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They will be discussed during
the presentation

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DOWNTOWN
REDEVELOPMENT
SERVICES



Ideation & Implementation

Of a resilient local ecosystem

What are we going to discuss?



- What is a "Local Ecosystem"?
- How to identify your local assets
- Identifying GAPS in your ecosystem
- Documenting maximum productivity among
- Matching with market data
- Mapping the who and what of your assets
- Planning for future needs
- Tips and tricks for capitalizing assets

What is a LOCAL ecosystem?

**A mixture of fiscal
and human capital
working together**

What is Fiscal Capacity?

Fiscal capacity can be defined any ways, but we prefer:

“Community funds that are immediately available for revitalization project, specifically those that will not hinder or do harm if not obligated to other sources”

What is Human Capacity?

Human capacity can be defined any ways, but we prefer:

“The technical ability and personal drive of an individual or group to cause an impact for the greater good of a community”

How does the capacity impact the local ecosystem?

Both human and fiscal capacity are required to facilitate a local ecosystem, each providing their own impact. Some impacts are:

- ▶ Fiscal capacity may be limited in the short-term and need to grow over time
- ▶ Community engagement may impact the human capacity
- ▶ Lack of knowledge or desire is a primary issue with human capacity
- ▶ Vested individuals show civic pride, while uninterested individuals allow deferred maintenance
- ▶ Each person or group has to play their part for the community to work properly

This is often best thought of as a MACHINE.

Why is the “Machine” important?

The machine drives
your community
forward

Assets and fiscal
benefits are leveraged
at the right time, for
the right purposes

Without the support
of one another,
downtown
revitalization unlikely
to reach completion

Leveraging individuals
at the right time, for
the right job, will
maximize impact for
participants

Elements of Human Capacity



1. Community Assessment



2. Identifying Abilities



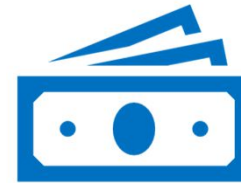
3. Planning Roles



4. Building a Strong “House”



5. Empowerment Through Partnership



6. Implementing Projects

Step 1 – Determining Human Capacity

When working organizing volunteers, especially with limited resources or availability pool, it is important to understand the capacity that is available. This is completed through a series of assessments and fact finding questions. The information gathered will create a strong baseline or understanding of availability.

Determining Human Capacity



Community Assessment

- ▶ Reviewing available resources
- ▶ Assessing availability
- ▶ Crafting applicability
- ▶ Facilitating decisions
- ▶ Outlining a 2-way relationship
- ▶ Identifying needed specialties and gaps in the volunteer base



Identifying Abilities

- ▶ Conducting specialties assessment
- ▶ Determining available time and desires
- ▶ Discussing goals and benefits
- ▶ Outlining relationships and connections
- ▶ Cluster identification

Step 2 - Working with YOUR Community Machine

Once you understand your community, it is time to start creating a plan for maximizing the available assets. Through this effort you will begin to program people and functions, for which they are uniquely situated.

Working with Your Community Machine



Planning Roles

- ▶ Identifying critical roles
- ▶ Outlining desired roles vs. specialties
- ▶ Dictating timing and roles for individuals
- ▶ Preparing a seamless transition between phases or individuals
- ▶ Documenting necessary partners
- ▶ Create a volunteer matrix



Building a “Strong” house

- ▶ Creating critical core groups for project
- ▶ Opening communication between necessary groups
- ▶ Working within the “family” of volunteers to make projects happen
- ▶ Building capacity and trust, while making progress

Step 3 - Mapping Out Each Cog's Role

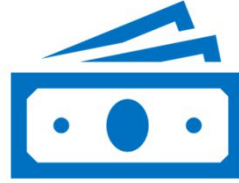
Once a group of vested individuals has been identified, and their specialties have been properly matches, the next step is to empower and support the volunteers. This step is a critical, and ongoing, effort that will solidify a Main Street managers role as the “leader”, while also allowing for participation and support where necessary. In this phase, directors should focus on providing the tools, mechanisms, and introductions necessary to empower volunteers to get their work done. Think of yourself as a facilitator or project manager, directing and supporting your various team members.

Mapping Out Each Cog's Role



Empowerment Through Partnership

- ▶ Clustering necessary partners or groups together
- ▶ Building capacity through shared responsibility
- ▶ Improving ownership through responsibilities
- ▶ Creating self-sufficiency and capacity through shared experiences



Implementing Projects

- ▶ Building on progress to GET TO WORK
- ▶ Positive reinforcement and constructive criticism
- ▶ Re-evaluation of abilities and availability

Elements of Fiscal Capacity



1. Local Donors



2. Municipality



3. Fundraisers



4. Benefactors or
non-profits

Group 1- Donations

This group of benefactors are locals that give to the community or downtown revitalization, whether it is individual or company based

Determining Human Capacity



Local Donors

- ▶ Annual sponsors
- ▶ Local businesses
- ▶ Library or service industries
- ▶ Community partners
- ▶ Donation drives



Municipality

- ▶ BID program commitments
- ▶ Municipal annual contributions
- ▶ URA or similar

Group 2 - External Funds

This group of funds are external to the community and often include a fundraising or funding request for acquisition

Working with Your Community Machine



Fundraisers

- ▶ Farmers markets
- ▶ Annual celebrations
- ▶ Holiday parties
- ▶ Raffles
- ▶ Festivals and event
- ▶ Parades



Non-profits/Benefactors

- ▶ Granting agencies
- ▶ Regional or national foundations

How to Identify Local Assets

Completing the good work to move your community forward

Playing the Games

Ideas to gather data

Passive or Thin methods

- ▶ Playing the “20 question” game
- ▶ Documenting their needs or giveback
- ▶ Conducting research through mutual friends
- ▶ Surveys and information portals

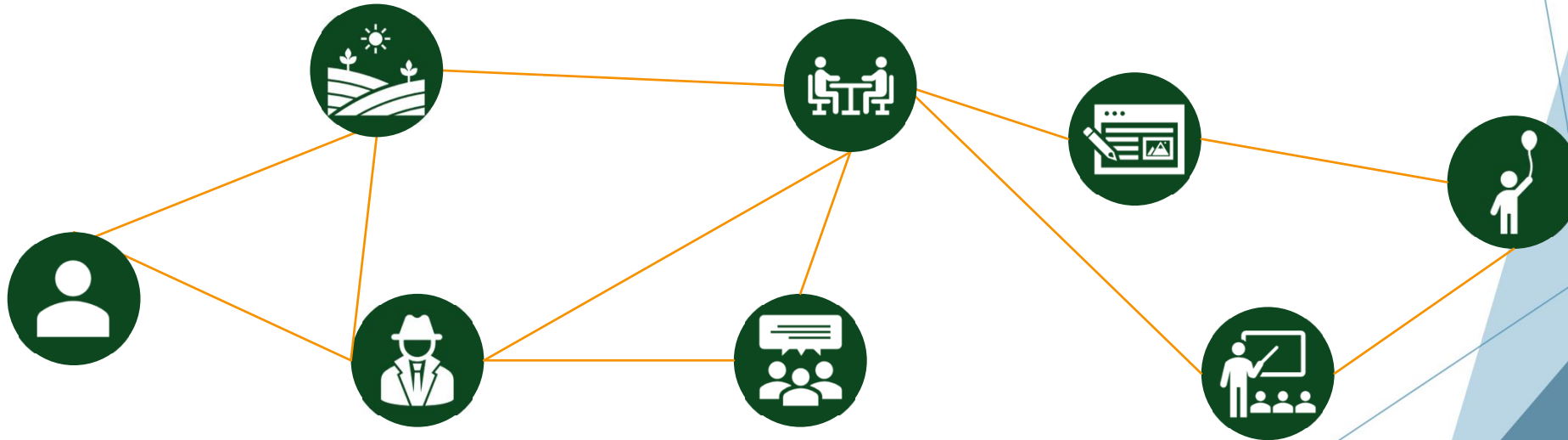
Active or Thick methods

- ▶ Community network analysis
- ▶ Door knocking
- ▶ Community organizations (Masonic, rotary, elks, etc.)
- ▶ Community mixers
- ▶ Fundraising requests

Community Network Analysis

Communities are tangled webs of intrapersonal relationships, and it is critical to understand how everyone is vested. Through this level of mapping, a communities inner working relationships can be identified, and critical businesses or individuals understood. Some elements or complete to consider are:

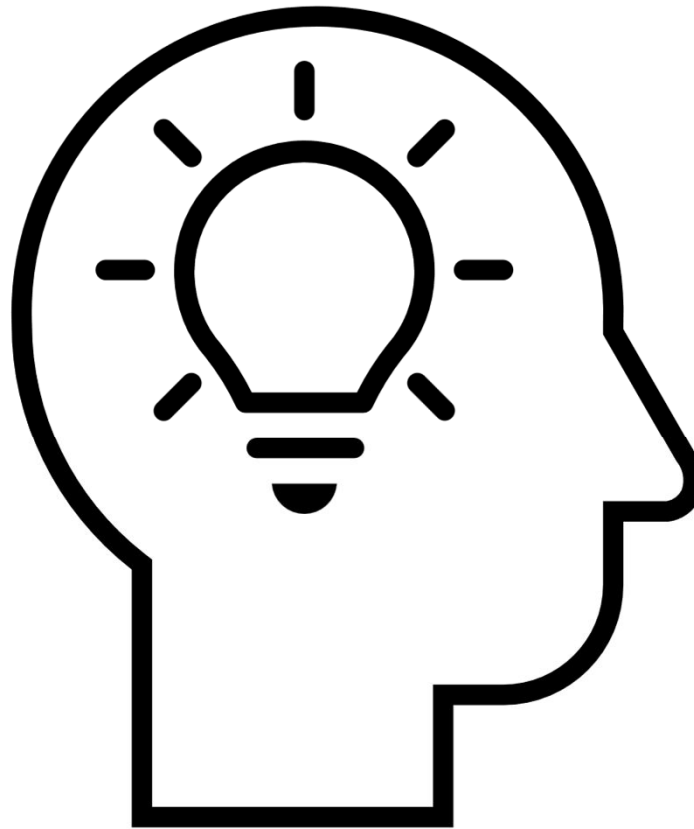
- ▶ Identify personal relationships and business interactions
- ▶ Define the meaningful roles each group performs or provides to each other
- ▶ Expanding connections will drive provide a greater community wide feeling of responsibility
- ▶ Review missing gaps or breaks to document other who can benefit from the relationship



Remember Your Types of People?

Remember to classify your assets, specifically people, but businesses also.
The sale tape of diagram works for both..

- Seer's
- Feeler's
- Thinker's
- Do'er's





Identifying Specialties & Interests

Residents may not want to be part of everything or give to a general cause, yet they may be interested in providing services that match their specialties. Think about performing:

- ▶ Placing individuals in rewarding specialties or jobs
- ▶ Locating similarly minded individuals together
- ▶ Ensuring comfortability over profitability
- ▶ Partner volunteers together for increased productivity



What are some of the things that need to be asked?

- ▶ Can you donate time or resources?
- ▶ If so, what and when?
- ▶ What do you need or expect in return for these resources?
- ▶ How often can you participate in the community?
- ▶ What is your specialty?
- ▶ Who else do you know that can help?

“Identifying Gaps and Timing Uses”

Determining when and where to leverage

Outlining the missing asset, mapping their impact, and documenting how each will be utilized.

Asset Mapping

What's their purpose?

- ▶ What do they want to do?
- ▶ What is the reason for this desire?
- ▶ What is being donated or offered?
- ▶ What is the timing?
- ▶ What is expected in return?
- ▶ What drove them to help?

What's their place?

- ▶ Where can they be used?
- ▶ Is it time sensitive?
- ▶ How often can it be done?
- ▶ Are they dependent on one another?
- ▶ Has the individual promised it or a company?
- ▶ Does it lead to more of something?

Identifying Usefulness

Providing a series of importance or priority to the identifies assets. This step include: working to identify what they usefulness is, where it can be programmed, and what it will take to program or empower the asset.

- ▶ working to identify what they usefulness is
- ▶ where it can be programmed
- ▶ what it will take to program or empower the asset
- ▶ What actions or goals can they support?

Needs From Annual Plans

Preparing a framework of what steps or goals are needed to achieve your goals as outlined in your annual plan. Preparing a detailed step or process for it. Be specific and direct. General goals won't work for implementation.

Correlating Steps to Assets



This phase of the process requires good old fashioned office work, specifically:

- Creating a spreadsheet or grant chart to document projects
- Identifying what resources are necessary for each task
- Creating a list of providers or doers that can perform the work
- Identifying human and fiscal capital asset to support
- Providing specific names, titles, and responsibilities or job descriptions for each task.

This step will create a database of assets matched to community goals or action steps.

Matching the Market

Viabile is Better, Achievable is Best

Without market realities factored in, your assets cannot be properly maximized. To achieve this it is recommended to:

- ▶ Look into the past of your successes to determine viability for similar projects.
- ▶ Outline roadblocks or issues that have been experienced in similar
- ▶ Define what external or internal factors (outside your control) may cause an impact on the process
- ▶ Retain a healthy amount of pessimism, it leads to cautious efforts
- ▶ Under promise and over deliver..... Always!

The Magic Step

Piecing it all together

Determine Unique Roles

There is a time and a place for every helper in a downtown organization. Regardless of skill and ability, everyone can be a productive member of the local team. In order to empower everyone, it is critical to allow everyone to undertake their specialties at the right time in the overall process. This will:

- ▶ Reduce burn-out
- ▶ Provide awarding experiences while limiting negative experiences
- ▶ Promote successful teaming strategies through shared experiences



Refined Database or Software Support

Creating a database or spreadsheet of assets, abilities, individual or business availability, and services rendered will allow for quick use and review.

Preparing a Roadmap For Each Action

Define steps

1. Define the steps for each action or goal
2. Outlining what assets are needed
3. Prepare a job description
4. Explain the deliverables or end products
5. Begin to search your database

Match to resources

1. Refine your list to identify people who can support the action
2. Outline who can do it
3. Document their necessary tasks
4. Ensure their resources match the deliverable
5. Refine the results

Be Specific and Actionable

Define the exact role and answer the “5 W’s”

- ▶ Who is doing it
- ▶ What is being done
- ▶ When it is required to be done by
- ▶ Where the efforts are needed
- ▶ Why they were specifically chosen

Actionable requires direction

- ▶ Provide direction and resources to complete all jobs
- ▶ Prepare a list of available assets or resources the entire project will require, raising awareness of who to call or ask for help from.

**Create a spreadsheet
or project flow chart
identifying these
items for each task:**

- **Name of the task**
- **Required process**
- **Goal of the process**
- **Partners and resources**

Mapping Future Needs

This process is labor intensive to start, yet keeping it going long term is easier. To achieve this you must look into the future by

- ▶ Asking if assets are one time or repeat
- ▶ Asking for help when needed or warranted
- ▶ Delivering on mutual support
- ▶ Being proactive about large projects
- ▶ Building capacity and partnership with smaller projects
- ▶ Building good will for larger projects



Questions?

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