

6.0 Implementation Strategies Plan

This Section identifies the Corridor Authority Board's land development goals for economic growth, and organizational structure. The Corridor Authority Board will operate based upon the following guiding principles:

- ❑ Fiscal responsibility
- ❑ Leveraging resources through partnerships, and
- ❑ Evaluation of project impacts on public safety.

The Corridor Authority Board will provide an annual report to the Township Board, and be accountable to the guiding principles. A copy of the annual report will be provided to Oakland County.

6.1 Land Development Strategies

Expedited Approval Process

The Corridor Improvement Authority Board, Township Board of Trustees, and Planning Commission intend to develop an expedited local permitting and inspection process in the District.

Demolition, Repair, Alteration or Rehabilitation Projects

The Corridor Authority's primary purpose is to facilitate economic development within the corridor. A major component of its effort will be targeting parcels in the District that are underutilized, lack services, or have buildings that are obsolete or dilapidated. The Authority may purchase sites, then prepare them for sale or lease. The Authority may also provide assistance to private developers for site preparation. Specific parcels and costs associated with redevelopment will be secured as the Authority is financially able to take on the projects. An initial amount of five million dollars has been allocated in the TIF Plan towards redevelopment projects.

The only existing improvement in the District that is targeted for alteration at the time of this Plan is the east entrance bridge at Pontiac Lake. This project is part of a gateway enhancement, and would include an entry sign, lighting, rebuilding the barrier wall, landscaping (with irrigation), installation of electric outlets and a pedestrian walkway. The bridge begins in Waterford Township, and extends to White Lake Township, requiring close communication and coordination with Waterford Township officials. The estimated time required for completion of demolition, repair, alteration or rehabilitation work is contingent upon the project and will be determined when the project is undertaken.

Construction Projects

Construction projects will be based upon availability of funding and sequential order of improvements. Improvements will be detailed in an annual budget and submitted to the Township Board for approval. Project funding will be pay-as-you-go or via bonds, based upon their nature and scale. The Authority Board will evaluate and benchmark its progress each year and execute projects in an orderly manner.

Land Sales, Donations, Exchanges or Leases

The Corridor Authority does not own land within the District at this time. The purpose of the Authority is not to own any significant amount of property. The purpose is to promote economic development and growth for White Lake Township. In line with this purpose, we expect the Authority to act as the middle-man and facilitate private transactions, to get property back on the tax roles as soon as possible.

6.2 Corridor Authority Committee Structure

To effectively manage its many responsibilities, implement the projects proposed in this Plan, and establish an efficient administrative body, the Authority could organize itself as

recommended by the National Trust for Historic Preservation's Main Street program. In *Main Street Board Member's Handbook, Second Edition*, the National Trust outlines the *Four Point Approach™*. This method is a tried and proven technique used by many cities and towns across the United States. By following the *Four Point Approach™* presented in this Section, the White Lake CA will best position itself for creating a lively and vibrant Highland Road Corridor.

The Main Street Four-Point™ Approach

The Main Street Approach views Highland Road as more than an economic asset. It is also the lifeline to key community facilities, and has the ability to evoke strong emotion and define White Lake's identity. Many approaches to commercial district revitalization fail because they focus on just one or two problems, rather than dealing with the full spectrum of interrelated issues that effect the district. The National Trust's Main Street Center offers a comprehensive strategy for commercial district revitalization that has been widely used.

The points described below are the keys to the success of the Main Street Four Point Approach™:

Organization means getting everyone working toward the same goal. Using a volunteer-driven program with an organizational structure of a governing board and committees can ease the tough work of building consensus and cooperation among the groups that have an important stake in the district.

Promotion means selling the image and promise of Main Street to all prospects. By marketing the district's unique characteristics to shoppers, investors, new businesses and visitors, an effective promotion strategy forges a positive image through advertng, retail promotional activity, special events, and marketing campaigns carried out by local volunteers. It serve to improve consumer and investor confidence in the district.

Design means getting the Corridor into top physical shape. Capitalizing on its best assets - such as historic buildings and traditional pedestrian-oriented layouts - is just a part of the story. An inviting atmosphere, created through window displays, parking areas, building improvements, street furniture, signs, sidewalks, street lights, and landscaping, conveys a visual message about what the commercial district is and what it has to offer.

Economic Restructuring strengthens a community's exiting economic assets while diversifying its economic base. By helping existing businesses expand and recruiting new ones to respond to today's market, Main Street programs help convert unused or underutilized space into economically productive property and sharpen the competitiveness and profitability of businesses.

Benchmarking Success

Measuring the progress of the program is essential to its success. Vague statements that "change is happening" won't garner financial support, attract media coverage or build community support. To measure the program's achievements accurately, however, a monitoring system must be set up when the program is set up, not a year or two later.

Benchmarking the program's progress begins with creating a baseline measurement. Maintaining and monitoring success depends on tracking changes in those baseline figures as well as evaluating the annual work plan. Each of the four points of the Main Street approach can be measured in several ways. Below are examples of the type of data that should be collected throughout the year and assessed annually.

Organization Committee Benchmarks

- Estimate the number of volunteers involved
- Estimate the number of new volunteers
- Estimate the number of volunteer hours worked

Brief Descriptions of Committees and Sample Tasks for Year One

Design Committee

Purpose

- Provide design education and technical assistance
- Develop financial assistance & incentives
- Plan public improvements
- Provide design regulation and review

Internal Tasks (Examples)

- Draft a committee work plan
- Conduct a building inventory
- Review codes and ordinances
- Inventory & evaluate technical & financial resources available for improvements

External Tasks (Examples)

- Conduct merchant/building owner visits in conjunction with program director
- Provide improvement incentives, such as grants, loans, discounts and technical design services

Promotion Committee

Purpose

- Develop a marketing strategy
- Enhance district's image
- Provide assistance at retail events
- Develop special events

Internal Tasks (Examples)

- Draft a committee work plan
- Analyze existing promotional calendar & events
- Develop a promotional strategy, based on market analysis
- Develop an advertising strategy

External Tasks (Examples)

- Create a logo for the District
- Produce a calendar of District events
- Produce a business directory
- Develop an image-enhancement ad campaign for the district
- Develop holiday promotions & decorations

Organization Committee

Purpose

- Promote programs
- Manage staff and volunteers
- Raise money for activities and administration
- Manage the program's finances

Internal Tasks (Examples)

- Draft a committee work plan
- Put together a media resource list
- Develop a speakers' bureau
- Develop a volunteer recruitment strategy
- Develop a fund-raising strategy

External Tasks (Examples)

- Produce a newsletter
- Create a website for the program
- Produce a revitalization program brochure
- Develop fund-raising materials
- Hold annual fund drive

Economic Restructuring Committee

Purpose

- Collect data about district businesses & markets
- Develop business retention, expansion & recruitment strategies
- Develop property
- Create incentives for development

Internal Tasks (Examples)

- Draft a committee work plan
- Collect existing data & plans
- Conduct a business survey
- Keep a progress success chart of rehabs, businesses, investment, tax revenue, etc.
- Help Design Committee develop financial incentives for building rehab projects

External Tasks (Example)

- Hold workshops for business owners on such topics as customer service, floor planning and business plans

- Convert volunteer hours into a dollar value (based on at least minimum wage rate)
- Number of successful partnerships
- Increases in contributors and total program funding
- Number of grants received for special projects

Promotion Committee Benchmarks

- Attendance at promotional events
- Number of vendors
- Number of participating businesses
- Impact of promotional events on retail sales
- Value of media coverage
- Monitor number of calls for information (in conjunction with Township)
- Check license plates at special events to record how many visitors are from out of state
- Ask retailers to take zip codes to learn where out-of-town shoppers come from
- Check with local hotels to determine occupancy rates during events designed to attract tourists

Design Committee Benchmarks

- A list of private design improvements, including new signs, building rehabs, and façade and interior renovations
- Number of public improvement projects
- Number of attendees at design improvement workshops
- Amount and value of in-kind design assistance provided to business and property owners
- Total dollar amount of both private and public design improvements
- Increase in property values
- Number of façade or sign grants approved

Economic Restructuring Committee Benchmarks

- Number of current businesses, not new businesses and business expansions
- Number of current jobs and net new jobs

- Number of housing units / housing units created
- Total amount of new building construction and the total dollar amount
- Rental rates on ground and upper floors
- Vacancy rate
- Retail sales statistics