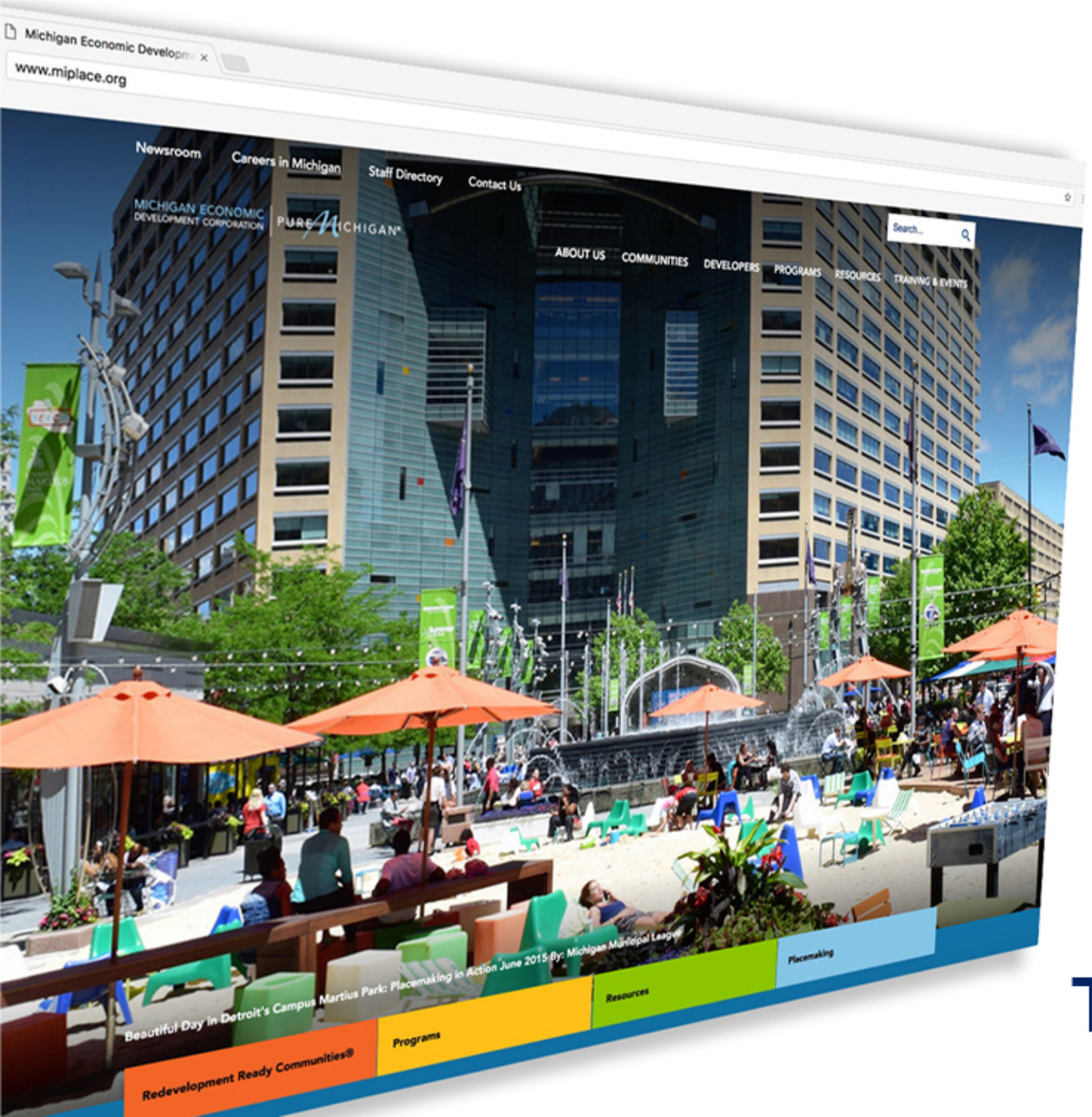
- ☐ Use temporary storefront and window treatments (e.g. "This space is not empty, it's full of opportunity!" posters) to highlight opportunities on the street.
- ☐ Organize and host periodic open house-style property tours for prospective businesses, entrepreneurs and investors to tour available properties and spaces.
- ☐ Host a workshop to share hints and tips for building owners to prepare and fill spaces, including examples of funding sources, technical assistance, and commercial leasing practices and options.
- ☐ Host small-scale events, entertainment and networking mixers at opportunity sites.
- ☐ Work with property owners and agents to rethink and adapt or retrofit appropriate sites for pop-up shops, kiosks or other shared space or co-working arrangements; and, possibly, to offer limited-term or rent-reduced spaces as an incentive for new entrepreneurs or pitch contest winners.

ACTIONS TO PROMOTE DEVELOPMENT

— Examples

- ☐ Work with partners to identify and pursue appropriate tools and resources (i.e. grants, tax credits, etc.) to promote development opportunities and to address problem properties.
- ☐ Using typical historic storefront footprints, create examples of potential building modification ideas to illustrate ways to maximize leasable space.
- ☐ Package information for development sites in a Request for Qualifications (RFQ) format to solicit interest.
- ☐ Explore possibilities for the Downtown Development Authority (DDA) to acquire, hold and develop property, as allowed by state enabling legislation.
- ☐ Review existing land use plans, ordinances, and codes to ensure compatibility with uses targeted for expansion and recruitment, including non-retail uses (i.e. housing, processing and light manufacturing, etc.).
- ☐ Work with local government officials and partners (i.e. historic preservation commission, planning and zoning commissions, and others) to ensure review processes are streamlined to the extent practicable, and to map development processes and corresponding protocols.
- ☐ Create a list of possible development group members who might invest in an "at risk" or historic building on short notice if one becomes available. Ensure potential members support rehabilitation that is sensitive to the historic nature of the property and its surroundings.

Development Opportunities



RESOURCES

www.miplace.org

LinkedIn:
MEDC Community Development

Facebook:
@MiPlaceNews

Twitter: @MiPlaceNews

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