

Downtown Organization Development



Craig Freshley
Good Group Decisions



Ground Rules

- We all have the answers
- Recognized before speaking
- Supportive learning environment
 - Ask questions
 - Say what you want to learn about
 - Support those who speak up
 - Take notes and apply the theory
- Minimize distractions





Strategic Planning Theory - 1

- The value of planning
 - The Plan
 - Provide a framework for making decisions
 - Conveys your goals others
 - Helps recruit volunteers and staff
 - Evaluation
 - The Process
 - Shared understanding of the current situation
 - Inspire enthusiasm and commitment to implementation



Strategic Planning Theory - 2

- Key elements of a strategic plan
 - Situation Analysis
 - SWOT
 - Strategic Direction
 - Vision, Mission, Goals
 - Performance measures
 - Strategies





Strategic Planning Theory - 3

- Other “Plans”
 - Work Plan
 - Budget
 - Project Plans



Strategic Planning Theory - 4

- Tips about Planning
 - The bigger the impact (wide, long, deep) the more inclusive the process
 - It's a process, not a product
 - Plans should be aligned with practice
 - Use your plans for evaluation





Strategic Planning Stories

1. Have you ever been part of a great strategic planning process? What made it great?
2. What are the most common some strategic planning mistakes?
3. Do downtown organizations have to have strategic plans? Why?



Board, Staff, Volunteers

Organizations are made up of people, not buildings or documents.

High functioning groups have certain characteristics





Main Street Structure

- **Board of directors**
 - Overall accountability-management of the program
 - 9-15 volunteer members, four officers; executive board (optional)
 - Committees
 - design, organization, economic restructuring and promotion
- **Executive Director or Program Manager**
 - Manages and coordinates the work of the organization
- **Volunteers**



Board - Theory

Tips:

- Be deliberate and diligent about recruitment and leadership development
- Stay on the high ground – trust your staff unless they prove otherwise
- Make it fun – so it's a coveted role in your community





Staff - Theory

Tips:

- Lead from behind – let the Board be in front
- Stay focused on the big stuff
- Maintain professional relationships
- Ask for help from board and volunteers



Volunteer - Theory



Recruitment Retention Recognition



Volunteers Drive the Revitalization Efforts!



Thank them, thank them, and thank them...
RECOGNITION is a Key to Retention!



Volunteers - Theory

Tips:

- Have a volunteer coordinator – someone whose job it is
- Have specific, meaningful tasks
- Ask volunteers what's rewarding for them





Board, Staff, Volunteers - Stories

1. What is the leading cause of conflict and discontent in organizations?
2. What sets great organizations apart from good or average organizations?
3. What are the secret ingredients to retaining great board members, staff, and volunteers?



Communications - Theory

- o **The Organization Committee** is responsible for promoting the Organization, it's mission, vision, current efforts, and accomplishments
- o **The Promotion Committee** is responsible for promoting the Downtown, events, businesses, and unique characteristics



Promoting Revitalization & Fostering Involvement through Printed Materials

Locate your business in
Downtown Waterville
and become part of Central Maine's
growing retail market!



THE GREATER WATERVILLE REGION

- Over 121,000 people live within a 20 mile radius of Downtown Waterville.
- The median household income in the area is \$11,000.
- Downtown Waterville is located in the heart of the Bangor and China Lakes regions making it a popular **week dining and cultural destination for thousands of summer tourists**.
- Waterville boasts several large employers in the growing **health and education industries**, including Maine Hospital, Marshfield Memorial Center, Colby College and Thomas College. In addition to the educational institutions located within Waterville both **Kennebec Valley Community College** and **Unity College** are located within a 15 mile radius.

- The Greater Waterville region is also home to a **diverse mix of stable employers**, including T-Mobile, Central Maine Motors, Johnny's, Sealed Seals, Thompson Press, Humboldt, and many others.

DOWNTOWN WATERVILLE'S ASSETS

- **History:** There are over 1000 public parking spaces in Downtown Waterville.
- **Access:** Located just 1 mile from I-95, Downtown Waterville is easily accessible to visitors. Route 201, a major tourist and state route 200 run through Downtown.
- **Community:** Thousands of people live and work in Downtown Waterville, and many more visit Downtown to shop, dine, conduct business and take advantage of arts & cultural opportunities.
- **Business Mix:** Downtown Waterville offers a wide variety of businesses including restaurants, retail stores, banks, insurance agencies, professional services, pharmacies, and more.
- **Cultural Pulse:** In addition to a full calendar of special events (see sidebar), Downtown Waterville is home to the Waterville Public Library, Let's Talk!

EVENTS & ATTRACTIONS

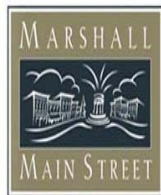
- The growing **year-round** calendar of annual events and attractions bring tens of thousands of visitors (see Let's Talk) to Downtown Waterville.
- **Downtown Waterville Farmers Market**, September
- **Voices of the Kennebec**, June
- **Main Street Musical**, March
- **Baseball Tournament**, June
- **Main Street Cultural Fest**, July
- **Waterville InTown Arts Fest**, July
- **Fest of Greater Waterville**, August
- **British American Festival**, September
- **Harvest Fest**, October
- **Farmers Christmas Parade**, November
- **Kingsville**, December
- **Waterville Open House**, producers, September-June



Defining the MS organization's identity - Logos



Differentiating from Other partners

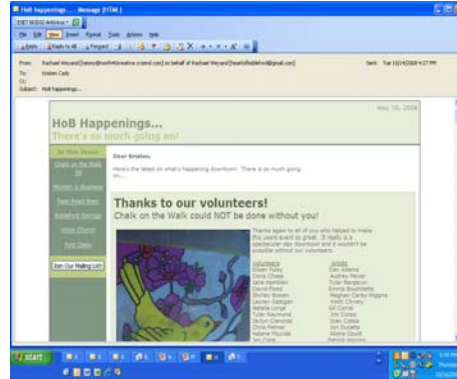




Promoting the organization's efforts

Online Tools:

- Website
- Blogs
- Email Blasts



Communications - Theory

- Tips for good communications
 - Make it someone's job – both internal and external
 - Ask for feedback – “How we doin?”
 - Don't foster false expectations – best to report on what you HAVE done
 - Here's what others say: _____





Communications - Stories

1. What are the most common communications mistakes?
2. What are some simple, great ways to communicate internally?
3. What are some “big bang for the buck” ways to communicate to others about your organization?



Eight Principles for Success



1. Comprehensive
2. Incremental
3. Self-help
4. Public/private partnerships
5. Existing assets
6. Quality
7. Change
8. Action-oriented





Resources

1. www.mdf.org/mdc_overview.php
2. www.preservationnation.org/main-street/
3. www.GoodGroupDecisions.com
4. Hardcopy Publications



Stages of Main Street Programs

- 1. Catalyst Phase** - starting-up phase...
 - volunteers on board believe in the vision
 - Often – pioneer, visionary, and entrepreneurs eager to get the ball rolling.
- 2. Growth Phase** – handling larger projects,,,
The volunteers on board believe in the results of what they have seen. They may have special skills that are needed for the duration of the major projects.
- 3. Maintenance Phase** - community is in good health
the role of volunteers may diminish, changing roles

