

DOWNTOWN
REVITALIZATION &
ECONOMIC
ASSISTANCE FOR
MISSOURI

APRIL 2012

ORGANIZATIONAL STRUCTURE REVIEW

EVALUATION FINDINGS AND PRELIMINARY RECOMMENDATIONS

Brookfield, Missouri



ACKNOWLEDGMENTS



DOWNTOWN REVITALIZATION AND ECONOMIC
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TABLE OF CONTENTS

<u>SECTION</u>	<u>PAGE</u>
I. INTRODUCTION AND EXECUTIVE SUMMARY.....	1
A. Introduction.....	1
B. Executive Summary.....	3
II. DOWNTOWN BROOKFIELD OVERVIEW	5
A. Introduction.....	5
B. City of Brookfield	5
C. Downtown Brookfield	5
- DREAM Study Area Map.....	6
D. Planning Efforts	6
E. Organizations and Accomplishments.....	7
F. Organizational Assessment	9
III. ELEMENTS OF SUCCESSFUL ORGANIZATIONS AND REVITALIZATION EFFORTS	13
A. Leadership.....	13
B. Management Characteristics	13
C. Board Attributes	13
D. Forming Partnerships	14
E. Community Involvement	14
F. Organization Funding	14
G. Organizational Strategic Planning.....	15
H. Project Planning and Facilitation	15
I. Business Retention, Expansion and Attraction	15
J. Residential Development and Neighborhood Revitalization.....	15
K. Downtown Advocacy	16
L. Real Estate Development Body.....	16
M. Downtown Marketing	16
N. Special Events Planning	16

O.	Retail and Events Promotions	16
P.	Safety, Security and Beautification	17
IV.	EXISTING ORGANIZATIONS AND REVITALIZATION EFFORTS.....	19
A.	Brookfield Area Growth Partnership (BAGP).	19
B.	City of Brookfield (City).....	20
C.	Brookfield Chamber of Commerce (Chamber).....	21
D.	Brookfield Industrial Development Authority (IDA).....	21
V.	RECOMMENDED ORGANIZATIONAL STRUCTURE DEVELOPMENT & ENHANCEMENT.....	23
	Introduction	23
	Recommendations for New Organizations	24
A.	Downtown Brookfield Connection (DBC).....	24
B.	Downtown Brookfield Community Improvement District (DBCID)	25
	Recommendations for Existing Organizational Enhancements	26
C.	City of Brookfield (City).....	26
D.	Brookfield Area Growth Partnership (BAGP)	27
E.	Brookfield Industrial Development Authority (IDA).....	27
F.	Brookfield Chamber of Commerce (Chamber).....	28
G.	North Missouri Arts Council (NOMO)	28
H.	Linn County Historical Society-Museum (LCHS).....	28
I.	Missouri Highway 36 Heritage Alliance	29
J.	North Central Missouri YMCA	29
VI.	CONCLUSIONS, IMPLEMENTATION, AND FUTURE WORK.....	31

APPENDIX

- 1 – Downtown Organizational Assessment Questionnaire
- 2 – Existing Downtown Organizational Structure
- 3 – Recommended Downtown Organizational Structure
- 4 – Downtown Organizations and Responsibilities
- 5 – Specific Downtown Issues and Responsibilities
- 6 – Sample Job Description
- 7 – Board and Committee Recommendations

SECTION I

INTRODUCTION AND EXECUTIVE SUMMARY

A. INTRODUCTION

All cities are unique in terms of their physical assets, community resources, history, and sense of place. Many cities, however, have shared one characteristic over the last fifty years; the decline of downtown. The steady decline of downtowns and central business districts is problematic for economic developers, governments, and citizens from small rural communities to large metropolitan regions alike. The consequence of a declining downtown has a negative effect on the remainder of the city and region. A community's overall health is greatly influenced by the viability of its downtown. From a societal standpoint, downtown embodies the heritage of the community and affords it a sense of identity. A Downtown Revitalization Program encourages a dynamic downtown which features unique retail opportunities, tourist attractions, employment possibilities, and recreational outlets to residents and visitors. Downtown revitalization can benefit cities by improving their economic base, fiscal condition, and well being of residents. And, equally important, the reemergence of downtown as a diverse and enjoyable place to be will help create a positive and lasting image of the entire community.

Downtown revitalization is a community process that requires local champions and promoters who are willing to invest time and effort to support the established program. Downtown Revitalization Program requires concerted planning and strategic implementation by many organizations, including a City government dedicated to downtown improvements and active downtown organizations with broad community support. The Downtown Revitalization Program involves coordinating a complex but interrelated series of events, relying heavily upon cooperation of various community groups.

Successful revitalization will depend on a variety of components including:

- Committed, sustainable leadership
- Broad based participation
- A shared vision of the future
- Realistic goals and plan of action
- Effective communication
- Management of implementation strategies
- Recognition of efforts
- Use of outside resources

To achieve the goal of a successfully revitalized downtown, it is important to assess the existing downtown organization, revitalization efforts, the downtown business community, and the community at-large. Upon review, it may be determined that the existing organizational structure is quite sufficient to continue the revitalization effort, that the organization will benefit from some minor or limited adjustments, or that some significant changes are required.

During the evaluation of an existing organization or committee, a recommendation will be made as to whether or not that organization is still relevant and can effectively complete downtown revitalization responsibilities. A critical review is conducted as to the need for encouraging the sustainability of existing organizations effectively carrying out the Downtown Revitalization Program, revamping an existing organization to achieve the revitalization objectives, or establishing new organizations (sometimes replacing an ineffective existing organization) to complete the Downtown Revitalization Program.

The preferred action is to encourage and sustain an organization that is effectively meeting, or can achieve with additional resources, the Downtown Revitalization Program objectives. Organizational change may be necessary to meet the evolving roles and responsibilities of an existing group in response to the progression of revitalization activities in downtown. In these cases, organizational change is recommended to build organizational capacity. The capacity of an organization includes its financial resources, personnel, volunteers, mission, and Board leadership. The fulcrum necessary to leverage the organization's capacity is strengthened by a clearly defined mission and strategic plan to guide its effective use of limited resources.

Frequently, setting up new organizations and committees is a better option than revamping an ineffective, existing organization. A new group may be able to undertake additional responsibilities and accomplish innovative objectives that an existing group with an established agenda cannot. The community can set up a new board with broad based support, a clearly defined and independent mission, new goals, and an infusion of fresh spirit. A new group can combine all the principles and functions of a successful revitalization organization into a single working unit. However, setting up a new organization requires additional resources and must be done carefully or it may only be seen as an extension of previous failed efforts or ineffective organizations.

In all cases, a formal communication procedure should be developed and established between existing and future organizations. It may seem adequate that "the same 10 people see each other every day," but they will forget to talk about important matters and there is no record of decisions made or agreements. This will eventually lead to resentment and finger pointing. Existing groups are in an ideal situation to build and maintain regular communication channels such as address and email lists. These methods of communication should be assessed for their effectiveness. Once effective communications are established it is vital that these channels remain open.

In Brookfield, downtown revitalization will have the advantage of building upon previous successes as a result of multiple efforts, particularly through the Brookfield Area Growth Partnership (BAGP). Additionally, the City of Brookfield (City), Brookfield Area Chamber of Commerce (Chamber) and various other groups are integral players in Downtown. This document provides an overview of Downtown Brookfield and an examination of the roles and relationships of these groups. Comparisons are made between the existing structure and a list of "Elements of Successful Organizations" to provide a series of recommendations that will enhance the organizational structure and effectively lead the resurgence of Downtown Brookfield.

B. EXECUTIVE SUMMARY

Recommendations noted in this report represent steps to achieve an Organizational Structure with the components in place to attain sustainability and drive Downtown Brookfield revitalization efforts well into the future. The organizations may implement these recommendations in part, or in whole, and there may certainly be other possible scenarios that the City of Brookfield leadership feels are more fitting to its unique circumstances. This report simply represents the most effective solution in PGAV's opinion. The principal recommendations for achieving sustainability of the involved organizations and spurring Downtown revitalization include:

- **Creation of the Downtown Brookfield Connection (DBC) as the Lead Organization in Downtown Brookfield's revitalization with support from the City and Brookfield Area Growth Partnership (BAGP)**

The DBC, with the guidance of the City, BAGP, and others, should be created and eventually organized as a separate nonprofit entity to focus on and lead all Downtown revitalization pursuits. The BAGP should continue to provide leadership and assistance in consolidating the efforts of supporting organizations and groups. The task of improving and maintaining Downtown Brookfield will require a major commitment from the entire community. As various planning studies and planning documents are developed during the DREAM process, it will become apparent that considerable work is required for Downtown success. To be effective, the DBC will eventually require paid staff to help facilitate the revitalization goals for Downtown. Further assistance will be provided by the establishment of two essential sub-committees: a **Downtown Economic Development Committee**, and a **Downtown Events and Marketing Committee**. These committees will assist the DBC in satisfying existing services and allow other organizations to focus more tightly on their missions.

- **Formation of Downtown Brookfield Community Improvement District (DBCID)**

A Community Improvement District, or CID, can be used very effectively for a broad range of development and organizational activities that benefit Downtown. The DBCID is created as a political subdivision where funds would be generated through an additional sales or property tax. The DREAM Financial Assistance Evaluation provides specific revenue estimates for recommended incentive districts like a CID. Any effort to establish a CID must include an adequate community outreach campaign where the benefits of the district are shown to outweigh any projected costs. The DBCID is proposed to collaborate with the DBC regarding the expenditure of CID funds.

- **Cultivation of a Downtown-focused Community Development Corporation (CDC)**

A CDC consists of a multi-bank corporation from which loans and equity can be provided to small businesses or development partners for a number of roles in the revitalization of Downtown Brookfield. A CDC can assist with the development of housing, commercial real estate, and small businesses. In addition to

participating banks a CDC should also include local businesses that help fund the organization through donations, grants, and other forms of investment.

With the possibility of limited resources, and in lieu of setting up an entirely new organization, the traditional duties of a CDC could also apply to the Brookfield Area Growth Partnership (BAGP). The BAGP can take steps to strengthen its focus and role in the Downtown revitalization process by providing financial assistance specifically for businesses development in Downtown Brookfield.

Either setting up a new organization or strengthening an existing one, the City and BAGP should begin the task of developing a promotion program to encourage local banks to participate in the process. Promotional materials for spreading information regarding the CDC role of the BAGP among local business, prospective businesses and developers should also be produced.

While not impacting the organizational structure directly, there are activities that various groups should undertake that will underscore support for the Downtown Leadership structure and bolster all the organizations involved. The following are additional recommendations for the City of Brookfield and entire Downtown leadership structure:

- **Enhance public streetscape elements along Main Street and throughout Downtown, including utilization of the railroad underpass to create a substantial gateway feature**

There is much interest in providing substantial visual enhancements along Main Street and throughout Downtown. Expansion of the streetscape elements requires a public education campaign to illustrate the necessary investment and a demonstration that the City is being a good steward with public money. The benefits and successes that occur in Downtown should be promoted openly and directly tied to public infrastructure improvements.

- **Work to create a greater civic and events space within the Twin Parks with enhanced amenities and landscaping to create a stronger destination component for Downtown**

In addition to façade enhancement and streetscape improvements the location of the Twin Parks in Downtown offers a unique opportunity to further the aesthetic appearance of Downtown. The creation of a venue space for special events and other amenities within the parks should be pursued. Said improvements can offer a source of community pride and provide a destination within Downtown Brookfield. Whenever possible, Downtown stakeholders should look to assist the City in this endeavor.

SECTION II

DOWNTOWN BROOKFIELD OVERVIEW

A. INTRODUCTION

The City of Brookfield, similar to other communities, is pursuing an enhanced revitalization process for Downtown. As part of the Organizational Structure Review, it is important to look at the overall status of Downtown, including strengths and weaknesses which may help or hinder revitalization. The purpose of this section is to provide an overview of the City of Brookfield, and more specifically Downtown, the planning efforts for revitalization, the existing groups' involvement in that process, and a brief summary of achievements to date.

B. CITY OF BROOKFIELD

The City of Brookfield was platted in 1859 as a shipping point along what is now the Burlington Northern Railroad line over twenty-five years after farming began in the area. Brookfield is the largest city in Linn County and serves as the county's major center for commerce and industry. Brookfield has a long history with industry and is currently home to Stanbury Company, Apex Plastics, Brookfield Fabricating Corporation and Excelsior Manufacturing Co., as well as the location for Walsworth Publishing Company's prepress facility. Pershing Health System supports Brookfield and the surrounding rural area with three medical facilities. The city plays host to the Great Pershing Balloon Derby, Summer Fun Days and the Chamber of Commerce's annual Oktoberfest in the park.

C. DOWNTOWN BROOKFIELD

Downtown Brookfield reflects a long history with a great number of original buildings lining sixteen blocks and housing approximately 95 active businesses. Downtown Brookfield is also the center of local government. The Brookfield City Hall is located at 116 West Brooks Street. The U.S. Post Office is located a couple of blocks away at 102 West Boston Street with the regional public library down the street at 102 East Boston Street. All are in good condition. Various places of worship and a wide variety of small businesses and neighborhood services are located within the DREAM Study Area.

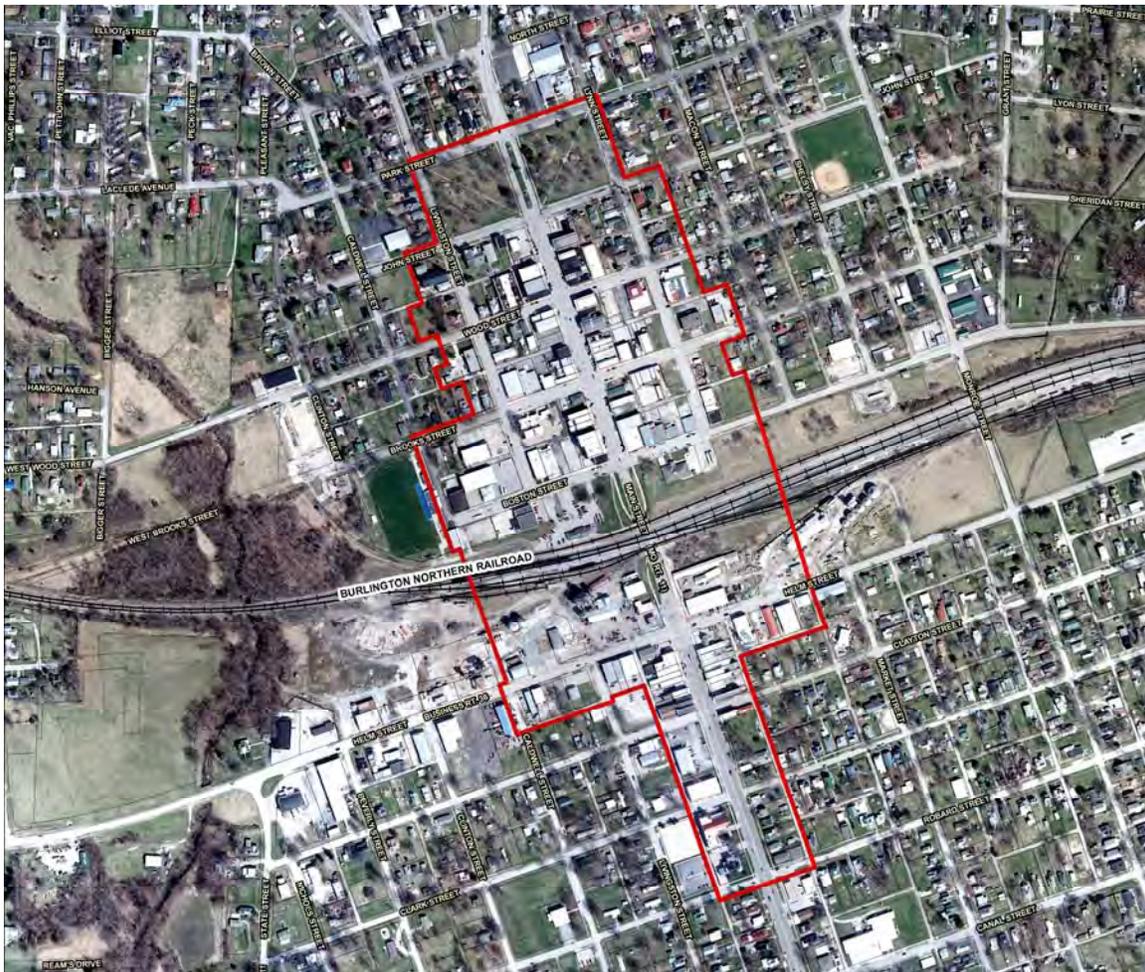
Downtown Brookfield is no longer the main shopping district for the City. The mix of downtown businesses has swayed to more service-oriented establishments and lower-return retail. The majority of retail operations are located along the highway corridor of U.S. Highway 36 with frontage roads at West Lockling Street, and within the strip area south of the railroad on Main Street extending all the way south to U.S. Highway 36. While this situation is often seen as a balance and may seem adequate for the city overall, the effect can be extremely detrimental to Downtown.

The majority of Downtown buildings are multi-story and underutilized with vacant second story space. The once vacant spaces are beginning to be redeveloped for residential and commercial use. In addition, three residential complexes are located Downtown with

approximately 25 living units. Over seventy percent (70%) of businesses located Downtown are service industry related with the remaining being retail shops. Downtown Brookfield is used primarily by residents, people conducting business, and tourists.

Downtown is located in the central section of the City. The boundaries of the DREAM Study Area are roughly Park Street to the north, Robard Street to the south, Macon Street to the east, and Caldwell Street to the west. The Study Area is indicated on the following map.

Map of Brookfield DREAM Study Area



D. PLANNING EFFORTS

The City of Brookfield has a Comprehensive Plan which was approved by Brookfield's Planning and Zoning Commission in November of 1996. The Comprehensive Plan was created with a set of goals in mind, including meeting the redevelopment needs of Brookfield's downtown over a 20-year timeframe. It addresses the fact that many of Downtown's buildings are functionally obsolete and are advanced in age but have a unique architecture and/or are historically significant and worthy of preservation.

In 2008, Brookfield partnered with the Drury University Center for Community Studies and the University of Missouri Extension to create the plan “Reconnecting Brookfield.” It provides a “vision for the future of Brookfield based on revitalized and connected community assets.” Through this process, Brookfield identifies itself as “A Great Place to Land” referring to the Pershing Balloon Derby that occurs once a year. In addition, the process identified the need for the historic preservation of Downtown and suggested numerous ways in which the look of Downtown might be improved. Areas of concern included façade renovation, consistent scale and proportion of the buildings, and maintaining the historic look of Downtown with infill buildings. The plan proposed the creation of a historic district with aesthetic guidelines to improve the town’s visual appearance. Furthermore, the plan suggests connecting Brookfield’s park system to historic Downtown to create a space for a variety of social functions and activities.

E. ORGANIZATIONS AND ACCOMPLISHMENTS

There are multiple entities advancing the revitalization efforts and promoting the importance of a vibrant Downtown Brookfield. Each organization or group has its own membership that provides a set of priorities and tasks. Many of the same volunteers are utilized by multiple groups. The variety of groups demonstrates strong community support for Brookfield and is a reflection of the strength of Downtown as a community gathering place.

The organization currently leading Downtown efforts is the Brookfield Area Growth Partnership (BAGP), aka Brookfield Community Betterment, Inc. This 9 member board is a collaborative team of Brookfield community stakeholders including representatives from the City of Brookfield (City), the Brookfield Industrial Development Authority (IDA), the Brookfield Chamber of Commerce (Chamber), Pershing Health Systems, Brookfield RIII School District, and local lending institutions. Along with a board of directors, the BAGP is assisted by two full time staff members, an Executive Director and an Executive Assistant.

The City Government is centered in Downtown and is the main provider of capital improvements, public space regulation, and policy advancement. Recent accomplishments include the passage of an \$8M city water/sewer bond issue with 83% favor. Projects include upgrades to the city’s water and sewer systems to stay compliant with new 2011 standards. While the City has initiated some incentive mechanisms and attempted others, there are none with a specific emphasis on Downtown.

The Chamber has served the Brookfield area since the late 1930s. They have approximately 150 members and are housed at 110 East Brooks Street, in the middle of the DREAM Study Area. The Chamber helps to coordinate community events and activities for Brookfield. The Chamber hosts the annual Pershing Balloon Race, Summer Fun Days and Oktoberfest. In addition, the Chamber assists local business with joint marketing and special events. The Chamber’s “Brookfield Bucks” program was successful in keeping over \$70,000 in Brookfield. Recent projects include the community Farmers’ Market, which runs May through October, a Recycling Trailer, the first Holiday Bazaar and a newly designed website. Accomplishments with regard to Downtown include upgraded holiday lighting this past year.

The IDA was formed during the economic crisis of the 1980s to help attract and retain local industry. They were successful in bringing new manufacturers like Brookfield Fabricating Corporation and Excelsior Manufacturing to the area. Through Industrial Revenue Bonds the IDA can provide low interest tax exempt financing for qualified projects. Recently, the IDA assisted Excelsior (purchased by Temperature Equipment Corp.) with an expansion into the IDA's building. This expansion included a relocation of the company's Chicago operations to Brookfield. The Brookfield Industrial Park does not have any acreage currently available, but the IDA is working to secure additional acreage adjacent to the existing park.

A more detailed analysis of the City, the BAGP, the Chamber, and the IDA is provided in **Section IV** of this report. Additionally, other key groups adding to Downtown Brookfield revitalization efforts include the Linn County Historical Society-Museum, Green Hills Regional Planning Commission, Highway 36 Heritage Alliance, North Missouri Arts Council, and the North Central Missouri YMCA. These groups are briefly described as follows:

- The Linn County Historical Society-Museum administers and distributes funds to restore and maintain a permanent museum in Brookfield for the education, study, recreational enjoyment and preservation of historical artifacts pertaining to the City of Brookfield and surrounding areas. The LCHS-Museum is a tax exempt organization under section 501(c)3 of the internal revenue codes. The LCHS-Museum has an eight member board and relies on donations from the community and local partners. The LCHS does not operate a website currently, and a Facebook page about the [Tillman House](#) was recently removed.
- The Green Hills Regional Planning Commission is one of nineteen sister offices operating as part of the Missouri Association of Councils of Government (MACOG) - An organization of sub-state planning and development agencies serving the State of Missouri. The Commission is organized as a voluntary association of local governments whose duly elected board meets monthly, and has retained a staff of professionals who work on projects intended to foster improved quality of life throughout all communities within the 11 county "Green Hills" region. Some of the ways the Commission serves its communities are with grant writing and technical assistance, mapping services, planning and zoning, economic development activities, research, business finance, and workforce development. Their website is www.ghrpc.org.
- The mission of the Missouri Highway 36 Heritage Alliance (Heritage Alliance) is to cultivate the educational experience and the economic well-being of the Missouri Highway 36 corridor by fostering a greater appreciation of its natural, cultural, and historic resources by identifying and promoting the theme "The Way of American Genius"; those individuals and innovations that have uniquely defined and influenced American culture and character. The organization has approximately 45 members, including the Brookfield IDA and the Brookfield Chamber of Commerce, and operates a website at americangeniushighway.com.

- The North Missouri Arts Council (NOMO) is located in Marceline, MO, but promotes art throughout North Missouri. They have nine members on their Board of Directors. Formed in 2004 as a 501c (3) organization, NOMO was established to encourage, promote and facilitate the development of fine arts in northern Missouri. Their goals include the promotion of private art galleries for showings, annual festivals to help support local artists within the area, building a regular schedule of workshops in all media and expanding their annual competition. NOMO also runs a website, located at www.nomoart.com.
- The North Central Missouri YMCA was established in Brookfield in 1997 and is a branch of the Grand River Area YMCA of Chillicothe, MO. The organization opened the doors to a 28,000 SF, two-story facility in Brookfield in late 2003. The community raised more than \$2 million through local donations and grant funding to build the facility. Dual membership exists between the Chillicothe and Brookfield facilities. The North Central Missouri YMCA is a community-based organization, founded and run by community members. The YMCA's mission is "To put Christian principles into practice, through programs that build a healthy spirit, mind and body for all." Numerous programs are available for kids, teens, adults, seniors and families at every fitness level. Their website is www.ncmymca.org.

F. ORGANIZATIONAL ASSESSMENT

The DREAM Initiative discussed the function of the existing organizational structure with representatives of the City and Chamber within the context of a "Downtown Organizational Assessment Questionnaire." A copy of the questionnaire is in **Appendix 1**. Additional input from partner organizations was solicited by PGAV when necessary and numerous other sources of information were used to determine various details about Downtown Brookfield.

In addition, PGAV performed an evaluation of past public engagement efforts in Brookfield. In the last 5-6 years there was considerable effort to assess the overall economic, organizational, and resource environment in Brookfield, as well as greater Linn County. These efforts consisted of engaging the public through community meetings, focus groups, interviews, surveys, and visioning sessions. The Brookfield Area Growth Partnership began to address many of these findings in the form of multiple results, including completed plans, strategic actions taken, and better utilization of the community's assets. However, the efforts are ongoing and much still needs to be done. The table on the following page summarizes these findings with specific relevance to the organizational structure of Downtown Brookfield.

BAGP – Entrepreneurship Task Force	
2005	Support of downtown is mixed
	Concern about long-term levels of volunteer time commitment
	Storefront rehabilitation and the purchase and resale by the City of empty buildings
	Need to create a downtown development master plan
	Perceived lack of private investment in downtown buildings is partially due to weak building codes and lack of enforcement of existing codes
	Need for a greater number and variety of niche retail businesses to draw new customers downtown
BAGP – Leadership Task Force	
2005	Lack of community vision and long-term planning among existing leaders
	Leadership tends to be project-based
2006	Leadership is necessary for growth and development
	Leadership generates vision necessary for communities to prosper
	Leadership is necessary to move forward and bring in industry or business or new development
	Leadership can convey trust and credibility and insure success with proposals
	Leadership can bring people together for a broad base of support
	Leadership has proven to be strong in project-based activities (YMCA)
	Willingness to be involved with the little stuff
	When planned well, events are supported well
	We seek the same people as leaders all the time
	Lack of vision . . . routine in what we do, hesitation in volunteering for projects, officers
	Lack of active participation---numbers always getting smaller
	Lack of a unified force
	Negativity, “can’t do this” attitude
	Leaders promote positive behaviors that generate success
	Identify the “credible” leaders who can spearhead the development of TEAMS of logical leaders
	Get local businesses to share programs and knowledge with participants
Conducting meetings, utilizing committees, public speaking, writing skills, motivating people, sustaining people, financial planning/budgeting, accountability, follow through, time management	
Lack of youth being placed in positions of leadership and being allowed to expand their skills and to develop new skills	
Develop positions/programs to promote youth involvement, for example, junior city council, junior chamber of commerce, etc.	
2009	Business ties are the most important links within most sectors, except recreation and voluntary organizations where social links are more important
	Brookfield Area Growth Partnership Members have a high level of in-degree centrality; i.e., well connected in the total leadership network
	Leaders from government, business and the organization sectors have a high level of in-degree centrality; i.e., most other leaders have ties to them

The existing organizational structure for Downtown has responded to some opportunities, but it involves multiple groups and lacks some sustainability of long-term planning. Most of these groups have a focus on the City of Brookfield and/or Linn County more than solely on Downtown. Additionally, it seems that Downtown revitalization efforts are focused on small individual projects and not ongoing programming and organization. There is also concern about repeatedly utilizing a small amount of the same volunteers for these efforts. This environment will make it difficult to address the needs of an emerging Downtown revitalization and it appears that there are some roles and responsibilities that are not being fulfilled. To be discussed in **Section V**, there is a definite need to create sustainable leadership specific to Downtown while maintaining a proper relationship with the organizations that have been accepted by the community in the past. Any recommendations for existing organizations need to be sensitive to the fact that they have other parts of the community or other members to serve. Responsibilities will also need to be shifted to the appropriate groups and priorities may need to be realigned.

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SECTION III

ELEMENTS OF SUCCESSFUL ORGANIZATIONS AND REVITALIZATION EFFORTS

Downtown revitalization occurs with numerous entities that band together to reach a common goal. Each of the participating organizations, however, may have a different reason for being involved and fulfill a different purpose. Additionally, each Downtown organization will be uniquely developed to address the particular needs of a community. However, there are common elements among the techniques and services offered by the various downtown organizations that are useful to note including: Leadership; Funding; Strategic Planning; Project Planning and Facilitation; Business Attraction, Retention, and Expansion; Downtown Advocacy; Development Body; District Marketing; Special Events Planning; Retail Promotions; Downtown Beautification; and Safety and Security.

A. Leadership

Invariably leadership is included as one of the most important components of every successful downtown organization. Leaders have a vested interest and are the champions and defenders of downtown. They must be able to build grassroots community support and form effective public/private partnerships. Leaders are charged with informing and educating the public, as well as bringing focus and vision to the organization and Downtown Revitalization Program. Enthusiastic Leadership for the Downtown Revitalization Program must also allow for transitioning from individual to individual so momentum can be sustained.

B. Management Characteristics

There are different approaches to successful management practices of downtown organizations. Management styles can vary greatly and it is important to match the management style to the particular needs of the downtown organization or revitalization effort. Important skills of successful managers include: speaking effectively to audiences; financial analysis and budgeting; project planning and oversight; situation and political analysis; and bargaining and negotiating expertise. Management approaches can range from being mainly an administrator who makes budgets, hires employees, and enters into contracts to an entrepreneurial approach which emphasizes new service delivery, program design, and developing new sources of revenue.

C. Board Attributes

Boards and committees should be made up of leaders with a unified enthusiasm for the revitalization of downtown. However, this does not suggest the board should be made up of all similar-minded people. It is important that the board represent diverse points of view from the community. It is also important that the board not be seen as the elite members who stand to benefit from the revitalization. The board should encourage discussions and debate differences to strengthen the ultimate decision and resulting outcomes.

Additionally, the board should develop goals and clearly identify those responsible for completing them. While there are no set guidelines for the size and make-up of boards, it is recommended that they be limited in size to 7-9 members. However, given the unique characteristics of each community, under certain circumstances, larger boards can be effective. Potential members should be recruited from, but are not necessarily limited to: local banks; chambers of commerce; City government; downtown businesses; downtown stakeholders; downtown residents; and historic societies and preservation organizations. Board members for all of the downtown organizations should have a similar make-up in order to ensure continuity in leadership and decision-making across the different organizations.

D. Forming Partnerships

Nearly all successful Downtown Revitalization Programs typically include 3-5 separate organizations that have different purposes and provide diverse services. It is not as important which organizations handle which services, but that the services are delivered effectively. However, certain types of organizations are structured or chartered to deliver various types of services or perform certain functions more effectively than others. Healthy partnerships are crucial to starting the revitalization process and building the critical mass needed to spur the cycle of sustainable development.

E. Community Involvement

The organization must ensure that citizens and businesses, particularly residents of surrounding neighborhoods have continuous opportunities for input and involvement. Large community events and celebrations are often located in downtown, and are very important to fostering an overall sense of community. Involving the community in the Downtown Revitalization Program will also help to foster that sense of community.

F. Organization Funding

In addition to leadership, adequate funding is one of the most important components of successful Downtown Revitalization Programs. Downtown Revitalization Programs cannot be sustained without a stable source of money. The amount of money raised can depend on the depth of the programs and services required for revitalization. Large revitalization programs will not only require local resources and fund raising efforts, but may demand outside funding sources as well. A major funding component of all successful downtown revitalization efforts is the local government, particularly at the outset of a Revitalization Program. A number of funding sources will be investigated as the DREAM Initiative moves forward including, but not limited to: Community Improvement District tax levies and assessments; Tax Increment Financing; Transportation Development Districts; and many various state tax incentive and grant programs. Utilizing different funding sources is necessary due to use limitations (i.e. some funding mechanisms may not be used for operation costs, only for programming or services) of different sources, as well as to build a stable and diverse funding structure to ensure sustainability. Different local fundraising activities include: membership donations; fund raising festival; historic or holiday house tours; and in-kind contributions. Outside funding opportunities include: grants; loans; and tax credit programs.

G. Organizational Strategic Planning

Strategic planning is essential for building an organization that will be effective as well as thrive in the future. Successful organizations develop a strong vision and align their resources towards achieving that vision. It is important to establish short and long-term goals for the organization. These goals should be specific and measurable and should be reviewed on a regular basis. Strategic planning for the revitalization of downtown will be addressed in greater detail in the Downtown Strategic Plan component of the DREAM Initiative.

H. Project Planning and Facilitation

The organization in charge of downtown revitalization spearheads the many various improvement projects. Successful organizations keep a keen eye on progress by utilizing resources and overcoming obstacles in facilitating the completion of Revitalization Program goals and objectives. Project oversight will be a large component of all downtown revitalization organizations.

I. Business Retention, Expansion and Attraction

Typically, efforts of the organization in charge of this activity first focus on retention and expansion of existing downtown businesses. The organization actively communicates with businesses to help identify needs and resolve problems. Additionally, the organization helps to improve existing business practices through training, marketing assistance, access to capital, etc. More successful organizations are proactive in retention efforts by tracking lease expirations and acting to limit business losses.

Business attraction and new business development is an important component of a Downtown Revitalization Program, usually a component of the local chamber of commerce or a downtown support organization. Successful economic development programs understand the market opportunities and have realistic goals. The programs start with providing the basic needs of formation: capital, real estate, labor, and foster the ease of establishment. Innovation is crucial in these efforts, for example, retail incubators have been used successfully in developing retail businesses where national recruitment efforts have failed. Retail development will be addressed in much more detail in the Retail Market Analysis component of the DREAM Initiative.

J. Residential Development and Neighborhood Revitalization

Development of housing and revitalization of existing neighborhoods is essential to successful Downtown Revitalization Programs. Residents help to provide the demand necessary to support downtown shops and restaurants. Additionally, a vibrant residential component is an integral part of a multifunctional downtown. The vitality of downtowns can be measured by the level of human activity; people on the sidewalks demonstrate a healthy downtown. Housing development will be addressed in much more detail in the Downtown Housing Market Analysis component of the DREAM Initiative.

K. Downtown Advocacy

As a result of downtown decline, most downtown communities, residents, and businesses feel neglected and detached from the city government and larger community. A successful Downtown Revitalization Program will help bridge the gap between the downtown community and the rest of the city, most importantly the city government. An influential downtown organization can effectively address its constituent's needs and provide one voice for their concerns and issues.

L. Real Estate Development Body

Successful Revitalization Programs include a real estate development body that encourages private investment in real estate. There are many ways to aid real estate development including: land assembly; preparing property for development; financial assistance; and tax incentives. Many successful Revitalization Programs create a development firm to develop initial projects that market/consumer research shows have potential demand, but at higher than acceptable market risk. Through these initial projects, the organization demonstrates to the development community and investors that downtown development is feasible and profitable.

M. Downtown Marketing

Successful Downtown Revitalization Programs create a new unified image of downtown that reshapes the perception of downtown into the center of activity. Efforts should focus on developing community pride in the unique physical environment and historical character of the downtown. Creating a new image or enhancing the existing image of the downtown involves promotional activities that build upon downtown economic and cultural offerings. The key is to create a healthy mix of retail promotions, special events and festivals, public relations, and other marketing medium.

N. Special Events Planning

Through the use of special events, downtown organizations build partnerships, fundraise, encourage community involvement, promote downtown, and in particular promote downtown retail. Special events are essential in marketing downtown to residents that no longer view downtown as a destination, as well as to tourists from outside the Area.

O. Retail and Event Promotions

Downtown revitalization efforts include many activities to promote the unique mix of retail stores offered. Special shopping events, brochures, and other advertising and marketing media are necessary to encourage the community to support downtown retail.

P. Safety, Security and Beautification

In one fashion or another, every successful Downtown Revitalization Program improves safety, security and the appearance of downtown. Beautification improvements included creating and maintaining cleanliness to ensure a positive first impression of downtown for visitors. Other efforts included store window decoration, building façade improvement, flower boxes, benches, and awnings.

Improving safety for rural communities mainly focuses on pedestrian traffic through crosswalks, speed bumps, and road marking. Increased signage, banners, maps, and improved wayfinding lessen congestion and help in the presentation of downtown, and also make effective marketing tools. Efforts should be made to improve or control parking in order to turn motorists into pedestrians and encourage walking throughout downtown.

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SECTION IV

EXISTING ORGANIZATIONS AND REVITALIZATION EFFORTS

A prerequisite of the DREAM Initiative selection requires that a city demonstrate community-wide support for the revitalization of Downtown. As stated in **Section II**, Brookfield's residents, businesses and political leaders speak of the importance of a vibrant Downtown and their interest in Downtown Revitalization. The Downtown Revitalization that has occurred to date is primarily due to the organizations of the Brookfield Area Growth Partnership (BAGP), the City of Brookfield (City), the Brookfield Industrial Development Authority (IDA) and the Brookfield Chamber of Commerce (Chamber). The existing Downtown Organizational Structure is depicted in **Appendix 2** and illustrates the relationship of various organizations impacting the Downtown Revitalization Program. The following is a description of those existing organizations and their role in supporting the Downtown Revitalization Program.

A. Brookfield Area Growth Partnership (BAGP)

The City, the Chamber and the IDA are the principal organizations working with the DREAM Initiative to lead the revitalization activities for Downtown Brookfield and the City. Part of this effort included the formation of the Brookfield Area Growth Partnership (BAGP) in 2005 through the University of Missouri Extension's ExCEED Initiative. The BAGP consists of a board made up of 9 volunteers with primary objectives to create a higher quality of life, stronger business environment and a greater economic opportunity in the Brookfield area by merging the efforts and resources of the major community/economic development partners together into a seamless network.

BAGP partnered with Drury's Center for Community Studies and MU Extension to create Brookfield's plan for "Reconnecting Brookfield." The process involved the study of Brookfield by several Drury students who made monthly visits to the area, held meetings with local residents and youth, and led visioning presentations and discussions. The process left Brookfield with a 245-page document that is being used as a tool for revitalization and planning efforts.

The momentum behind the BAGP is through the four task forces that the committee created, including Leadership, Entrepreneurship, Youth Engagement, and Charity/Philanthropy. The focus on building local leadership capacity has helped to graduate three classes, approximately 15 participants a-piece, from the Leadership Development Program. The focus on assisting business development through entrepreneurship aided with the opening of "Reel Time Cinema", a newer three screen theater complex and more, through the \$400,000 investment by a local business man and his partner. Also through entrepreneurship came a focus on restoring Brookfield's historical downtown which led the community to apply for the DREAM Initiative and an informal group known as the "Friends of Downtown Brookfield." The focus on youth engagement and attraction led to the idea of a skate park at the site of the Old DeGraw Theater. Finally, the dialogue around philanthropy led to the formation of the Home

Legacy Foundation, as a separate 501(c)3 organization to collect and route funds for community betterment projects.

Through Brookfield's partnership with Drury and MU Extension, the BAGP's goals for Downtown include 1) re-establishing density by expanding local business and attracting new business, 2) increasing property values in the Downtown, 3) establishing a sense of place for both community members of today and the youth of tomorrow, and 4) attracting private investment by combining State resources with other public and private funds.

The BAGP has an office located at 207 North Main Street. Eventually, the BAGP would like to share this office, either with the new Downtown group, the IDA or the Chamber to be more efficient with staff and create a "one stop shop" environment. Until recently, the BAGP's budget was primarily funded by a substantial grant received from the University of Missouri ExCEED Initiative. That grant has expired and the organization is developing a new membership structure and plans to add annual fund raising events.

While the BAGP attempts to play the primary role in Downtown's revitalization, its duty as the broader community representative requires a wider mission that impedes the specific expertise and capacity necessary for the unique issues faced in Downtown. It is vital that the BAGP commit a similar level of effort in the form of supporting Downtown specific leadership within the revitalization process.

B. City of Brookfield (City)

The City has an important role to play in all aspects of Downtown revitalization, but particularly: building code, nuisance, and law enforcement; solving zoning conflicts; park management; and providing financial assistance. With regard to these responsibilities, the City has worked to fulfill its role in Downtown revitalization. The City of Brookfield has several Departments with multiple responsibilities, including the Planning and Zoning Department which implements signage, building, and land use standards through zoning and code enforcement.

The City has historically provided a policy framework in regard to grant funding, the DREAM application, and public investments such as the streetscape and infrastructure improvements in Downtown. City Hall is located within the DREAM study area at 116 West Brooks Street.

The City has worked to improve the economic and physical conditions of Downtown and to create opportunities for revitalization, including renovating the old fire station to serve as the City Council's formal chambers and municipal court room, promoting the passage of an \$8 million bond issuance to upgrade aging water and sewer lines and trimming trees along Main Street in preparation of a new streetscape. Elected leaders and City staff have encouraged and supported multiple organizations through the use of partnerships and are seeking ways to fund significant projects such as building demolition, street repair and other infrastructure improvements such as a youth skate park at the site of the old DeGraw Theater.

While these are positive steps in the revitalization of Downtown Brookfield, the City has not placed in service a dedicated tax revenue mechanism for continuous reinvestment in Downtown. The City must balance community-wide needs with those of the Downtown. In the past, the City used incentives including Community Development Block Grants and Industrial Revenue Bonds in other parts of the community. While Linn County does not help to fund any economic development efforts in Brookfield, approximately sixty-five percent (65%) of Linn County's sales and use tax funds are generated by the economic activity in Brookfield. Mechanisms need to be put in place to capture a portion of these revenues to self-fund Brookfield's revitalization efforts.

C. Brookfield Chamber of Commerce (Chamber)

The Chamber is an independent, membership funded organization whose programs involve small business assistance, regional marketing, business advocacy, economic development, and event planning and promotion. The Chamber works to improve the growth, diversity, and health of the business community, encourage residents to shop locally, and support efforts to recruit new businesses to Brookfield. The Chamber also sponsors special events and produces marketing materials. It is also a common thread throughout the various other interested organizations and benefits from a shared office with the BAGP and IDA.

The Chamber is a 501(c)6 organization and has a Board of Directors with nine members. The Board elects a President, President-Elect, Vice President, and Secretary/Treasurer. The Chamber does not have any working committees. The staff of one works closely with volunteers to organize and coordinate special events. The Chamber holds an Annual Membership Meeting where volunteer efforts are often recognized.

The Chamber was previously funded through a government contract to operate a state license bureau, which they no longer have. Through a re-organization, funding for the Chamber now comes from membership dues and fundraising. Over the past 7 years, the Chamber has doubled its membership to approximately 150 members. The Chamber provides maps, directions and relocation information to interested parties. They recently updated and printed 4,000 Brookfield/Linn County maps. A monthly newsletter is posted on the Chamber's new website and shares information on upcoming events and recent successes. A working committee focusing specifically on Downtown does not currently exist within the Chamber.

D. Brookfield Industrial Development Authority (IDA)

The Brookfield IDA is an independent, not-for-profit, professional economic development organization established by civic leaders in the 1980s with a mission to promote the prosperity, economic betterment and general welfare of Brookfield. The organization is led by a President and a Board of Directors consisting of a Vice President, Secretary, and Treasurer. It serves as a resource center for businesses and industries in the area and assists them to take advantage of municipal, county, state and federal economic programs. The IDA maintains a comprehensive inventory of available sites and buildings, works to recruit new and expanding industry to Brookfield, develop cooperative efforts with local financial resources, and enhance workforce development and training. The

City's Industrial Park does not have any current availability, but the IDA is working to secure some adjacent acreage for future business expansion. The organization is supported by the City. The IDA shares its Executive Director with the BAGP to accomplish both organizations' goals.

SECTION V

RECOMMENDED ORGANIZATIONAL STRUCTURE DEVELOPMENT & ENHANCEMENT

INTRODUCTION

The most critical component of a successful Downtown Revitalization Strategy, which is of particular importance to the DREAM Initiative, is the creation of a sustainable organizational structure with the capacity to implement DREAM recommendations and provide ongoing Downtown Revitalization support. It is important that the community has the necessary components of a proactive business community, grassroots support, and a dedicated local government to create the critical mass needed for a successful Revitalization Program. The City of Brookfield currently has the essential assets for the creation of an organizational structure to achieve the required benchmarks necessary for success.

The current organizational structure has established a solid foundation for incorporating some of the elements of successful organizations and revitalization efforts described in **Section III**. However, there are a few elements that are not currently being addressed, or have not been historically needed, which may become important features of the Downtown Revitalization Program. The evolving needs of a Downtown Revitalization Program require increased organizational structure capacity to aggressively address these elements in the future. Furthermore, several of the existing organizations could increase their own capacity to support the Downtown Revitalization Program through growth, collaboration, planning and increased financial resources.

Brookfield's existing Downtown organizational structure has several entities involved in the City's evolving Downtown Revitalization Program. The City, the BAGP, the IDA, and the Chamber have taken a number of steps to help Downtown Brookfield succeed. The DREAM Initiative plan proposes the creation of the Downtown Brookfield Connection (DBC), and it is critical that the DBC has an appropriate focus for Downtown, adequate resources including personnel and funding, and support from civic leaders.

While the existing Organizational Structure clearly illustrates the current relationships of the various Downtown supporting groups, **Appendix 3** depicts the Recommended Organizational Structure and the proposed linkages between existing and new groups. These organizations, specific to Downtown, must be pursued for the success of Downtown Brookfield revitalization efforts. The organizations should include the DBC, with support of the City, BAGP, IDA, and Chamber, leading the effort and providing the Downtown community with advocacy, unification, and leadership. The DBC will be supported by a Community Improvement District (CID) to bring the necessary services and financial support to Downtown. In addition the role of a Community Development Corporation (CDC) should be encouraged within the BAGP to spur Downtown real estate development. In cooperation with these organizations there will need to be realignment of responsibilities to ensure an orderly effort and not disrupt important existing activities.

The following recommendations are made in two parts. First, recommendations are provided for new organizations to enhance the existing organizational structure capacity. Second, recommendations are provided for existing organizational enhancements, whether specific to an organization or to an element of successful revitalization efforts involving several organizations. Funding necessary to sustain these organizations will be addressed in more detail in the Financial Assistance Review component of the DREAM Initiative.

RECOMMENDATIONS FOR NEW ORGANIZATIONS

A. Downtown Brookfield Connection (DBC)

The Downtown Brookfield Connection (DBC) will be a singular representation of the many existing groups providing services to Downtown, beginning with the City, BAGP, the IDA, and Chamber. The DBC should start with the "Friends of Downtown Brookfield" and look to include other representatives from Downtown businesses, property owners, and residents. The Board should consider how to draw in other positive, collaborative partners after obtaining proper representation from Downtown public and private entities.

Initially, the DBC may function under the umbrella of the BAGP. The group should have an end goal to incorporate as a not-for-profit corporation and seek to fulfill the roles of Downtown advocate and overall leader of Downtown Brookfield activities. The DBC's role is to rally volunteers, gather resources, press for progress, and promote successes. By removing a few responsibilities from other groups and clearly defining or redefining all roles in the context of Downtown, the DBC can be an effective and welcomed organization. It will be important for the DBC to build consensus quickly regarding Downtown initiatives and involved groups roles and responsibilities. The community has spoken concerning the need for centralized leadership and the DBC should fill this role. Downtown is looking for a strong leader and effective voice.

For the organization to function as intended, it will require a full-time manager. Initially, a volunteer may meet this management role, but as the DBC formalizes and develops a steady income stream, professional staff is required. In particular, when the Downtown Brookfield Community Improvement District is established, professional staff will be necessary. Ideally, staff will have broad qualifications, high enthusiasm, and an ability to leverage volunteer efforts.

The DBC may choose to coordinate physical locations with an existing organization such as the BAGP, IDA and Chamber. While effective management of limited resources often requires efficiencies such as the sharing of personnel or office space, it is vital that the DBC eventually establish its own identity. Organizations that share space and personnel may not operate effectively as sometimes conflicting forces exert pressure on the less established organization and this detracts from the mission and work program. However, this shared situation should work especially in the beginning, but the long-term plan should be a separate location.

The DBC should look to establish two essential working committees to satisfy existing services and allow other organizations to focus more tightly on their missions. The **Downtown Economic Development Committee** will group its efforts squarely on business and retail development, support, and issues. This committee can work with the BAGP's Executive Director concerning Downtown prospects, maintain an available space inventory, and conduct formal retention visits for Downtown anchors. This advocacy will replace some efforts of the IDA and the City in that it will narrow the focus to Downtown businesses.

The **Downtown Events and Marketing Committee** will provide services concerning events and Downtown business promotions. This Committee will also maintain communication with the community and target markets concerning all manner of Downtown activities. It is important that this Committee provide significant effort to promoting Downtown's successes, providing a public forum, and expressly demonstrating the involvement of the City government and other Downtown organizations. While this Committee will not replace marketing that the Chamber does for the City, it should complement their efforts. Some Downtown promotions and events may shift from the Chamber if they are not Chamber fundraisers. The Committee should also promote the Linn County Historical Society-Museum and the North Missouri Arts Council with development of new events.

B. Downtown Brookfield Community Improvement District (DBCID)

The DBCID will provide an extra level of service to the DREAM Study Area. The DBCID will channel private sector energy towards the solution of public problems. The DBCID will work with DBC, the City, the BAGP, and the Chamber to provide increased public financing resources resulting from private investment to meet the comprehensive objectives of the Downtown Revitalization Program. Funds generated by the DBCID should be used to provide district marketing, administrative support, event promotions, infrastructure, Downtown beautification, and most importantly to encourage redevelopment of buildings.

The DBCID should contract with DBC to provide administrative and technical services for ongoing administration of the DBCID, in addition to the services discussed earlier.

The DBCID can be organized either as a non-profit corporation or a political subdivision, however forming a political subdivision is recommended as it provides a more stable revenue source. Forming the CID requires a signed petition submitted to the hosting municipality that includes:

- Property owners owning more than 50% of assessed value of real property
- 50% per capita of all owners
- Boundaries of the district
- 5-year capital and service plan outlining purpose of district
- Cost estimates of improvements

If the non-profit route is chosen, the DBCID should designate itself as a public benefit corporation organized according to Ch. 355. The board of directors of a non-profit CID is organized in the same manner as other non-profits, according to Ch. 355. The

organization can be funded by a property assessment or by charging fees from tenants, economic development grants, voluntary donations and municipalities may fund through grants or contributions.

As a political subdivision, CID is organized through a petition which states whether the Board is elected or appointed by the ranking city official. It is recommended that the Board consist of seven (7) to nine (9) members. A CID may be funded by levying a tax on property, charging a fee for a business license, or charging an additional sales tax.

A CID that is created as a political subdivision can finance the costs of a project through the imposition of:

- (1) Special assessments for those improvements that specifically benefit the properties within the district;
- (2) Property taxes; or
- (3) A sales tax up to a maximum of 1%

It may finance the costs of a project through the imposition of fees, rents and charges for district property or services or grants, gifts and donations.

A CID may also issue bonds, notes and other obligations and may secure any of such obligations by mortgage, pledge assignment or deed of trust of any or all of the property and income of the district. However, the bonds or other obligations of a CID that is created as a non-profit corporation will not be tax-exempt.

RECOMMENDATIONS FOR EXISTING ORGANIZATIONAL ENHANCEMENTS

C. City of Brookfield (City)

The City of Brookfield's involvement in Downtown Revitalization is critical for success. Many Downtown successes to date have occurred due to the City's participation, leadership, and financial assistance. Additionally, City involvement demonstrates local government commitment and increases the likelihood of broad citizen and private interest participation. The City should assist in the development of all necessary political subdivisions and districts as well as participate in appropriate boards. However, efforts should be made to avoid politicizing the Revitalization Program.

City services are one of the essential elements for a successful Downtown Revitalization Program. The financial commitment by the City to support capital improvement projects, such as infrastructure, park, and streetscape enhancements throughout Downtown, should continue and exceed the current level of activity where possible. The City should continue to assist with leveraging other resources by providing a local match investment for certain funding programs. This practice is the most effective means for accomplishing large-scale capital and infrastructure projects. However, the local resources of the City must be distributed throughout the community and other financial resources should always be considered. The City will continue to play an important role in all aspects of Downtown revitalization. The City should take the lead in the tough decisions that lie ahead.

1. It is recommended that the City take a supporting role, in partnership with the DBC, BAGP, and Chamber, in educating and informing the Downtown community about the benefits of establishing the DBCID.
2. The City will need to provide attention to Downtown code enforcement, historic preservation district establishment, design guidelines adherence, and preparing wayfinding and signage, not only in the DREAM Study Area, but throughout the City. Building code enforcement should be pursued aggressively and fairly.
3. Establishment of a Historic Preservation Commission to assist the city in the revitalization efforts by ensuring that improvements to the Downtown buildings are always a step in the right direction, but qualified and knowledgeable appointments to this Commission will be a critical issue.

D. Brookfield Area Growth Partnership (BAGP)

The BAGP is the lead support organization for all groups charged with bettering the entire Brookfield community and surrounding portions of Linn County, and therefore requires a wider mission beyond just Downtown. The BAGP should continue its role as the lead unifier of community interests and encourage broad organizational support in its efforts to advance the City of Brookfield and, more specifically, Downtown. The most effective way to accomplish this is to allow the DBC to fill the primary role as leader of the Downtown Brookfield Revitalization Program, and to encourage the development of a community development corporation (CDC) role within the BAGP.

The formation of a separate Downtown-focused CDC may prove a difficult task due to a finite amount of resources in Brookfield. In this case the better option is to charge the BAGP with the role of a CDC in the revitalization of Downtown. This includes housing and commercial real estate development, particularly small business growth. While these efforts continue for the benefit of the greater Brookfield area and Linn County, a special emphasis is needed on conducting public benefit projects and other redevelopment activities for Downtown. This can be accomplished through direct collaboration with DBC and inclusion of a Downtown emphasis in the BAGP's mission statement. Membership of the organization shall continue to be made up of participating banks but also include other businesses. With a multi-bank CDC loans and equity can be provided to small businesses or development partners. In order to strengthen its Downtown focus, the board should also include representatives from the DBC and DBCID, as well as existing members. The BAGP will need to operate transparently and formally. A budget must be made available and funding plans for a three year period are important to attract investors. With greater investment and focus, the BAGP can begin to affect real development changes Downtown.

E. Brookfield Industrial Development Authority (IDA)

The IDA should continue to serve as a resource center for businesses and industries in the area and assist in facilitating economic development programs. As a member of BAGP, the IDA will also need to provide broad organizational support for the greater development of the City of Brookfield and the revitalization of Downtown. The IDA should

work with DBC in its efforts to maintain a comprehensive inventory of available sites and buildings, work to recruit new and expanding industry to Brookfield, develop cooperative efforts with local financial resources, and enhance workforce development and training.

F. Brookfield Chamber of Commerce (Chamber)

The Chamber should continue its role as the promoter of community events and encourage collaborative efforts to advance the City of Brookfield, and more specifically, Downtown. In that regard, it will support the DBC, rallying volunteers, gathering resources, and pressing for progress. However, business development, small-business assistance, entrepreneurial education, and networking opportunities offered by the Chamber will become increasingly important to the success of Downtown's revitalization as business growth occurs. Identifying future opportunities to deliver these resources to Downtown businesses, and to encourage businesses to take advantage of the Chamber's business support services, should be developed within the context of the overall Downtown revitalization effort.

G. North Missouri Arts Council (NOMO)

The encouragement of the arts and, particularly, of an artist community can provide a unique aspect to a visitor or resident's experience of Downtown Brookfield. The existence of the Arts Council in nearby Marceline provides a regional organization through which grant programs, offered through the Missouri Arts Council (MAC), are managed and offered to local artists or to out-of-town artists to encourage them to perform in or relocate to the area. The MAC, through its Community Arts Program (CAP), provides funding to local arts councils. To be eligible for CAP funding, an organization must maintain basic eligibility requirements as follows:

- Offer programs in more than one MAC-funded arts discipline and/or offer arts services and foster the long-term cultural development of the community;
- Only one organization per community may apply;
- Must be a non-profit organization and either an Arts Council or a unit of local government; and
- Members of governing board must be elected or appointed by others than existing board members.

It is essential that the DBC, through its Downtown Events and Marketing Committee, look to collaborate with NOMO to foster an arts and entertainment angle to the Downtown Revitalization efforts.

H. Linn County Historical Society-Museum (LCHS)

The LCHS provides a cultural asset and destination for the City of Brookfield, and more specifically Downtown. The LCHS also offers tremendous value in educating the Downtown Brookfield organizational structure on issues of historical importance, such as preservation and historic funding opportunities. The role as a resource provider is vital and should be enhanced as the Downtown Revitalization Program progresses.

I. Missouri Highway 36 Heritage Alliance

The City of Brookfield has a rich history dating back to the early 1800s. Being in close proximity to other historical places (Walt Disney's hometown of Marceline and General Pershing's boyhood home in Pershing) will draw visitors and tourists to Brookfield's Downtown. The renovation of the Tillman House and its base for the Linn County Historical Society puts Brookfield on the map with the Missouri Highway 36 Heritage Alliance. The Tillman Museum places Brookfield in the position of having a unique historic asset with which it might attract a number of new and unique visitors to the area, thus contributing to the economic and cultural environment.

Brookfield should strengthen its partnership with the Missouri Highway 36 Heritage Alliance to help increase the number of visitors to the area. These efforts should continue and even be strengthened when possible through collaboration with the DBC. Projects that the Heritage Alliance can work collectively on with the DBC and the City include:

- Supporting groups visiting Brookfield by offering assistance in the areas of event planning, special functions, and appreciation activities
- Marketing and promotion of Downtown Brookfield and encouraging visitors to select Brookfield as their destination
- Special projects to enhance Downtown Brookfield as a visitor destination

J. North Central Missouri YMCA

While located outside of the DREAM boundaries, the North Central Missouri YMCA and its facility is an asset to Brookfield. The formation of their board and their use of grant funds and community donations to build the facility is an example of Brookfield's community leadership and resources.

Efforts should be made by the DBC to include YMCA Board members in discussions regarding Downtown revitalization. In addition, the DBC should collaborate with the North Central Missouri YMCA on special events that highlight Downtown.

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SECTION VI

CONCLUSIONS, IMPLEMENTATION, AND FUTURE WORK

The interaction of the various organizations and the assigned roles and responsibilities of each particular organization will remain dynamic as progress is made. Initial roles and responsibilities will change as goals are met, projects are completed, new issues arise, and organizations accept more responsibility. Preliminary recommendations of the responsibilities and roles of the various downtown organizations and committees are listed in **Appendix 4** and **Appendix 5**.

The success of Downtown Revitalization Programs is realized through unified collaborative action of the organizations toward agreed upon Revitalization Program goals and objectives. The DBC, as well as the leadership of the boards of directors of individual Downtown organizations, controls in great part the amount of collaboration between them. In order to attain a high level of cooperation and agreement in goals and objectives, the boards should contain the same make-up (i.e. for the most part, the same people should serve on the various boards). Not only does this ensure intra-organizational cooperation it guarantees control of the process among the key stakeholders: City government, Downtown businesses, and Downtown residents. It also makes best use of limited board recruitment resources. Board make-up should include a majority of private or Downtown interests with public entity participation making up the minority. This helps to make certain that a Downtown focus will be kept, and that the private sector is driving the effort.

The next step toward implementation of the Downtown Revitalization Program begins with incorporating the recommendations of this report into the DBC and promoting that organization heavily as the new leader of the Downtown Revitalization Program. The Chamber should assist with the continuing development of the supporting organizations and committees. Additionally, the board of the DBC will be the foundation for the remaining boards of the new establishments. A sample job description for the Executive Director position leading DBC can be found in the **Appendix 6**.

The following recommendations outline the first steps to establishing an effective Downtown organizational structure in Brookfield:

- #1 Establish the DBC, with continuing support from the BAGP, City, Chamber, and IDA, as the leader of the Downtown Revitalization Program and incorporate recommendations of this report.
- #2 The DBC, BAGP, City, and Chamber begin the task of developing outreach plans for the Downtown Brookfield Community Improvement District (DBCID).
- #3 The DBC, City, and Chamber begin the task of developing outreach plans and assisting BAGP in assuming a Downtown CDC role.

Along with these responsibility and role adjustments, a realignment of resources such as personnel and funding sources may be required. It will be critical that most, if not all, of these organizations show public support of the coming changes. Disagreements should be discussed in meetings and with the best unified front possible provided to the public.

The additional work of goal development, by-law creation or adjustment, and mission and vision development can be very exciting and should not get politicized or hijacked for the grandstanding of any individual organization or project. A new Community Improvement District in Downtown and a Community Development Corporation role within BAGP will each need strong leadership to ensure this doesn't occur. Assistance in evaluating these aspects can be found in the **Appendix 7**.

Future DREAM Initiative work will assist in development and improvement of the various funding components, market analysis, and overall strategy development. Formation of these downtown organizations is the first step toward the development of a comprehensive Downtown Revitalization Program.

APPENDIX

Appendix 1

Downtown Organization Assessment Questionnaire

APPENDIX 1
DREAM Brookfield
Downtown Organizational Assessment Questionnaire

The Downtown Organizational Assessment Questionnaire is part of a process to help the Brookfield community evaluate existing downtown organizations. The process which is defined as the Organizational Structure Review will give the Brookfield community an understanding of the various roles and functions of existing organizations and recommendations for potential new organizations.

It is important for the Downtown community to look at its organizations to determine how it might improve some of its functions, just as it is important to gauge the interest of the community in Downtown's revitalization. It is beneficial to have many perspectives on how these organizations function.

Please answer all questions which apply to your organization.

Community Characteristics

1. Is there strong private business interest in downtown revitalization?
 - a. If so what businesses?
2. Is there strong private citizen interest in downtown revitalization?
 - a. In the downtown community?
 - b. In the community at-large?
3. Is there a large amount of conflict in the community (Downtown and at-large) about downtown revitalization?
4. Was there a Downtown Organization previously that is no longer functioning or no longer exists?
 - a. If so, please explain.

Organization Characteristics

5. Is there an organization that is leading efforts towards downtown revitalization? *If there are multiple organizations LEADING various efforts please complete all questions for each.*
6. Name of organization.
7. What type of organization is it (non-profit, for-profit, chamber of commerce, political subdivision, etc.)?
8. What year was the organization established?

APPENDIX 1
DREAM Brookfield
Downtown Organizational Assessment Questionnaire

9. How many full time employees does it have?
10. How many part time employees does it have?
11. How many volunteers does it have?
12. Where is the organization located?
13. What type of physical facilities does the organization have?
14. Roughly, how many city blocks does the organization cover/represent?
15. Note significant organizational accomplishments.
16. Note significant organizational failures.
17. Note significant organizational challenges.
18. To what extent is the organization involved in providing the following services:
 - a. Capital Improvements (installing pedestrian-scale lighting and street furniture; planting trees and landscaping)
 - b. Consumer Marketing (producing festivals and events; coordinating sales promotions; producing maps, brochures and newsletters)
 - c. Economic Development (offering incentives to new and expanding businesses)
 - d. Maintenance (removing litter and graffiti, cleaning sidewalks, trimming trees, etc...)
 - e. Parking and Transportation (managing public parking lots, signage and bus shelters)
 - f. Policy Advocacy (promoting public policies to the community; lobbying the government on behalf of business interests)
 - g. Public Space Regulation (managing sidewalk vending; controlling vehicle loading, etc...)
 - h. Security (providing supplementary security guards, working with city police department, etc...)
 - i. Social Services (aiding low income, providing job training, supplying youth services, etc...)
 - j. Any other services not mentioned

APPENDIX 1
DREAM Brookfield
Downtown Organizational Assessment Questionnaire

Mission, Purpose, Goals, Vision, Etc.

19. Is there a straightforward and up-to-date written mission statement?
20. Is there a strategic plan being utilized?
21. Are the goals of the organization written, agreed upon, and clear to all?
22. Currently, what are the goals of the organization? Are the goals achievable?
23. Is there a process for setting/renewing goals?
24. Are short term (1 to 3 years) objectives understood and agreed upon by their respective committees/boards?
25. Are long term (3 years+) objectives understood and agreed upon by their respective committees/boards?
26. Are the bylaws current and functional?
27. Does the organization periodically assess its:
 - a. Mission, goals and strategic plan?
 - b. Committee structure and performance?
 - c. Board membership and participation?
 - d. General membership participation?
 - e. Follow through on commitments?
 - f. Budget and goal setting process?
 - g. Role in the community?

Internal Organization Assessment – Committees

28. How many committees are involved in your organization's activities?
29. What type of activities do the committees conduct?
30. Do committees have clear written goals and objectives?
31. How do the committees function?
32. Do the committees have specific roles and responsibilities that all members of the organization understand?

APPENDIX 1
DREAM Brookfield
Downtown Organizational Assessment Questionnaire

33. Is the committee structure and membership make-up reviewed annually for relevancy?

Internal Organization Assessment – Board

34. How many members are on the governing board?

35. Does the organization's board currently have committed and active members?

36. Does the organization's board currently have enough people to carry out its purposes and goals?

37. Do board members have diverse downtown/community interests and perspectives?

38. Do board members have the right mix of skills to lead and direct?

39. Does the organization have a system for recruiting board members for specific needs?

40. Do terms of office provide for stable yet renewing leadership?

41. Does the organization have an orientation session for new board members?

42. Does the organization's board have a drop-out or non-attendance problem?

43. Do board members trust each other?

44. Do board members get along well with each other?

45. Do board members avoid conflicts of interest?

46. Do board members act as a team and work together?

47. Do board members enjoy the organizations meetings and activities?

48. Are board members talents being fully utilized?

49. Are board members individual contributions recognized?

50. Are board members collective efforts acknowledged?

51. Are board members able to help the board and its committees examine and improve its processes?

APPENDIX 1
DREAM Brookfield
Downtown Organizational Assessment Questionnaire

Internal Organization Assessment – Membership

- 52. Does the organization currently have committed and active members?
- 53. Does the organization's membership base have diverse downtown/ community interests and perspectives?
- 54. Is the organization's membership base growing, shrinking, stable?
- 55. Does the organization currently have enough people to carry out its purposes and goals?
- 56. Does the organization have sufficient skills and diverse community interests and perspectives?
- 57. Does the organization have a system for recruiting members for specific needs?
- 58. Does the organization have an orientation session for new members?
- 59. Are general member's talents being fully utilized?
- 60. Are general member's individual and collective contributions recognized?

Leadership Characteristics and Effectiveness

- 61. Are board decisions usually made by:
 - a. The board
 - b. The officers
 - c. Executive director
 - d. The committees
 - e. Specific individuals
 - f. The membership
 - g. Combination of above
- 62. Does the leadership of the board and its committees effectively encourage different points of view in discussions?

APPENDIX 1
DREAM Brookfield
Downtown Organizational Assessment Questionnaire

63. Does the leadership of the board and its committees effectively minimize personality differences?
64. Does the leadership of the board and its committees effectively deal with power struggles and hidden agendas?
65. Does the leadership of the board and its committees encourage teamwork?
66. Does the leadership of the board and its committees instill enthusiasm for work to be accomplished?
67. Does the leadership of the board and its committees identify and celebrate milestones?
68. Has the board clearly identified its roles and responsibilities as a board?
69. Has the board clearly identified the roles and responsibilities of the executive director, and his/her relationship to the entire board?
70. Has the board established a process for obtaining staff input for board decision making?
71. Do board and committee meetings have agendas and are they announced in advance of the meeting?
72. Do board and committee meetings follow these agendas?
73. Do board and committee meetings proceed efficiently and effectively?
74. Do board and committee meetings have minutes prepared and distributed in a timely manner?
75. Does the leadership ensure that action goes forward in an orderly manner by seeing to it that decisions are actually made?
76. Does the leadership see to it that all members understand that decision?
77. Does the leadership see to it that someone takes responsibility?
78. Does the leadership see to it that visible results occur?
79. Does the leadership see to it that results are reported to the group?

APPENDIX 1
DREAM Brookfield
Downtown Organizational Assessment Questionnaire

80. Has the organization established standards of performance or benchmarks from which to evaluate outcomes? If so, please identify and explain those that apply:

- a. Crime Rates
- b. Taxable retail sales
- c. Number of jobs created
- d. Pedestrian/visitor counts
- e. Lease rates
- f. Customer attitude survey
- g. Occupancy rate
- h. Business license revenue
- i. Population
- j. Change in tax base
- k. Value of real property investment
- l. Population density
- m. Other

Fiscal Resources

81. Approximately what is the organizations annual budget?

82. Which of the following are sources of funding for your organization (estimate percentage of total budget for each)?

- a. Special tax assessment on property and/or business
- b. Bonds (public or private)
- c. Voluntary donations
- d. In-Kind contributions
- e. City general tax revenues
- f. Subsidies or grants from Federal Gov't
- g. Subsidies or grants from State Gov't
- h. Sale of goods or services

83. What fundraising activities does the organization undertake?

84. Are the organization's resources sufficient to achieve its goals?

APPENDIX 1
DREAM Brookfield
Downtown Organizational Assessment Questionnaire

85. Are the organization's resources being used effectively?

86. Is the organization driven primarily by its:

- a. Budget
- b. Goals/strategic plan
- c. Outside factors

Community Networking and Coalition Building

87. Does the organization relate to other community groups and governmental units through ongoing, working relationships?

88. What types of other community groups and governmental units does the organization work with?

- a. Municipality
- b. Community Improvement District
- c. Business Associations
- d. Chamber of Commerce
- e. Economic Development Organization
- f. Visitor or tourism association
- g. Service Club
- h. Environmental Groups
- i. Historic Preservation or Conservation Groups
- j. Historical/Heritage Society
- k. Museum
- l. Churches/Places of faith
- m. Schools/Colleges/Universities
- n. Horticulture Organizations
- o. Arts and Culture Groups
- p. Senior Groups
- q. Youth Centers/Groups

89. Does the organization seek out new relationships and build coalitions of mutual interest?

APPENDIX 1
DREAM Brookfield
Downtown Organizational Assessment Questionnaire

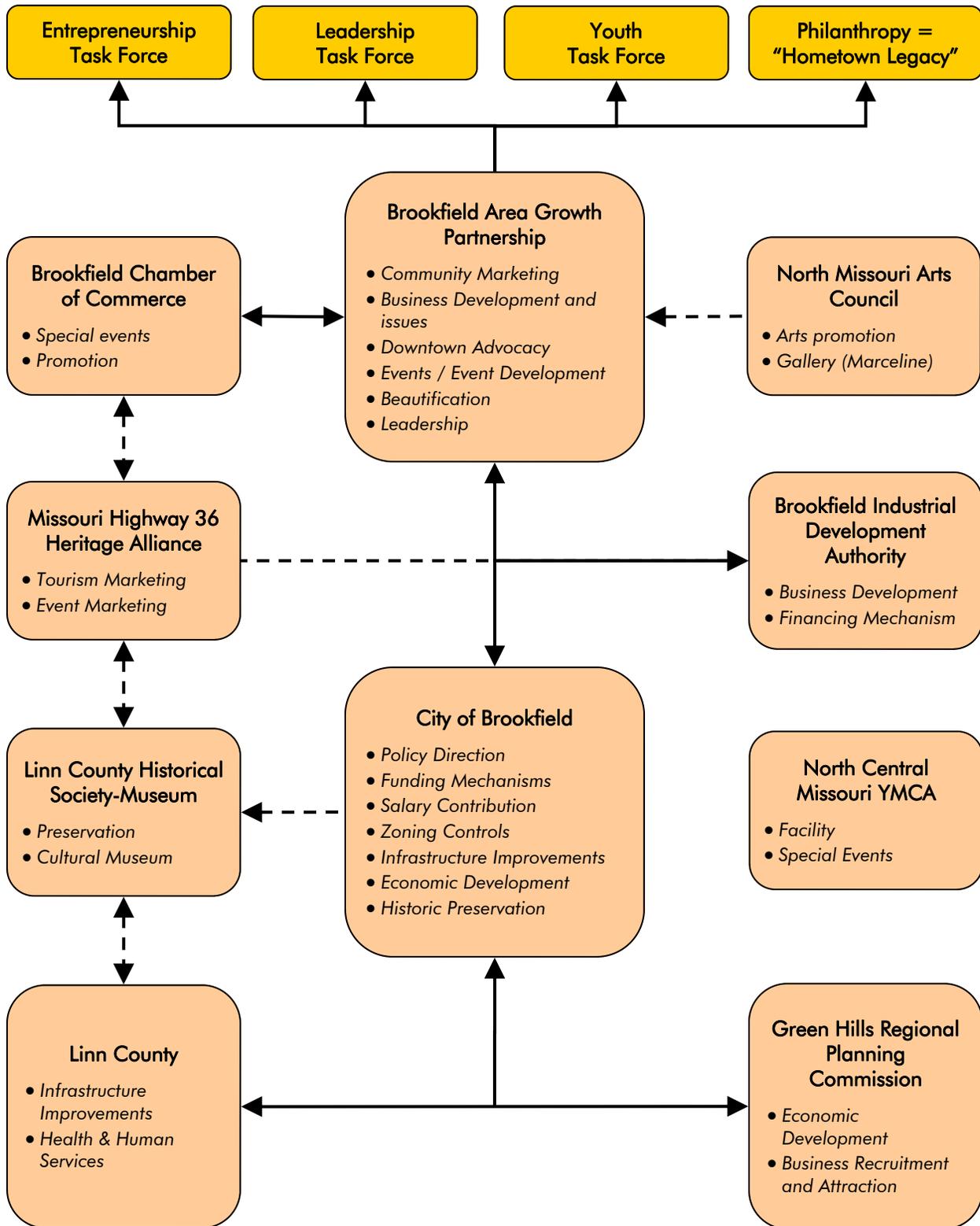
90. Does the organization have input into public policy?

91. Does the organization network at the regional, state, national levels?

Appendix 2

Existing Downtown Organizational Structure

APPENDIX 2
EXISTING DOWNTOWN ORGANIZATION STRUCTURE

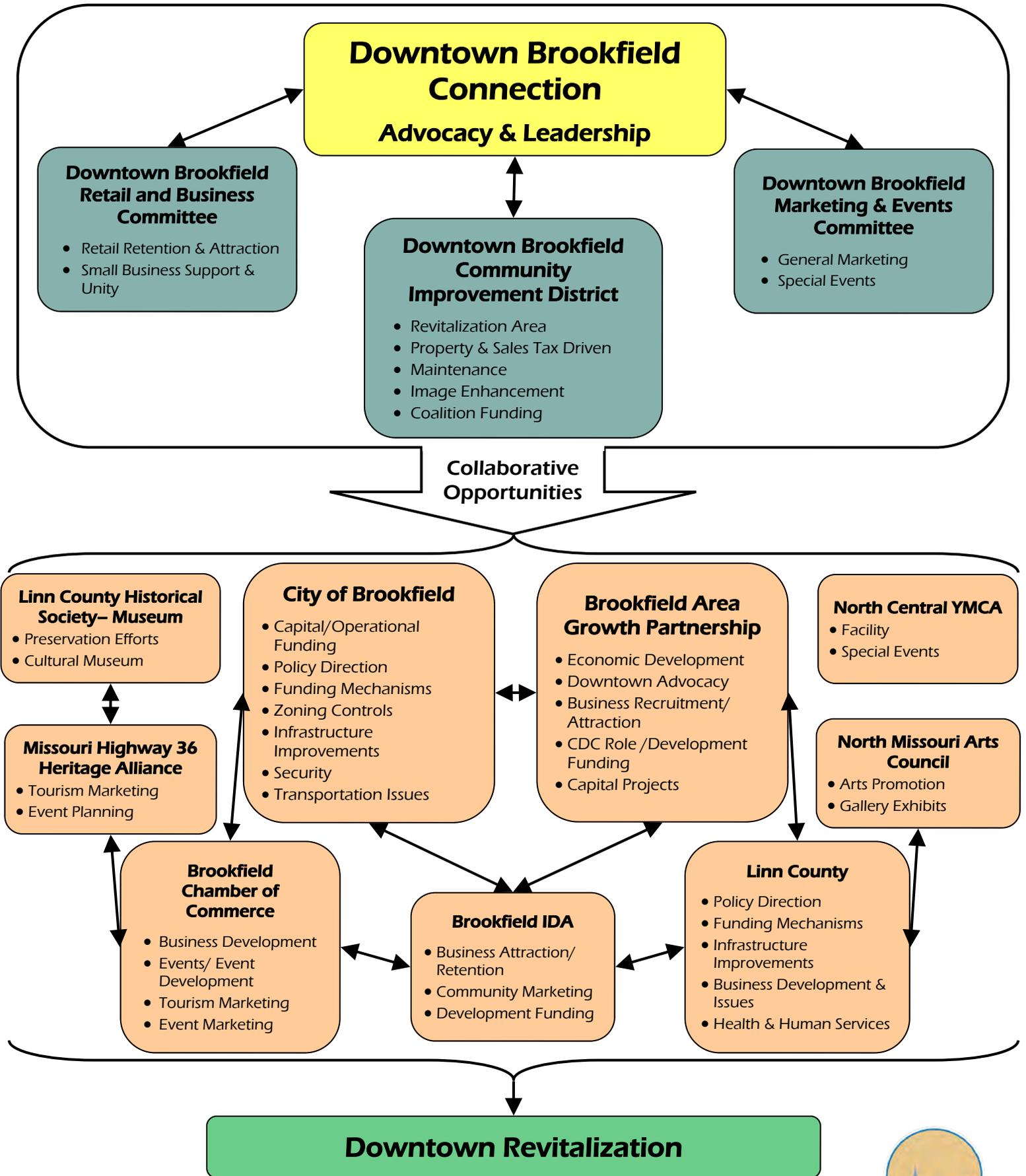


Appendix 3

Recommended Downtown Organizational Structure

APPENDIX 3

RECOMMENDED DOWNTOWN BROOKFIELD ORGANIZATIONAL STRUCTURE



Appendix 4

Downtown Organizations and Responsibilities

Appendix 4 - Downtown Organizations & Responsibilities

Elements of a Successful Organization	Existing Organizations				Recommended Organizations or Changes		
	City of Brookfield	Brookfield Area Growth Partnership	Brookfield Chamber of Commerce	Brookfield IDA	Downtown Brookfield Connection	Downtown Brookfield Community Improvement District	BAGP Community Development Corporation
Leadership	Essential Participant	Essential Participant	Support Participant	Support Participant	Essential Participant	Support Participant	Support Participant
Management Characteristics	Essential Participant	Essential Participant	Support Participant	Support Participant	Essential Participant	Support Participant	Support Participant
Board Attributes	Support Participant	Essential Participant	Essential Participant	Essential Participant	Essential Participant	Essential Participant	Essential Participant
Forming Partnerships	Essential Participant	Essential Participant	Essential Participant	Essential Participant	Essential Participant	Support Participant	Essential Participant
Community Involvement	Essential Participant	Essential Participant	Essential Participant	Support Participant	Essential Participant	Support Participant	Support Participant
Organization Funding	Essential Participant	Essential Participant	Support Participant	Support Participant	Support Participant	Essential Participant	Essential Participant
Organizational Strategic Planning	Essential Participant	Essential Participant	Support Participant	Support Participant	Essential Participant	Essential Participant	Support Participant
Project Planning and Facilitation	Essential Participant	Essential Participant	Support Participant	Support Participant	Essential Participant	Support Participant	Support Participant
Business Attraction, Retention and Expansion	Support Participant	Essential Participant	Essential Participant	Essential Participant	Support Participant	Support Participant	Essential Participant
Residential Development and Neighborhood Revitalization	Essential Participant	Essential Participant	Support Participant	Support Participant	Support Participant	Support Participant	Essential Participant
Downtown Advocacy	Essential Participant	Essential Participant	Support Participant	Support Participant	Essential Participant	Essential Participant	Essential Participant
Real Estate Development Body	Support Participant	Support Participant	Support Participant	Essential Participant	Support Participant	Support Participant	Essential Participant
Downtown Marketing	Support Participant	Essential Participant	Support Participant	Support Participant	Essential Participant	Essential Participant	Support Participant
Special Events Planning	Support Participant	Essential Participant	Essential Participant	Support Participant	Essential Participant	Support Participant	Support Participant
Retail and Event Promotions	Support Participant	Support Participant	Essential Participant	Support Participant	Essential Participant	Support Participant	Support Participant
Safety, Security, and Beautification	Essential Participant	Essential Participant	Support Participant	Support Participant	Support Participant	Support Participant	Support Participant

 Essential Participant

 Support Participant

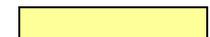
Appendix 5

Specific Downtown Issues and Responsibilities

Appendix 5 - Specific Downtown Issues & Responsibilities

	Existing Organizations				Recommended Organizations or Changes		
	City of Brookfield	Brookfield Area Growth Partnership	Brookfield Chamber of Commerce	Brookfield IDA	Downtown Brookfield Connection	Downtown Brookfield Community Improvement District	BGAP Community Development Corporation
Building Design Standards	Essential Participant	Support Responsibility			Support Responsibility	Support Responsibility	
Building Code Enforcement	Essential Participant	Support Responsibility	Support Responsibility		Support Responsibility		
Entryway Design Standards	Essential Participant	Essential Participant			Essential Participant	Support Responsibility	
Wayfinding Improvements	Essential Participant	Essential Participant	Support Responsibility		Essential Participant	Support Responsibility	
Retail Attraction	Support Responsibility	Essential Participant	Essential Participant		Support Responsibility	Support Responsibility	Support Responsibility
Retail Promotions	Support Responsibility	Essential Participant	Essential Participant		Support Responsibility	Support Responsibility	
Merchant Education		Essential Participant	Essential Participant		Support Responsibility		
Commercial Property Acquisitions	Essential Participant	Support Responsibility		Support Responsibility	Support Responsibility		Essential Participant
Commercial Property Renovations	Essential Participant	Support Responsibility		Support Responsibility	Support Responsibility	Support Responsibility	Essential Participant
Façade Improvements (Revolving Loan Fund)	Essential Participant	Support Responsibility	Support Responsibility	Support Responsibility	Essential Participant	Support Responsibility	Essential Participant
Parking Lot Improvements	Essential Participant				Support Responsibility	Essential Participant	
Pedestrian Improvements	Essential Participant				Support Responsibility	Essential Participant	
Downtown Branding	Support Responsibility	Essential Participant	Support Responsibility		Essential Participant		
Downtown Event Development	Support Responsibility	Essential Participant	Essential Participant		Essential Participant	Support Responsibility	
Tourism Marketing	Support Responsibility	Essential Participant	Essential Participant		Support Responsibility		
Housing Stock Improvements	Support Responsibility				Support Responsibility		Essential Participant

 Essential Participant

 Support Responsibility

Appendix 6

Sample Job Description

APPENDIX 6

Sample Job Description – Executive Director

Position Overview

The Executive Director position requires an energetic, results-oriented professional eager to be the champion of Downtown Brookfield. The position will assume an increasingly responsible leadership and management role in the downtown organization which will lead the Downtown Revitalization Program. The ideal candidate will have the ability to manage complex projects, resolve issues, and work effectively with volunteers, public entities, private entities and a diverse group of stakeholders.

Primary Duties and Responsibilities

Leadership

- Charged with informing and educating the public through local media and marketing
- Bring focus and vision to the organization and Revitalization Program
- Ensure citizens and businesses have opportunities for input and involvement
- Form partnerships with the community and public and private enterprises in order to achieve revitalization goals
- Build grassroots community support as well as form effective public/private partnerships.

Downtown Advocate

- Act effectively as a downtown advocate, representing downtown in a variety of situations and addressing needs of constituents
- Facilitate communication and contacts between downtown stakeholders and government officials
- Respond to requests from businesses, citizens and media

Organizational and Project Planning

- Responsible for aligning organizational resources towards achieving Revitalization Program Vision
- Take lead in strategic planning of the downtown organization as well as the overall Downtown Revitalization Program
- Utilize resources and overcome obstacles in facilitating completion of goals and objectives

APPENDIX 6

Sample Job Description – Executive Director

Management

- Assume a variety of administrative and operational duties including staff supervision, budget preparation, grant application and administration, developing and implementing work programs, and evaluating and entering into contracts for services
- Attend all board and committee meetings as well as appropriate government meetings

Job Requirements

- Creative, entrepreneurial self-starter, capable of working independently
- Diplomatic, able to work with a variety of people
- Excellent oral and written communication skills
- Five or more years experience in one or more of the following areas: architecture, business administration, downtown management, economic development, finance, historic preservation, planning, public administration, public relations
- Excellent organizational and administrative skills
- Strong computer skills, particularly internet, email, word processing and spreadsheet applications

Appendix 7

Board and Committee Recommendations

APPENDIX 7

Board & Committee Recommendations

BOARD AND COMMITTEE RECOMMENDATIONS

GENERAL OPERATING RECOMMENDATIONS

- **Boards and committees should annually review their mission statement to make sure that it clearly states what their mission is in 25 words or less, is clearly written in easy to understand language, and is something that is easy to articulate.**

Far too often mission statements are written in a clumsy fashion, often in legal language, and are of very little use to the organization. Frequently mission statements are filed away with the bylaws and are seldom used. The purpose of a clearly written, updated mission statement is to be able to have an organization use it in its public relations, in its communication with its board and its committees, and with the public in every way that it can.

- **The board of an organization should also carefully review the existing committee structure and membership to see if all committees are necessary, properly staffed, oriented on group goals, and supplied with the proper organizational resources.**

Any new goals required to attain the mission may mean that new committees need to be established.

- **Boards and committees should also annually review, establish, and publish their goals for the future.**

The board needs to establish both short-term goals (one or two years in length) and long-term goals (three to five years in length or more) for itself. A strategic planning committee should be established with members from the board and/or with each of the organization's committees for the purpose of establishing these sets of goals. Committees should meet to form their own goals so that their actions will complement the Board or other Committee's actions.

A voluntary community organization, board, or committee needs to be able to transfer its goals from board to board, from year to year. There is a tendency to rely on the leadership, enthusiasm, or charisma of a president or chair and achieve only the individual goals set for that year. Then, under a new president, the organization shifts in a different direction.

Leaders have difficulty in mobilizing a community organization around goals articulated by one or some of its members. It is much more effective when a group sits down at least once a year and articulates and votes on their goals together. Group goals can then be carried forward year after year regardless of who the office holders are.

APPENDIX 7

Board & Committee Recommendations

Often the goals of an organization are implied or assumed but are not explicitly written and clear. Goals also need to be written in terms that are clear, measurable, and objective so that it is more readily obvious when and if the goals are being accomplished (Example: To raise \$5,000 for capital improvements within twelve months).

- **Boards and committees need to indeed be functioning, meeting regularly, communicating with other committees and carrying through with goals and objectives.**

When a given committee is working in cooperation with another committee it must be clearly understood by all members and the Board which one of the committees is the lead committee and which one is the support committee. Many organizations get into difficulty because they have not clearly established which of several committees is taking the lead in monitoring the progress on a given organizational goal.

- **Effective leadership does not happen by accident, but must be identified, recruited, and developed.**

Constant communication and involvement with all members will usually offer clues to where the leadership potential lies in an organization. Leadership positions require delicate handling. If the leadership position of a board or committee has a one-year term of office it may result in revolving door leadership. On the other hand long terms with officers staying in the position too long do not allow for the fresh input of new officers.

Usually leaders are of the minority group that does the majority of the work. Leaders need to be challenged, empowered, and recognized constantly. A good leader usually walks a fine line between productivity and 'burnout'.

Leaders must be able to properly deal with power struggles in the open and be effective in getting hidden agendas on the table so that they can be dealt with at the board meetings. A meeting is the proper place for power struggles and hidden agendas to be dealt with rather than either before or after the board meetings are over. A leader can't just run an agenda, but has to be able to make difficult decisions.

- **A board and committee should follow its leader, but be diverse enough in its composition to effectively consider a broad selection of alternative ideas.**

The board itself should represent diverse points of view from the community and represent diverse geographical representation of the municipality. The board should encourage different points of view in discussion. Without debate decisions may represent superficial agreement rather than having covered the more difficult and underlying issues.

APPENDIX 7

Board & Committee Recommendations

- **Agree to disagree - It is expected that people will have different ideas and conflict with each other from time to time, but it is important that board members basically get along well with each other in spite of their differences.**

It is natural for board or committee members to have different points of view and therefore conflicts, but the organization must make sure that people are not voting on their own self interests, but for the good of the group. Conflicts of interest, whether real or perceived, must be minimized and avoided if possible. The integrity of the voting members of a board or committee is called into question where clearly they would benefit from the vote, but are not being up-front about their stake in the matter. A policy for handling such matters should be developed.

- **Board and committee members must set an example for other members by being active and engaged to drive the organization forward.**

Most volunteer work occurs between the meetings. Members who agree to serve in a leadership capacity have to understand and encourage this behavior.

Agendas and minutes are important communication tools to capture the actions that occur at meetings. It is important that decisions made at meetings are really understood by all of the members and responsibilities are understood for given tasks.

A process should be developed whereby results of activities are reported, whether positive or negative, and the board or committee can then apply further consideration, action, or reassignment of tasks if necessary.

- **It is important that efforts are made to fully utilize both board members' and general membership's talents.**

It is rare that an organization fully capitalizes on the talents of its members. An effective system for recruiting volunteers for specific needs must be developed. Often in volunteer organizations there is a tendency to 'settle' for the warm body that will take on a task, when a volunteer more suited to the task may go overlooked. It can be difficult to express that a volunteer isn't 'right' for a certain job, but sometimes productivity can be added by subtraction. Again, constant communication with members is critical.

APPENDIX 7

Board & Committee Recommendations

- **Respect the volunteers time.**

Due to the nature of a volunteer organization, where people are giving up their time to work on matters of mutual concern, it is important that everyone is able to enjoy the work in which they are involved. Satisfaction of a job well done is often their only paycheck. Acknowledgment for contributions plays an important role in volunteer work, especially in view of the fact that these are principally activities being undertaken by people apart from their paid employment. Those involved in the process are motivated by mission, passion, financial returns and many other unique and personal reasons. Contributions should be verbally acknowledged during meetings and, from time to time, in the organization's newsletter, press release, or at the annual meeting.

Meetings can, and should be, fun! Organizations with participants that do not enjoy their meetings have greater problems with attendance, retention, and task accomplishment.

Community organizations are dependent on many people acting together to be effective and suffer more difficulties when only a few people are, or are thought to be, responsible for leading the community organization in its efforts to accomplish its mission.