



Taos Accelerator Community Orientation

July 26, 2018

Eduardo X. Martinez
NMMS Revitalization Specialist
Organization and Leadership Development

NEW MEXICO MAINSTREET | A Program of the New Mexico Economic Development Department

Pathway to MainStreet America Accreditation

- 1 • Application
- 2 • Review/Readiness Assessment
- 3 • Selection/Designation



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
- NMCMSA 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

New Mexico MainStreet Service Request Form

Organization

This is an application to receive organizational development technical assistance from the New Mexico MainStreet Program.

- Accelerator process designees have an established set of technical assistance services in the Four Points provided by NMMS during this phase of development, and are not eligible to apply for additional services through this form.
- Main Street America Affiliate programs may receive up to one (1) technical assistance service in each of the Four Points per fiscal year (July 1 - June 30).
- Main Street America Accredited programs may receive up to two (2) technical assistance services in each of the Four Points per fiscal year (July 1 - June 30). Based on the successful implementation of projects, events and activities from a previous service request, additional technical assistance may be considered if the professional consultant has availability.
- Each box checked represents a single technical assistance consultation, some of which may require multiple site visits. Please note that Program Associates may not be able to schedule an immediate on-site visit. Applicant is responsible for costs of reproduction of documents beyond the quantity provided by New Mexico MainStreet. If you have an urgent need, contact the MainStreet Director at (505) 827-0168.

NAME OF ORGANIZATION _____ Date _____

MainStreet Organization Name _____

Check the appropriate category of assistance that you require. (Please select one service only.)

ORGANIZATION TRAINING <input type="checkbox"/> Board Orientation <input type="checkbox"/> Officers/Committee Chair Training <input type="checkbox"/> Organization Committee Training <input type="checkbox"/> Staff Orientation/Briefing	RESOURCES DEVELOPMENT <input type="checkbox"/> Operational Fund-Raising <input type="checkbox"/> Project Fundraising <input type="checkbox"/> Grant Writing Assistance OPERATIONS <input type="checkbox"/> Non-Profit Management <input type="checkbox"/> Personnel Hiring/Management <input type="checkbox"/> Financial Management Consultative <input type="checkbox"/> Local Government NMO/Service Contract Support <input type="checkbox"/> Compliance Reporting	OUTREACH <input type="checkbox"/> Public Relations Strategies <input type="checkbox"/> Sponsorship (Organizational Membership) <input type="checkbox"/> Other Organizational Collateral Materials <input type="checkbox"/> Building Effective Partnerships VOLUNTEER DEVELOPMENT <input type="checkbox"/> Team-Building <input type="checkbox"/> Volunteer Recruitment, Training, Retention and/or Recognition
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ECONOMIC TRANSFORMATION STRATEGY B) PROJECT DESCRIPTION

The New Mexico MainStreet program offers organizational development assistance to support the Economic Transformation Strategies (ETS) that spur economic growth and revitalization of MainStreet designated traditional and/or historic commercial districts. Please list the Economic Transformation Strategy this request relates to.



The MainStreet Program

Basics and Background Info

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“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.)



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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.



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Asset-Based Economic Development



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.

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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

The MainStreet Four Point Approach



PROMOTION

- Branding/Image Dev.
- Special Events
- Retail events
- Media/Public Relations



DESIGN

- Design Education
- Placemaking
- Façade Squads
- Streetscapes
- Wayfinding
- Curb Appeal
- Preservation
- Urban Design
- Master Plans
- Adaptive Reuse



ECON. VITALITY

- Market Analysis
- Transformation Strategies
- Biz Retention
- Biz Recruitment
- Enterprise Facilitation
- Real Estate Development



The MainStreet Organization Point

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

Organization Services

ORGANIZATION TRAINING

- Board Orientation
- Officer/Committee Chair Training
- Organization Committee Training
- Staff Orientation/Mentoring

ORGANIZATION PLANNING

- Mission and Vision Statements
- Strategic/Annual Work Plan Facilitation

RESOURCE DEVELOPMENT

- Operational Fund-Raising
- Project Fund-Raising
- Grant Writing Assistance

VOLUNTEER DEVELOPMENT

- Team-Building
- Volunteer Recruitment, Training, Retention and/or Recognition

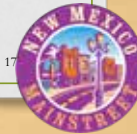
OPERATIONS

- Corporate Documents (Articles, bylaws)
- IRS Tax Status/Forms
- Non-Profit Management
- Personnel Management
- Financial Management Consultation
- Local Government MOU/Service Contract Support
- Compliance Reporting

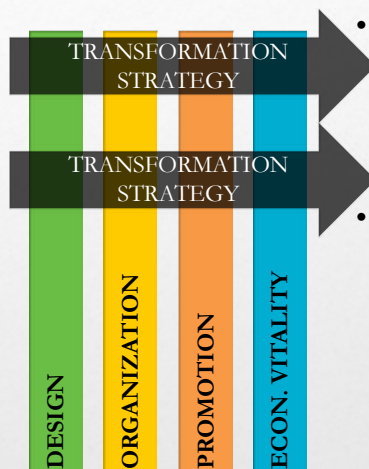
OUTREACH

- Public Relations Strategies
- Brochures (Organizational, Membership)
- Other Organizational Collateral Materials
- Building Effective Partnerships

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THE MAIN STREET APPROACH



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

Must be Reflected in Board-Adopted Plans

The 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



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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:

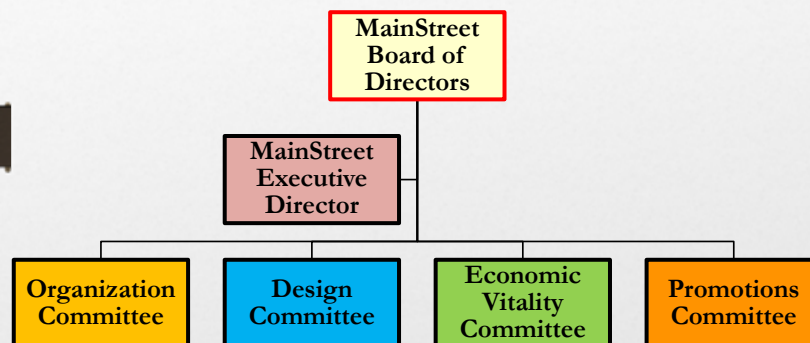
- Operate Revitalization Corp.
- Establish Economic Dev. Plans
- Engage Stakeholders
- Build Partnerships
- Establish Teams
- Generate Resources
- Manage Volunteers
- Coordinate Projects
- Evaluate Performance and Outcomes

Resources

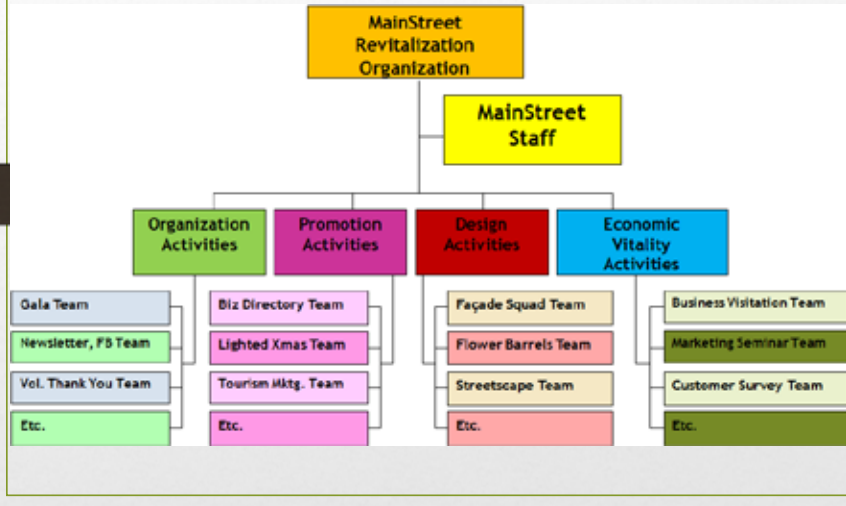
Generate and Utilize:

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

Traditional Organizational Structure



Alternative MainStreet Structure The "Task Force" Approach



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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

-
- Representative model?
 - Participatory model?

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

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

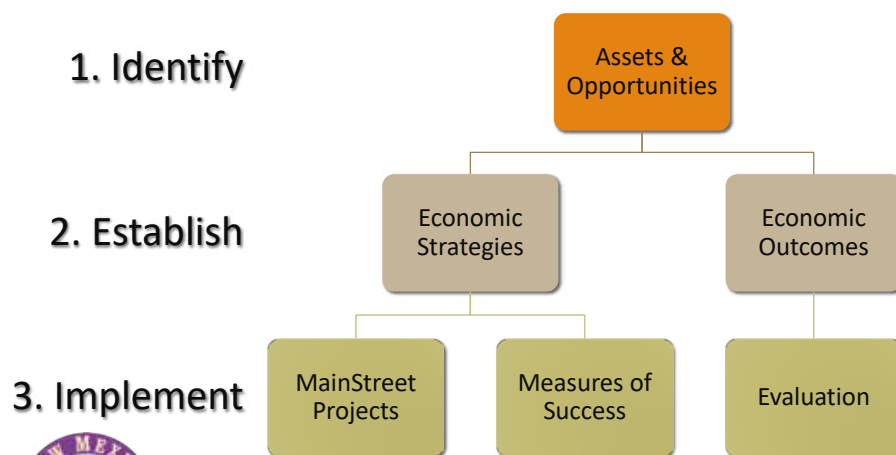
	Rural Community	Small Community	Mid-Size Community or Commercial Neighborhood	Large Community or Urban Program
Population	< 5,000	5,001 - 15,000	15,001 - 50,000	> 50,000
Min. Operating Budget for Main Street American Affiliate program	\$25,000	\$45,000	\$60,000	\$100,000+
Min. Operating Budget for Main Street America Accredited Program	\$40,000	\$60,000		\$100,000+
Min. Contribution Local Gov't Partner	\$20,000	\$35,000	\$40,000	\$60,000
Main Street America Affiliate Staffing Requirement	20 hrs/week	30 hrs/week		
Main Street America Accredited Program Staffing Requirement	20 hrs/week	40 hrs/week		
Accelerator Process Designate	\$15,000 from local government; no staffing requirement			
NMMS Revitalization Partner	Communities unable to meet budget/staffing requirements for MainStreet America Affiliate or Accredited programs			

Work Plans and Project Implementation Plans

Looking Ahead



Economic Transformation Strategies Work Flow and Tasks



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

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- A graphic featuring a black spiral on a light background, with a list of classifications from the National Main Street Center overlaid on it.
- 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

OUTPUTS (what we do)		OUTCOMES (what changed? what was the impact?)		
Activities (what we do)	Participation (who we reach)	Short Term KNOWLEDGE	Medium Term ACTIONS	Long Term CONDITIONS
Training	Participants	Learning	Behaviors	Economic
Workshops	Clients	Awareness	Practices	Social
Meetings	Agencies	Knowledge	Decisions	Civic
Service Deliv.	Stakeholders	Attitudes	Policies	Environmental
Product Dev.	Customers	Skills		
Assess	Partners	Opinion		
Facilitate				
Map				
Partner				

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

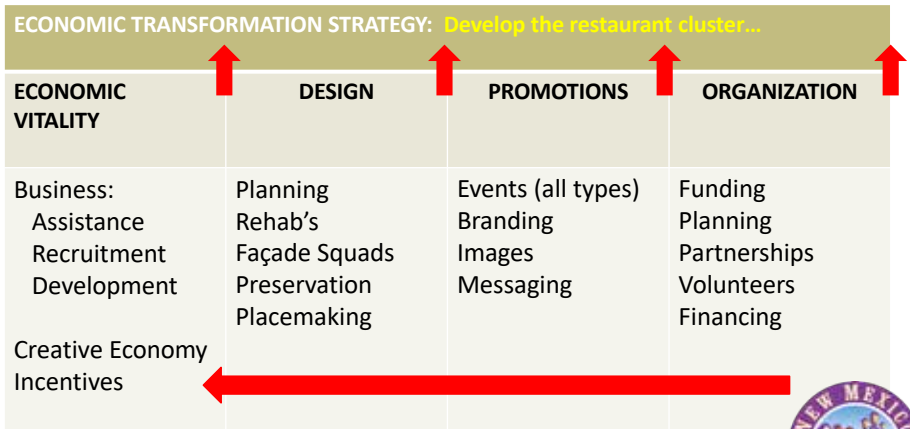
Strategy: Capture more local consumer dollars by helping existing businesses to better serve local residents.

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:

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

ALIGNING THE MAINSTREET FOUR POINTS PROJECTS



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

