BEST PRACTICES FOR DOWNTOWN MANAGEMENT

MICHIGAN ECONOMIC DEVELOPMENT CORPORATION
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 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

SENSE OF COMMUNITY

SENSE OF OWNERSHIP

ECONOMIC VITALITY  DESIGN

PROMOTION  ORGANIZATION
ORGANIZATION
BEST PRACTICES
Set up an Effective Board

• Effective Bylaws and Policies
• Recruitment
  • Assess Board Composition
  • Develop Job Description and Application
  • Target Recruitment to meet needs
• Orientation
  • Board Member Packet
  • On-boarding Meetings
• Effective Meetings
• On-going Training
  • Identify relevant training needs and assign board members to attend
Identify and Engage Key Stakeholders

• Downtown
• Public Sector
• Community-wide
Develop a Shared Vision to Transform Downtown

• Strategy
  • Using Community Input and Market Data

• Goals

• Measures of Success
## MAIN STREET TRANSFORMATION STRATEGY IMPLEMENTATION

**Owosso Main Street – Day Tripper Tourism and Residential Development Transformation Strategy**

Downtown Owosso is widely known for its enthusiastic, welcoming culture that invites and embraces businesses, residents and visitors alike, showcasing a green and thriving environment of beautiful, walkable boulevards and authentic, unique attractions, residential, shopping, and dining experiences; the small town-downtown with appeal!

### OVERARCHING GOALS

| Support a regulatory environment that demonstrates a commitment to the development of businesses, housing and community organizations in Downtown Owosso. | Create and demonstrate a welcoming culture of hospitality for the visitors, businesses, and residents of Downtown Owosso. | Expand and sustain a model of "tripler tourism" among downtown Owosso businesses, organizations, and attractions. |

### PROJECT/PROGRAMMING

<table>
<thead>
<tr>
<th>Ask Owosso</th>
<th>Decorate Downtown</th>
<th>Flower Program</th>
<th>Downtown Clean-up</th>
<th>Business Development Guide</th>
<th>Art Walk</th>
<th>Trick-on-Treat</th>
<th>Film at the Fountain</th>
<th>Glow Owosso Events</th>
<th>Small Business Saturday</th>
<th>Vintage Motorcycle Days</th>
<th>Open Streets</th>
<th>New Year</th>
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</thead>
<tbody>
<tr>
<td>X</td>
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### FOUR POINTS

<table>
<thead>
<tr>
<th>PARKING LOT</th>
<th>Economic Vitality</th>
<th>Design</th>
<th>Promotion</th>
<th>Organization</th>
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<tbody>
<tr>
<td>X</td>
<td>X</td>
<td>X</td>
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</tbody>
</table>

### TOTAL

| 1 | 5 | 1 | 4 | 7 | 2 | 2 | 0 | 10 | 13 | 19 | 10 | 6 | 9 | 8 | 10 | 5 |

| 12 | 7 | 8 | 6 | 8 | 10 | 10 | 9 | 12 | 8 | 12 | 5 |
Build a Robust Communication Plan

• Identify audience
• Create a message that appeals to Audience
• Deliver message using multiple methods
• Plan communication timeline
• Measure communication efforts
Annually Plan Projects, Programs and Activities

- Review Goals for Downtown
- Develop Projects that align with Goals
- Set up committees of volunteers to help implement projects
- Develop a system for tracking and evaluating progress
Build Strategic Partnerships

• Ensure collaboration on projects/initiatives

• Examples:
  • Municipality
  • Chamber of Commerce
  • Schools and Library
  • Convention and Visitor’s Bureau
  • Local/Regional Economic Development Corporation
  • Community Foundation
Lead Budget and Fund Development Efforts

- Annually budget for projects/programs that align with downtown development strategy
- Develop an annual sponsorship program
- Consider an individual contribution campaign
  - "Friends of Downtown"
- Identify other revenue sources
  - Grants
  - Events
  - Merchandise sales
  - Crowd Funding
Develop a Volunteer Management Program

- Recruitment
  - Prospective Volunteer Meetings
  - Job Descriptions & Applications
- Orientation
  - Volunteer Handbook
  - Volunteer Buddy/Mentor
- Tracking
- Retention & Recognition
  - Annual Recognition Event
  - T-shirts, SWAG, Food
  - Incentive Program
Create an Internal Communication System

- Google Drive
- Trello
- Maestro Community Manager
Share Impacts and Successes

CONNECTING WITH PLACE

Every year on Main Street Olympus with Traveler’s Notebook and increases our downtown visual appeal and connecting with the district to develop coordinated and conducted by Main Street Ossos. It’s a visual transformation that has brought a new energy to downtown. Our efforts will continue to evolve and adapt to the needs of our community.

TRANSFORMING OSSOS’S DOWNTOWN

The cornerstone project in Main Street Ossos’ 2019 efforts was the renovation of the historic Baker Building. This building, located at the corner of Main and Washington Streets, has been a cornerstone of the downtown since its construction in 1885. The renovation brought new life to the building, attracting new businesses and events to the area.

REINVESTMENT STATS 2016-2019

PRIVATE INVESTMENT: $897,891 Program Income: $93,100,972

Connecting with Place

Main Street is helping Businesses Thrive - "Looking for land to develop or sell and planning to open a new restaurant in downtown Ossos. In the future, we hope to attract more local businesses to the area and help support the downtown economy."

Volunteer Spotlight

"Connecting with downtown Ossos Main Street is like working with your friends. We help each other and we all benefit. The things we do can make positive changes for everyone. The more people that volunteer, the better it is for our community. We live in a great community and we have a great volunteer group!"

Volunteer Spotlight

Certified Main Street Communities

Ossos Main Street (OMS) is proud to be a Certified Main Street Community. OMS is dedicated to improving the economic development of downtown Ossos by creating a vibrant, welcoming, and historically rich streetscape. OMS works to strengthen the local economy and improve the quality of life for residents, visitors, and businesses.

Ossos Main Street (

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Promote Improvements to Buildings and Public Spaces
Educate Property Owners

• Provide Resources, tools and assistance related to:
  • Building Maintenance
  • Appropriate Redevelopment
  • Working with Tenants

• Resources:
  • Redevelopment Ready Communities®
  • Incremental Development Alliance
  • Strong Towns
Preserve and Enhance Historic Character

- National Register of Historic Places
  - Individual Listing
  - National Historic District
  - Eligibility for 20% Federal Historic Tax Credit

- Certified Local Government
  - SHPO receives a portion of budget from Federal Historic Preservation Fund and is mandated to pass 10% to CLG’s
  - $120,000 annually available for projects including: Survey, National Register Nominations, Rehab planning documents, Building Rehab, Public education efforts

- Local Historic District
  - Provide the best protection and regulate what can happen to historic buildings
Encourage Smart Planning and Best Practices

• Review Plans & Local Ordinances
  • Master Plan
  • Zoning Ordinance
  • Sign Ordinance
  • Historic District Ordinance

• Develop Design Guidelines
Develop a Clean-up and Maintenance Program
Create a Façade and Sign Incentive Program

• Off-set additional costs of proper restoration

• Act as a carrot to encourage proper design

• Project must be reviewed and approved by design review Board

• Types of Programs:
  • Façade Loan Program – used for façade renovations, signs, etc.
  • Building Improvement Loan Program – building maintenance, code compliance, interior renovations, structural repairs, etc.
  • Façade & Sign Grant Program – 50-50 matching grant for improvements such as façade restoration, signs, awnings, etc. Wide range from $500 - $5,000 or more
Lead Efforts to Improve Infrastructure

- Parking Lots
- Cross-walks
- Sidewalks
- Wayfinding Signage
- Lampposts
- Planters or hanging baskets
- Banners
- Benches
- Movable chairs
- Trash receptacles
- Trees
- Other shade (umbrellas)
- Water features
- Charging stations and public WiFi
Provide Technical Assistance for Appropriate Improvements

- Secretary of Interior’s Standards
- National Park Service Preservation Briefs
- Consider paying for architectural drawings to encourage appropriate design
- Consider providing assistance for storefront window displays and other design aspects
Activate Public Space Using Lighter, Quicker, Cheaper Placemaking

Resources: Project for Public Spaces, Public Spaces Community Places (MEDC), National Main Street Center, Tactical Urbanism Guide
ECONOMIC VITALITY
BEST PRACTICES
Understand Market Conditions and Develop Economic Development Strategy

• Based upon community input and market data
## Create and Update Building and Business Inventory

<table>
<thead>
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<th>A</th>
<th>B</th>
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<th>M</th>
<th>N</th>
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<th>Q</th>
<th>R</th>
<th>S</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Business Name</td>
<td>Business Address</td>
<td>Local Contact Email</td>
<td>Business Location (basement, ground-floor, upper-floor)</td>
<td>Year Established</td>
<td># of Full-time Jobs</td>
<td># of Part-time Jobs</td>
<td>Business Hours</td>
<td>Estimated Annual Sales</td>
<td>Rent per Month</td>
<td>Size of Space (in square feet)</td>
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<th>B</th>
<th>E</th>
<th>F</th>
<th>G</th>
<th>H</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property Street Address</td>
<td>Available</td>
<td>Known As</td>
<td>Notes</td>
<td>Owner Name</td>
</tr>
<tr>
<td>127 Court Street</td>
<td>N</td>
<td>Otsego Police Department</td>
<td>1 main entrance</td>
<td>Authority</td>
</tr>
<tr>
<td>218 N. Farmer Street</td>
<td>N</td>
<td>Otsego Historical Museum</td>
<td>2 store fronts</td>
<td>Authority</td>
</tr>
<tr>
<td>124 N. Farmer Street</td>
<td>N</td>
<td>Veterans of Foreign Wars</td>
<td>2 store fronts, 2nd floor apartment</td>
<td>Veterans of Foreign Wars</td>
</tr>
<tr>
<td>112 Kalamazoo Street</td>
<td>N</td>
<td>Church of God</td>
<td>parking lot</td>
<td>Church of God</td>
</tr>
<tr>
<td>117 E. Orleans Street</td>
<td>N</td>
<td>Otsego City Hall</td>
<td>2 entrances</td>
<td>City of Otsego</td>
</tr>
<tr>
<td>125 S. Farmer Street</td>
<td>N</td>
<td>Otsego Fire Department</td>
<td>2 main entrances</td>
<td>City of Otsego</td>
</tr>
<tr>
<td>115 S. Farmer Street</td>
<td>N</td>
<td>Alano Club</td>
<td>1 store front</td>
<td>City of Otsego</td>
</tr>
<tr>
<td>121 W. Allegan Street</td>
<td>N</td>
<td>Bob's True Value Hardware</td>
<td>1 store front</td>
<td>Robert E &amp; Carol H Meles; B</td>
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<tr>
<td>141 N. Farmer Street</td>
<td>N</td>
<td>MillAssist Services Inc</td>
<td>1 store front</td>
<td>MillAssist Services inc</td>
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<tr>
<td>125 W. Allegan Street</td>
<td>N</td>
<td>Bob's True Value Hardware</td>
<td>apartment, open space</td>
<td>Robert E &amp; Carol H Meles; B</td>
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<tr>
<td>109 N. Farmer Street</td>
<td>N</td>
<td>303 Fitness</td>
<td>1 store front</td>
<td>William &amp; Sandra Hambright</td>
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<tr>
<td>131 E. Allegan Street</td>
<td>N</td>
<td>Little Pines Auto Repair</td>
<td>1 store front</td>
<td>Service</td>
</tr>
<tr>
<td>103 W. Allegan Street</td>
<td>N</td>
<td>Amish Oak Treasures</td>
<td>entrances, basement</td>
<td>Twin Lakes Sales LLC</td>
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<tr>
<td>114 W. Allegan Street</td>
<td>N</td>
<td>Antique Mall</td>
<td>access</td>
<td>Roger Newman</td>
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<tr>
<td>134 W. Allegan Street</td>
<td>N</td>
<td>W.J.C.</td>
<td>2 store fronts, 2nd floor office/apt</td>
<td>Richard Haugh</td>
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<tr>
<td>133 W. Allegan Street</td>
<td>N</td>
<td>Turn It Around Resale</td>
<td>2 entrances, add on Kalamazoo</td>
<td>c/o Thomas Rosenhagen</td>
</tr>
<tr>
<td>124 E. Allegan Street</td>
<td>N</td>
<td>Farmer's Insurance</td>
<td>1 store front</td>
<td>Nathan &amp; Jennifer Hunt</td>
</tr>
</tbody>
</table>
Identify Business Anchors and Clusters

Anchor Businesses or Institutions

- Pizza Transit
- Wonderland Cinema
- Iron Shoe Distillery
- United Federal Credit Union
- Library
- The YMCA
- SLR Pilates
- Secretary of State
- Antique Stores
- Chapin Mansion
- Amtrak
- Brass Eye
- Harding’s
- Inertia Cycleworks
- Rusty Hooks Bait & Tackle

Business Clusters

Food & Restaurant
- Restaurants
- Bakeries
- Food Shops (Cheese Shop)
- Craft Beer and Beverage
Form an Environment Where Businesses can Thrive

- Regulatory environment
- Events + activities
- Parking
- Streetscape
- Resources
- Convening + listening

Small Business Journey Mapping

- Creates clear understanding for the processes and establishes accountability
- Provides an overall understanding of the small business owner experience
- Provides an easy to read framework identifying fees, permitting timeline + contact information
- Streamlines the permitting process by identifying repetitive steps
- Helps market your community as small business friendly!
Understand Real Estate Development/Redevelopment

- Redevelopment Ready Communities (RRC) Certification
- Learn about the available tools and incentive programs
- Partnerships between local Economic Development Organization (EDO), Chamber, Main Street/DDA, PSD, BID, etc.
- Understand the process + how you can provide support throughout
  - Market analysis + feasibility
  - Acquisition of land/property
  - Pre-Development (zoning, environmental assessment, site plan, development plan, cost analysis, deal structure, proforma, financing, incentives, permits, etc.)
  - Construction
  - Post-Development
Look at Creative and Best Uses for Spaces

- Light duty manufacturing, academic facilities, arts/culture institutions
- Consider shared spaces
- Pop-up shops
- Mobile retailing
- Creative/experiential retail
- Incubator space
- Food trucks
Develop Tactics for Retaining Businesses

• Education programs
• Retention visits + surveys
• Recognition program
• Business owner meetings
• Technical assistance (team of experts)
• Create incentive programs
• Connection to resources
• Marketing + events
Create Business Development Incentives + Opportunities

• Rental subsidy program
• Building acquisition/white-boxing
• Business incubator
• Pop-up shops
• Business expansion
Explore Local Investing and Pitch Competitions

- Grubstake
- Northern Michigan Pitch Night
Create a Targeted Approach to Business Recruitment

- Pro-active outreach + marketing
- Grounded in market reality + community input
- Complimentary businesses
- Property info/recruitment packet
- Community profile
- Should be the last part of creating economic vitality
PROMOTION
BEST PRACTICES
Build a Positive Image for the Downtown
Identify a Brand or Identity for Downtown

- Use Community Input
Create Events With a Specific Goal and Evaluate Event Success
Position Downtown as Center of Activity

• Bring activities of all kinds to downtown
Identify, Document and Market Community's Unique Assets

• Don’t try to be someone else
• Promote what the downtown has to offer

Assets

• Riverfront park
• Increased housing units
• Trailhead
• Main Street buildings
• The Fort
• Chapin Mansion
• Hunter Sculpture
• Amphitheater
• Riverfront
Create a Downtown Directory

- Website
- App
- Printed
Develop an Advertising Campaign
Produce Downtown Swag
Measure Success of Promotional Efforts

- Google Analytics
- Facebook check-ins, likes and shares
- Intercept survey during events
- Counting Foot Traffic and/or event attendance
- Annual Survey to business owners and community to gauge progress
Create a Comprehensive Annual Calendar of Events
## Downtown Management Checklist

Download at [www.miplace.org/mmslibrary](http://www.miplace.org/mmslibrary)

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Start-up</th>
<th>Grow</th>
<th>Sustain</th>
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</thead>
<tbody>
<tr>
<td><strong>DISTRIBUTION ASSESSMENT</strong></td>
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<tr>
<td>Organization focuses on one targeted geographic area and the downtown district boundary is defined</td>
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<tr>
<td>A map denoting the downtown district in relation to any other local districts exists</td>
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<tr>
<td>The business and activity mix of the downtown district has been evaluated through the completion of a building and business inventory</td>
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<tr>
<td>A map denoting the activity mix of the downtown district on first and upper floors exists</td>
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<tr>
<td>A Building and Building Inventory exists for the downtown district</td>
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<tr>
<td>Organization has read, evaluated and uses existing planning documents, market studies, surveys, development plans and the zoning ordinance for the downtown district</td>
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<tr>
<td><strong>ORGANIZATIONAL STRUCTURE AND CAPACITY</strong></td>
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<tr>
<td>Organization has a management structure and organizational chart</td>
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<tr>
<td>The board of the organization is composed of a diverse group of stakeholders from the downtown district</td>
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<tr>
<td>The organization has professional, paid staff</td>
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<tr>
<td>Organization has defined roles and responsibilities within the community that differ from and complement the work of other organizations</td>
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<tr>
<td>Organization has a vision and goals for the downtown district that is supported by consensus from key stakeholders</td>
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<tr>
<td>Organization utilizes volunteers to accomplish some projects/programming</td>
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<tr>
<td>Organization works to cultivate a strong volunteer base</td>
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<tr>
<td><strong>STAKEHOLDER ENGAGEMENT</strong></td>
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<tr>
<td>Organization has buy-in and support from downtown business owners, property owners and residents</td>
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<tr>
<td>Organization has buy-in and support from other community organizations</td>
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<tr>
<td>Organization has buy-in and support from the local municipality</td>
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<tr>
<td>Organization communicates regularly with key stakeholders to gain support and encourage engagement and participation in organization’s efforts</td>
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<tr>
<td>Organization has identified other community organizations and/or local service providers that exist to support the downtown district and communicates regularly with them</td>
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<tr>
<td>Organization knows where to go for resources and support, when needed</td>
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<tr>
<td><strong>BUDGET AND FUNDRAISING</strong></td>
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<tr>
<td>A budget exists to support projects and programming for downtown revitalization</td>
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<tr>
<td>The line-items in the budget directly support the organization’s strategic plan</td>
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<tr>
<td>Organization has a plan to increase revenues through fundraising efforts such as an Annual Sponsorship Program, events, merchandise, individual pledges and contributions</td>
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<tr>
<td><strong>PROJECTS AND PROGRAMMING</strong></td>
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<tr>
<td>Organization has a strategic plan and/or Organization develops and implements strategic projects and programming designed to support the vision and goals for the downtown district</td>
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</tbody>
</table>
**MiPlace eLearning Webinar Series 2020**

Twelve, FREE webinars available to any community.

Recordings will be available in the RRC Library.

Registration will be live within the next week.

**Dates subject to change during COVID-19 Crisis**

[www.miplace.org/elearning](http://www.miplace.org/elearning)
Michigan Main Street Training Series 2020

Free training series for any interested community.

Available in-person and online.
RRC Best Practice Training Series 2020

Free training series for any interested community.

Available in-person and online.

Online system is undergoing improvements that should be live in Spring 2020.

www.miplace.org/events
www.miplace.org/rrctraining
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Main Street Specialist
517.282.3744
youngl11@michigan.org

Dana Kollewehr
Community Assistance Team Specialist
517.388.4829
kollewehrd@michigan.org
thank you