

Needs Assessment Report

**Pontiac (Oakland County, Mich.)
November 6-7, 2002**

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Introduction

The following is a summary report of the observations and recommendations of the Main Street Oakland County (MSOC)/National Main Street Center™ (NMSC) needs assessment team that visited Pontiac, Michigan, from November 6-7, 2002. Pontiac is one of eight communities participating in the Main Street Oakland County Program, a downtown revitalization program offered by the Oakland County Planning and Economic Development Services. This needs assessment is the first technical assistance service delivered by MSOC and NMSC to the Pontiac Downtown Development Authority (DDA). The purpose of the service is to identify downtown Pontiac's critical revitalization issues and assess the community's existing capacity to undertake a Main Street revitalization effort. It is also intended to determine an appropriate set of technical assistance to address those issues and enhance overall community capabilities. This report is based on information provided by a series of interviews and focus group sessions with downtown Pontiac stakeholders and other individuals and organizations during the visit.

Main Street Oakland County, Michigan

In February 2000, Oakland County Planning and Economic Development Services established Main Street Oakland County as a program to help local communities revitalize their traditional commercial districts. The mission of Main Street Oakland County is to assist towns and cities through the delivery of technical services and local implementation of the comprehensive Main Street Four-Point Approach™ and maximize the economic potential of their traditional commercial districts while preserving their unique heritage and sense of place. In addition to its mission, Main Street Oakland County seeks to achieve several objectives, including:

- Empowering Oakland County communities to establish and maintain successful, comprehensive, ongoing revitalization programs;
- Building a greater awareness of the importance of revitalizing traditional commercial districts;
- Providing technical assistance and training resources;
- Facilitating networking and communication about downtown revitalization among Oakland County communities; and,
- Offering advice and recommendations about project-oriented financing as needed.

In guiding its work, including the delivery of technical services and its relationship to participating communities, Main Street Oakland County will also seek to:

- Encourage the adoption of local downtown economic development strategies that support Oakland County's overall planning and economic development services objectives;

- Promote commercial district revitalization as an integral component of the local comprehensive planning process;
- Encourage good downtown development practices that utilize smart growth methods; and
- Support the use of existing Oakland County programs and resources in conjunction with supplemental professional services.

Communities participating in Main Street Oakland County were selected through a competitive application process. Pontiac was selected in Main Street Oakland County's third application round in September 2002, along with Farmington. Communities participating in Main Street Oakland County will receive a set of intensive technical services designed to help them develop their local Main Street programs and tackle specific downtown revitalization issues. The NMSC and MSOC will deliver these services over a period of three years, after which the level of technical assistance will be reduced. However, MSOC will provide a series of ongoing services to help communities with specific organizational, design, economic restructuring, and business development issues.

One component of the ongoing assistance to local communities will be design assistance services, which will include hands-on advice, conceptual drawings, and consultations with downtown property owners who wish to rehabilitate their buildings. Other forms of design assistance will include design committee training, visual merchandising and storefront restoration workshops, information related to financial incentives for façade and sign improvements, and specialized consulting on downtown design and planning issues. For the most part, this assistance will be offered at MSOC's Downtown Design Studio, located in downtown Pontiac. The Design Studio is operated as a partnership between Oakland County's Planning and Economic Development Services division, Lawrence Technological University, the City of Pontiac, and the National Main Street Center. Participating communities will also receive business assistance services in the form of one-on-one business consultations, technical workshops, development of a database to track MSOC community statistics, and additional information on financial incentive programs for business startups and expansions.

The National Main Street Center

The National Main Street Center is a program of the National Trust for Historic Preservation. Created by a Congressional Charter in 1949, the National Trust is a leading advocate of historic preservation in the United States. The preservation movement involves more than saving historic buildings. Economic growth, urban revitalization, and the creation of new jobs are all issues the National Trust addresses through the rehabilitation of historic structures.

Established by the National Trust in 1980, the National Main Street Center (NMSC) has worked in 43 states and Puerto Rico. Through these efforts 193,000 net new jobs have been created, \$12.8 billion has been reinvested in Main Street commercial districts, 51,000 new businesses have been created, 62,000 buildings have been rehabilitated, and 1,514 communities have built strong organizations to revitalize their commercial districts. The NMSC also sponsors the

National Main Street Network, a professional membership program for organizations interested in commercial revitalization. It produces publications, newsletters, and special reports on revitalization and preservation issues and serves as a clearinghouse for information on community redevelopment issues. The NMSC accomplishes its mission through the Main Street Four-Point Approach™.

The Four Point Approach

Design takes advantage of the visual opportunities inherent in Pontiac by directing attention to all of its physical elements: public and private buildings, storefronts, signs, public spaces, landscaping, merchandising displays, and promotional materials. Its aim is to stress the importance of design quality in all of these areas, to educate people about design quality, and to expedite commercial district improvements.

Promotion takes many forms, but the aim is to create a positive image of Pontiac in order to rekindle neighborhood pride. Promotion seeks to improve retail sales events and festivals and to create a positive public image of the downtown in order to attract investors, developers, and new businesses.

Economic Restructuring strengthens Pontiac's existing economic assets while diversifying its economic base. This is accomplished by retaining and expanding existing businesses to provide a balanced commercial mix, by converting unused or underutilized space into productive property, and by sharpening the competitiveness and merchandising skills of neighborhood business people.

Organization establishes consensus and cooperation by building partnerships among the various groups that have a stake in Pontiac. This will allow the Main Street revitalization program to provide effective, ongoing management and advocacy of the commercial district. Diverse groups from the public and private sectors (City of Pontiac and Oakland County governments, local bankers, merchants, Pontiac Area Chamber of Commerce, property owners, neighborhood leaders, and others) must work together to create and maintain a successful program.

Main Street Program Needs Assessment

The Pontiac Needs Assessment is a service designed to evaluate current downtown revitalization issues and determine the technical assistance needs of the Pontiac DDA. The needs assessment team, consisting of a program associate from the NMSC, the MSOC coordinator, and other program staff, conducted several off and on-site activities to complete the assessment. Both NMSC and MSOC staff used the findings of this needs assessment to design an appropriately tailored technical assistance schedule for the Pontiac DDA.

Assessment Methodology

On November 6th and 7th, 2002, the needs assessment team visited Pontiac and conducted a two-day, on-site visit. The needs assessment team used two primary tools to determine the technical assistance needs of the Pontiac Downtown Development Authority. One tool was the community's Main Street Oakland County application completed by the staff of the Pontiac DDA, the City of Pontiac, and other members of the community. The application documented past downtown revitalization efforts, current Pontiac DDA program activities, levels of committee and volunteer participation, fund raising and downtown promotional and marketing efforts, available incentive programs, reinvestment statistics, and other downtown economic information. In advance of the on-site visit, additional information, including downtown plans, market analyses, and business development materials was sent to the assessment team for review.

The second tool was the use of focus group interviews. During the on-site visit, the assessment team interviewed, individually and in groups, Pontiac DDA board members, volunteers, city leaders, downtown merchants, property owners, residents, and other representatives of downtown and community organizations. The purpose of the interviews was to assess current attitudes and opinions about previous revitalization projects, current progress to meet overall downtown revitalization goals, anticipated projects, obstacles facing the Pontiac DDA revitalization agenda, and the current level of human and financial resources allocated to the downtown revitalization effort.

At the conclusion of the visit, team members presented preliminary findings to members of the Pontiac DDA and other city officials. This report is a summary of those findings.

Observations

The observations presented in this report are those of the assessment team alone; they provide a snapshot of conditions that existed at the time of the on-site visit. The observations are not meant to be an exhaustive list of all organizational and revitalization issues that may currently be present in downtown Pontiac.

- Though it has actively addressed several critical downtown revitalization issues over the last several years, the Pontiac DDA lacks the full capacity and authority to successfully implement the Main Street program. The responsibilities for overall downtown revitalization and management are fragmented among different organizations and agencies. For example, with the Parking Commission under the Pontiac Growth Group (PGG), the DDA does not have management responsibility over downtown's parking facilities, unlike other DDAs across Michigan. Furthermore, and even more problematic, the DDA has no direct control over the way revenues from an existing and overlapping TIF district are to be spent within its district boundaries. This dispersal of downtown management responsibilities and the DDA's lack of financial resources limit the organization's authority to mount a cohesive downtown revitalization effort.
- Currently, the DDA board has been preparing to implement its new Main Street program. However, it is unclear whether part of this reorganizing effort will include filling existing board vacancies, revising by-laws to adopt the Main Street program structure within that of the DDA, and educating board members on their new roles and responsibilities to foster the Main Street program's development. It is also unclear from this visit how well board members understand their new roles within the Main Street program. Nevertheless, as part of the reorganization, the DDA should be commended for considering the adoption of a code of ethics.
- Volunteer committees, established by the Pontiac Downtown Business Association (DBA), were operating for some time before the community applied to Main Street Oakland County. Several of the committees are led by excellent chairs, and others have drawn up their first work plans. Although the committees have gained strength and have high participation from downtown property owners and merchants, it was not made clear whether they will now be supervised by the DDA board instead of the DBA. Moreover, if the DDA should formally manage the committees, what specific roles will the DBA have in this new downtown revitalization process?
- Most Michigan DDAs establish a dedicated TIF district that is consistent with their downtown development district boundaries. The DDA can supplement its revenues beyond or without a tax mill levy to help facilitate and finance development projects within the district, as allowed under the Michigan DDA Act of 1975 as amended. Currently, the Pontiac DDA has no TIF district of its own from which to derive revenue; instead, it must request funds from the overlapping TIF district controlled by the Pontiac Tax Increment Finance Authority. The DDA should have its own TIF revenue without any overlap by the Tax Increment Finance Authority (TIFA). Action should be taken as soon as possible to place TIF revenue throughout the entire proposed "Green Zone" DDA boundaries, consistent

with those noted in the SmithGroup's *2001 Updated Downtown Development Plan*. A transition plan and procedures should be developed to accomplish this effort.

- The DDA's executive director is highly skilled and committed and will bring much energy to the development of the Main Street program. It will be important for the DDA board to add associate staff in the coming years so the executive director can concentrate on implementing the Main Street program, instead of focusing on routine administrative tasks. The DDA currently needs, at the very least, one part-time administrative staff person.
- Statutorily, the DDA operates in a relatively square block area that is part of a much larger downtown business district. The recently completed *2001 Updated Downtown Development Plan* chose a downtown district study zone that includes all areas within the historic Woodward Avenue loop boundaries and all fringe properties facing the loop. The Pontiac DDA needs to expand its boundaries to those suggested in the *Downtown Development Plan* if it is to have the legal authority to conduct revitalization activities in what is widely regarded as the city's downtown district or "the green zone."
- Completed by the SmithGroup and other planning consultants, the *2001 Updated Downtown Development Plan* offers guidelines for a program of new downtown development and outlines ways that new development can be effectively integrated into existing downtown land use patterns. As broad and encompassing as the *Downtown Development Plan* is regarding these issues, however, it cannot be viewed as a full downtown comprehensive plan. Missing elements include components on historic preservation policies and the need to revise zoning and other land-use regulations. The *Plan* can serve as a DDA development guide, but additional elements need to be added to make it a more comprehensive downtown plan.
- Additional planning is needed for the potential development sites identified in the *Downtown Development Plan*. While the *Plan* includes some sample design schematics and guidelines for how new buildings should perform in the different development zones, it is doubtful the community thoroughly comprehends how important it is for new development to reinforce the historic downtown's pedestrian character. Also, current land-use regulations are inadequate to promote future development. Specific design guidelines are typically developed in the first or second years of a community's participation in the Main Street program.
- A strong ally of the Pontiac DDA, the City's Historic District Commission can assist the DDA design committee on a variety of projects, including a set of downtown design guidelines. Pontiac's relatively strong historic preservation ordinance is certainly an asset that will ensure that the downtown does not lose additional historic resources.
- The DDA's façade grant program is a key incentive that should stimulate future building improvements. However, there appears to be a backlog of approved façade grant projects that have not yet been implemented. Program requirements may have to be revised to guarantee that projects are implemented and thus do not hold up available grant monies from other worthwhile applicants. Additional funding for the future of the façade grant program needs to be identified and placed in the DDA's budget.

- Many interview participants remarked that the sign ordinance needs to be revised. Currently, it does not encourage appropriate or compatible signs in the downtown. Revising the sign ordinance and establishing a new signage incentive program may be the solution to this issue. Again, this is a typical activity for a new Main Street program.
- New streetscape improvement plans have been in development for the past few years. While there's no question that downtown Pontiac's existing streetscape and infrastructure needs upgrading, it is unclear how involved the public has been in decisions about the kinds of improvements that will be made. Public participation before the final adoption of the streetscape improvement plans is necessary if the DDA is to gain broad community acceptance of the proposed improvements.
- Parking was consistently mentioned as a significant issue in downtown Pontiac. However, the issue may more realistically center on management of the current supply rather than the need for more parking spaces at this time. Upon observation, there appear to be many relatively large parking lots in and around the downtown district. Second, there is a general perception that parking management and enforcement systems are only as good as the revenue they generate although the primary function of these systems is to effectively regulate parking. Making money above and beyond management and enforcement costs should be secondary. Third, as mentioned above, the DDA has no control or authority over the parking commission that oversees the management of downtown parking and related facilities. This runs counter to the prevailing trend in Michigan for DDAs to manage and regulate the downtown parking supply on behalf of the municipality.
- There is no apparent history of downtown business recruitment and retention activities by any Pontiac agency or organization. These activities are sorely needed as downtown has experienced tenant mix fluctuations for many years. Community concern is also focused on the need to recruit more African-American and other minority-owned businesses to the downtown. The partially completed market analysis in the *Downtown Development Plan* should help the DDA put together an effective business recruitment and retention program. Additional research should be performed, but the market analysis can provide basic information on new businesses that could capture targeted markets.
- Both the DDA, the PGG, and other agencies have advocated for the adoption of an Obsolete Property and Rehabilitation Tax Credit district zone for the downtown. Action by the mayor and city council is currently pending.
- The Pontiac Public Library and the City of Pontiac are currently conducting research and planning for future facilities. The DDA should actively participate in these planning processes to advocate for optimal facility scenarios in the interest of downtown.
- The number of annual downtown promotional activities is unclear. There are several arts and entertainment events that effectively draw large crowds. Currently, no single group is effectively planning and implementing a true downtown promotional calendar. Event management responsibilities are fragmented, with no clear line of authority.

Recommendations

The following recommendations are provided as a guide to help the Pontiac DDA leadership implement specific action steps to improve internal DDA operations and fully establish its new Main Street program. It is critically important that many of these first-year recommendations be achieved so that the DDA can not only build an effective Main Street program but also experience early successes. There are also other recommendations that will take the DDA more than one year to implement, but their importance to the long-term effectiveness of the Pontiac DDA/Main Street program is paramount. Last, a suggested set of technical assistance services for the Pontiac DDA is provided. This schedule of services is intended to guide MSOC, NMSC, and the local community's decisions on the types of technical assistance services to be delivered in the years ahead.

Recommendations #1: Consolidate downtown management authority and elevate the Pontiac DDA to full operating autonomy.

Almost all successful downtown revitalization programs, including downtown development authorities *and* nonprofit Main Street programs, have directly attributed their success to a distinct sense of autonomy. In other words, a downtown development authority needs more than a board of directors and staff in order to be considered fully functioning; it also needs all available tools and resources to have a realistic chance to achieve a vision of a revitalized downtown. Secondly, the DDA board needs to thoroughly understand its new responsibility to develop the Main Street program and advocate for the consolidation of its authority within downtown Pontiac.

Provided below are first-year action steps that will permit the DDA board to consolidate its powers and position itself to accept technical services and build and implement its Main Street program:

First six-month organizational benchmarks (January – June 2003):

- Fill remaining DDA board vacancies with appropriate new appointments that also meet statutory requirements.
- Adopt a code of ethics for the DDA board.
- Formalize DDA board and new Main Street committee relationships by revising corporate by-laws and reporting monthly committee updates.
- Work with the DBA to formally appoint committee chairs if there are committees presently without leadership.
- Conduct a thorough work planning process with each of the committees. The DDA will receive a work planning technical assistance visit from MSOC in early 2003. Strive to complete formal committee work plans by May or June 2003 and have them adopted by the DDA board soon after. The DDA board can oversee work plan progress while the committees implement work plan projects and activities.

- Develop a new DDA budget that includes committee budgets and, if possible, increases in overhead spending for additional staff. Using the budget, develop a fund-raising or resource development plan to determine how extra financial resources can be found to meet the expenses of the new Main Street committees.
- Formally adopt the 2001 *Updated Downtown Development Plan* and advocate for its adoption by the City of Pontiac.

Second six-month organizational benchmarks (July 2003 – December 2003):

- Formally expand DDA district boundaries to the Woodward Avenue loop and fringe —“the Green Zone.”
- Establish a new DDA office location if feasible, separate from the Pontiac Growth Group.
- Begin work to establish a stand-alone DDA/TIF district within the new DDA district boundaries. The establishment of a tax base year before the end of 2003 is critical.
- Continue to advocate for final approval of Obsolete Property and Rehabilitation Tax Credit Zone.
- Begin work with Oakland County on facility location opportunities in downtown.

In the year ahead, consult with MSOC and the NMSC to determine the most effective ways to implement the given recommendations.

Recommendation #2: Develop a full and effective calendar of promotional activities and events.

Downtown Pontiac has a relatively strong line-up of downtown activities and festivals, some of which, such as the Woodward Avenue Dream Cruise and the Arts, Beats & Eats events, attract large local and regional audiences. Other downtown activities focus on regular summer music events at the Phoenix Plaza and other downtown parks.

Consider filling vacancies in the calendar by adding additional promotional activities. New promotions should be designed to attract target markets that otherwise would not attend existing events or visit downtown stores. It also appears that there are few efforts to market downtown Pontiac as a whole. A successful downtown promotion program includes both effective events and strategic marketing and advertising activities. Lastly, if the Pontiac DDA is to achieve a powerful and effective promotion program, it must have the financial resources and the requisite authority to plan and execute events rather than rely on other agencies. The DDA should seek other funding sources, such as additional sponsorships or a Principal Shopping District (PSD) assessment district as the program matures.

- Basic training in Main Street promotions will be provided during the January board orientation, and additional advanced promotion assistance will be offered through the resource team visit and other on-site technical training in 2003 or the following year.

Recommendation #3: Develop an effective design assistance and management program for downtown Pontiac.

A clear priority for the Pontiac DDA is to continue helping downtown property owners with building improvement projects. Examine ways to optimize the use of the façade grant program and develop other incentives, such as a sign grant program, to encourage private building improvements. Encourage the new design committee to develop strategies that will engage and inform property owners about the available grant programs, tax credit incentives, and the accessible architectural and design assistance. As part of the DDA's participation in MSOC, the County's no-fee design assistance program can provide design schematics, awning and sign designs, and color recommendations to commercial property owners considering a building rehabilitation project.

- Basic training in Main Street design will be provided during the January board orientation, and additional advanced design training will be offered through MSOC's annual design training workshop, the resource team visit, and other on-site technical training in 2003 or the following year.

Recommendation #4: Define the roles and responsibilities of the DDA and the DBA.

The DDA and the DBA should begin discussions in the coming year on how they can work cooperatively to achieve a common downtown revitalization agenda. Explore ways each organization can support the development and continual vitality of the Main Street committees even though they will be supervised by the DDA board. The DBA can support and participate in DDA/Main Street activities in several ways, including serving as a direct liaison to the downtown business community for DDA technical services and incentive programs, organizing new promotional events, and advocating for specific downtown issues on behalf of its member constituents. The DBA, however, will need to review its current federal tax-exempt status to see whether it will prevent the organization from assuming new roles and responsibilities.

Recommendation #5: Improve communication channels between the DDA and other entities and the public.

In the months ahead, the Pontiac DDA will need to actively communicate Main Street program activities and successes to its downtown constituency and the community at large. The committees need to recruit more volunteers, and the DDA must build more public support for its revitalization activities and advocacy efforts. The DDA board also needs to work with the organization committee to develop new ways to communicate with the public, including a regular newsletter, a new web site separate from the city's site, open houses, newspaper columns, and DDA marketing materials.

Recommendation #6: Assume overall authority and management of the parking commission and its function.

Because the DDA will be participate in future real estate development arrangements where parking is a critical issue, it is only logical that it assume control of downtown parking and fashion appropriate parking management solutions to accommodate shoppers, visitors, employees, and new development. Currently, the parking commission is housed within the Pontiac Growth Group, which in itself is not the concern. The real issue is whether parking

management solutions can be efficiently implemented by only one agency rather than with two or more. In the coming year, the DDA's organization and design committees should devise action plans that outline the steps for a transfer of authority. Research on the parking management responsibilities of other Michigan DDAs should also be conducted.

- Technical assistance in parking management can be provided by MSOC and the NMSC in years two or three.

Recommendation #7: Conduct additional planning for future development sites.

An important action step for the DDA, the design committee, and the City of Pontiac is to undertake more planning for future development sites. This additional planning should include a thorough review of all zoning regulations to determine if they currently meet the *2001 Development Plan's* design and land-use goals. For instance, do the existing regulations promote the type and quality of new pedestrian-oriented development specified in the *Development Plan*? From the review, recommendations for changes in land-use regulations should ensure that new development will be high quality and pedestrian-oriented, and will balance new uses with existing ones to complement downtown Pontiac's historic character. Above all, before the regulations are reviewed, the DDA should consider organizing design forums or charette sessions to allow the public to provide additional input on the design on new development.

Main Street Oakland County and the NMSC can provide additional planning assistance through the resource team visit and through additional services in years two or three.

Recommendation #8: Conduct a comprehensive market analysis to direct business development activities.

The Pontiac DDA needs to complete a comprehensive market analysis in order to embark upon strategic business development efforts. On-site market analysis technical assistance is recommended and can be delivered to the Pontiac DDA within the coming year. Technical assistance can be provided in the form of an introductory workshop with subsequent, on-site assistance at later dates. The follow-up assistance can be designed to help the Pontiac DDA conduct a "grassroots" market analysis to interpret data and craft suitable business recruitment and retention strategies.

Recommendation #9: Work with the Pontiac Public Library Board and the City of Pontiac on their new facility planning efforts.

It is critical that the DDA participate in the facility planning efforts currently being conducted by the City of Pontiac and the Pontiac Library. The DDA should ensure that the facility planning efforts consider the interests of downtown and meet many of the *Downtown Plan* development goals.

Recommended Technical Services Schedule

Year 2003 Schedule

<u>Service</u>	<u>Delivery Date</u>
<ul style="list-style-type: none"> ▪ Program Manager Orientation 	January 2003
<ul style="list-style-type: none"> ▪ Board and Volunteer Orientation/Main Street 101 <p>Board and volunteer orientation is a general training session in Main Street downtown management including extensive session in organization, design, promotions and economic restructuring.</p>	January 2003
<ul style="list-style-type: none"> ▪ Work Plan/Visioning Sessions <p>This two-day on-site training workshop is geared toward developing committee work plans and crafting a downtown Pontiac vision statement.</p>	February 2003
<ul style="list-style-type: none"> ▪ Resource Team <p>This resource team is the most important technical service to be offered to the Pontiac DDA in its first year. A team of four to five downtown revitalization professionals will be assembled to assist DDA leaders and community stakeholders devise strategies to implement its future work plan and to make best use of the DDA's financial and human resources for revitalizing the downtown area. Over the course of three days, the team will examine information about the community and downtown, study plans, meet and interview key members of the community, discuss ideas, and finally, suggest a set of strategies for local action.</p>	April 2003
<ul style="list-style-type: none"> ▪ Annual Program Evaluation <p>A two-day service designed to evaluate the progress of the Pontiac DDA in implementing in its Main Street program.</p>	November 2003

Ongoing Services (to be delivered primarily by Main Street Oakland County)

- Architectural and other design assistance
- On-site business development consulting
- On-site board and committee training as needed
- Program manager meetings and training sessions
- Other topic specific workshops.

Future Service Needs (Year Two and Beyond)

- Additional market analysis consultations
- Business development workshops
- Design guidelines facilitation and development
- Business recruitment
- Advanced promotions and marketing assistance
- Community-initiated development and other real estate consultation services
- Planning and zoning assistance
- Parking management workshops

Conclusion

The recent designation of Pontiac as a Main Street Oakland County Main Street community has given the Pontiac DDA to opportunity to receive specialized technical assistance so it can implement a formal Main Street committee structure and build capacity as a downtown revitalization organization. With additional capacity development, the Pontiac DDA can expect to achieve far-reaching and more demanding revitalization goals.

One observation that bodes well for the Pontiac DDA and its future is the organization's positive approach to challenge and change. There is no question the DDA will advance the development of its Main Street program in much the same way.

Assessment Team

The assessment team was structured specifically to meet the needs of the Pontiac Downtown Development Authority:

Nick Kalogeresis, AICP, is a program associate with the NMSC and has been with the organization since March 1998. Mr. Kalogeresis works with many groups including the Oakland County (Michigan) county-wide program, the new Wisconsin urban Main Street program in Milwaukee, and the Wright-Dunbar program in Dayton, Ohio. Between 1998 and 2000, Mr. Kalogeresis was responsible for delivering technical services to the Six Corners and South Chicago neighborhoods in the City of Chicago Main Street Initiative. Prior to joining the Center, he was the suburban coordinator with the Illinois Main Street Program. During his two-year tenure as coordinator he developed and delivered technical services to fifteen Main Street communities in the six-county Chicago metropolitan area. Before joining Illinois Main Street, he led a Main Street program in Ottawa, Ill. for four years. Mr. Kalogeresis received his B.A. in American History and Urban Studies from Elmhurst College in Elmhurst, Ill. and his masters in urban and regional planning from the University of Illinois at Urbana-Champaign. Nick is also a member of the American Institute of Certified Planners.

Bob Donohue is a Principal Planner with the Oakland County Planning and Economic Development Services Division and the Program Coordinator for Main Street Oakland County, the first county-wide Main Street Program in the country. Before coming to work for the County in January 1999, he served as the Main Street Manager (DDA Executive Director) in Rochester, Michigan for eight years. During that time, the program created over 2,000 new jobs, over 400,000 square feet of new or adaptively used retail, restaurant and office space and over 75 million dollars in business and building reinvestment. Mr. Donohue's most notable project while in Rochester was the adaptive use of the Western Knitting Mill, a 60,000 square foot, circa 1890, that now houses a microbrewery and custom office space. Mr. Donohue has a bachelor's degree in American Studies from the University of Michigan and a graduate studies certificate in Historic Preservation Planning from Eastern Michigan University. He is also federally certified as an architectural historian by the U. S. Department of the Interior.

Russ Lewis is a Registered Architect and Principal Planner with the Oakland County Planning and Economic Development Services Division and is primarily responsible for overseeing the Division's Historic Preservation Program and the design component for the Main Street Oakland County. In addition to his 27 years of work with Oakland County, Mr. Lewis has taught architectural and urban design at both undergraduate and graduate levels as an Adjunct Instructor at Lawrence Technological University. Prior to his employment with Oakland County, Mr. Lewis was Interim Head of the Architecture Department at Cranbrook Academy of Art, a Project Designer with TMP Architecture, Design Manager with Smith, Hynchman & Grylls, and Director of Urban Design with Wzacny/McKenna Associates. During his 35-year professional career in the Detroit area, many programs and projects he has been responsible for have received local, state, and national awards. He is a past member of the City of Troy Historical Commission and is currently a member of the National Trust for Historic Preservation, Congress for the New Urbanism and Michigan Society of Planning. Mr. Lewis holds a Master of Architecture degree from Cranbrook Academy of Art, Diplome d'Architecture from the Ecoles d'Art Americaines,

Fontainebleau, France, and Bachelor of Science in Architecture degree from the University of Cincinnati.

JoAnn Browning is an Associate Planner with the Oakland County Planning and Economic Development Services Division and devotes part of her responsibilities to administrative and programmatic tasks with the Main Street Oakland County program. Ms. Browning has worked on a wide variety of community improvement initiatives with Oakland County communities over the past ten years including the Woodward Avenue Corridor community planning effort involving six Oakland County communities to improve the visual, economic and functional character of Woodward Avenue; the Reichhold Site comprehensive redevelopment plan of a contaminated site in Ferndale, Michigan; and the Shiawassee & Huron Headwaters Preservation project, a multi-community natural resource preservation effort that identified tools, techniques and strategies to maintain high quality natural resources in the Shiawassee & Huron headwaters. Ms. Browning has a bachelor's degree in Business Management from Oakland University in Rochester, Michigan and has worked for Oakland County since February 1997

Michelle Bishop is a Technical Assistant with the Oakland County Planning and Economic Development Services Division and dedicates her full responsibilities to the development of promotional and informational pieces for MSOC and the MSOC Design Assistance Program, a program for the façade improvement of historic buildings located within MSOC communities. Ms. Bishop holds a Bachelor of Arts degree in Interior Design from Purdue University and a Master of Fine Arts degree in Historic Preservation from the Savannah College of Art and Design. Michelle has interior design and architectural experience both in Chicago and Jacksonville, Florida, with a focus in building rehabilitation and adaptive use. These projects have included historic warehouses, schools, theaters and traditional retail storefronts.

Appendix I. Main Street Committees: Roles and Responsibilities

Organization

- Overall goal: to establish and maintain a strong main street revitalization effort that utilizes a growing number of participants in the implementation of committee activities and funding for sustained, long-term operations.
- Typical roles:
 - Fundraising
 - Public relations
 - Volunteer recruitment and development
 - Board development

Fund Raising

- Major objective: to broaden/diversify the funding base for long-term program operations
- Types of activities:
 - Annual pledge drive/donor program
 - Membership programs-seeks to broaden the stakeholder participation and ownership
 - Fundraising events-not more than two per year
 - Sponsorships-geared toward promotion activities
 - Grant writing-better for specific projects rather than operating
 - Product sales-good for short-term, not long-term

Volunteer Development

- Major objective: ongoing volunteer recruitment and retention for maximum community involvement and future leaderships
- Types of activities:
 - Volunteer recruitment
 - Volunteer orientation sessions
 - volunteer database
 - Volunteer retention
 - Undertake annual volunteer evaluations
 - Recognition/awards programs
 - “Volunteer achievement certificates

Public Relations

- Major objective: to raise awareness and community support for the program
- Types of activities:
 - Media
 - Media packets, press releases, advertisements, newspaper column, inserts, radio shows
 - Materials
 - Newsletters, information brochure, work plan summary, signs for rehab projects
 - Presentations
 - Speakers bureau

Other Activities If Not Done by Board

- Staff management
 - Hiring: search, recruitment and negotiation of final offer
 - Evaluation: annual performance review
- Financial oversight
 - Bookkeeping for financial transactions
 - Budgeting for the program

Economic Restructuring Committee

- Learning about the district's economic condition and identifying opportunities for future market growth
- Undertaking business development: retaining and strengthening current businesses; recruiting new ones
- Real estate development-finding new economic uses
- Developing appropriate financial incentives
- Monitoring the district's economic performance

Roles of the ER Committee

- A small group interested in establishing a good ED program for the downtown
- Start a process for data gathering, analysis, strategy-setting-implementation
- Typical work plan components:
 - Data gathering-market analysis
 - Real estate development
 - Planning and zoning
 - Business development

Typical First Year Work Plan

- Establish committee w/ 5 to 10 volunteers, write committee job descriptions, start meeting monthly
- Attend state or regional training!
- Initial data gathering
- Complete business and building inventory
- Establish appropriate incentives for business development and design improvement (w/ design committee)
- Start market analysis
- Start ER library

Design Committee

Overall goal:

To encourage the physical improvement of the downtown/commercial district through private and public design/historic preservation activities

Typical roles:

- Design assistance
- Design education
- Public improvements
- Design review/ordinances

Typical First Year Work Plan

- Establish committee w/ 5 to 10 volunteers, write committee job descriptions, start meeting monthly
- Attend state and regional training!
- Building inventory (with ER committee)
- Start rehab library and design guidelines
- Visit with all property owners
- Initiate design assistance
- Develop design incentives program (with ER committee)
- Work with MSOC Design Assistance Program

Promotion

To undertake a variety of promotional and marketing activities that will build a positive image for the commercial district as well as attract visitors, consumers, and new investors.

Typical roles

- Developing special events and festivals
- Creating retail promotions that are price and merchandise oriented
- Undertaking various marketing activities including image advertising and other print advertising materials

Typical First-Year Work Plan

- Establish committee with 5 to 10 volunteers, write committee job descriptions, start monthly meetings
- Attend training opportunities
- Organize promotions calendar
- Seek sponsorships and event volunteers
- Create and undertake new promotions
- Evaluate activities and calendar at end of year