

AGENDA

OWOSSO MAIN STREET/DDA

SPECIAL BOARD MEETING

Tuesday, August 9, 2022 7:30 a.m.

Owosso City Hall; Council Chambers; 301 W. Main St., Owosso, MI



Owosso Main Street's mission is to foster an active and thriving downtown that is the heart of our community by promoting historic preservation and drawing both local residents and visitors to our city.

7:30 to 7:45

Call to order and roll call:

Review and approval of agenda: August 9, 2022

Public Comments:

7:45 to 8:25

Items of Business:

- 1) RLF Application Review.....(Resolution)
- 2) Americorps Member.....(Resolution)
- 3) MMS Community Assessment.....(Discussion)
- 4) MMS Pulse Report & Market Data Snapshot.....(Discussion)

Next regular board meeting: September 14, 2022 - 7:30 am, Owosso City Hall, Council Chambers

Adjournment:

[The City of Owosso will provide necessary reasonable auxiliary aids and services, such as signers for the hearing impaired and audiotapes of printed materials being considered at the meeting, to individuals with disabilities at the meeting/hearing upon 72 hours notice to the City of Owosso. Individuals with disabilities requiring auxiliary aids on services should contact the City of Owosso by writing or calling Amy Kirkland, City Clerk, 301 W. Main St, Owosso, MI 48867 (989) 725-0500 or on the Internet. The City of Owosso Website address is www.ci.owosso.mi.us.]



CITY OF OWOSSO, MICHIGAN
APPLICATION – OWOSSO MAIN STREET/DDA (OMS)
REVOLVING LOAN FUND (RLF) & GRANT PROGRAM

301 W Main Street, Owosso, MI | 989.277.1705 | beth.kuiper@ci.owosso.mi.us.org | www.downtownowosso.org

LOAN APPLICATION - Business Development

BEFORE COMPLETING/SUBMITTING THIS APPLICATION, PLEASE CONTACT OMS/DDA (CONTACT INFO IS LISTED ABOVE). THE OMS/DDA BUSINESS VITALITY COMMITTEE WILL OFFER FREE ASSISTANCE IN COMPLETION OF THIS APPLICATION AND HELP ANSWER ANY QUESTIONS/CONCERNS ASSOCIATED WITH APPLICATION SUBMISSION.

APPLICANT INFORMATION:

NAME: Amanda Pidek
ADDRESS: 110 W Main St. Owosso, MI 48867
BEST PHONE #: 989-488-9833 [] Business [x] Mobile [] Home
EMAIL: aviatorjayne@gmail.com

BUSINESS INFORMATION:

OWNER ENTITY NAME: Aviator Jayne
DBA (if different): EIN # (if applicable):
ADDRESS: 110 W. Main St
PHONE: 989-488-9833 WEBSITE: aviatorjayne.com
TAX CLASSIFICATION OF BUSINESS ENTITY:
[] Corporation [x] LLC [] Partnership [] Proprietorship [] S-Corp [] Individual
TYPE/CATEGORY OF BUSINESS: Home Goods Shop

Property Information:

PROPERTY IS: [x] Vacant [] Occupied - List Tenants:
PROPERTY IS: [] Owned by Business [] Owned by Applicant [x] Owned by Other Dave Larner (Central Pharmacy)
SQUARE FOOTAGE CURRENTLY OCCUPIED: 2000 sf
SQUARE FOOTAGE ACTIVATED AS A RESULT OF PROJECT: 5000 sf

Financial Information:

AMOUNT OF FINANCING ALREADY SECURED FOR PROJECT: \$ 25,000
AMOUNT YOU and/or OTHER OWNERS PLAN TO INVEST: \$ 40,000

LIST OTHER INVESTORS/OWNERS IF APPLICABLE:

Name: Brian and Sue Senor Name:
Name: Nicholas and Amanda Pidek Name:

CONTINUE TO NEXT PAGE

LOAN REQUEST INFORMATION:

LOAN REQUEST (check all boxes that apply):

Note: Loan Maximum per project/building is \$50,000.00

Point of Sale System; Marketing Expenses; Inventory of Retail Goods

Signage Purchase or Restoration; Retail Space Build Outs and Upgrading

Other: _____; Other: _____

TOTAL DEVELOPMENT COST: \$ 100,000 TOTAL LOAN REQUESTED: \$ 40,000

ESTIMATED START DATE: June 1, 2022 ESTIMATED COMPLETION DATE: October 30, 2022

DOES BUSINESS TYPE SUPPORT THE DISTRICT'S TRANSFORMATION STRATEGY?

No Yes - DESCRIBE: Renovating underutilized space, utilizing match on main funding, and supporting day trip destinations.

WILL THE COMPLETION OF PROJECT BE DETERMINED BY LOAN AWARD?

No Yes - Please provide proof (via business plan)

PROVIDE A BRIEF DESCRIPTION OF PROJECT: We are expanding into a large empty space. We will offer more product, more services, and more opportunity to promote other local small business with an added event space to host more pop ups and markets.

APPLICATION CHECKLIST:


Please ensure the following are submitted with your application:

Completed RLF Application Business Plan w/projected financials Cost Estimates

All existing lien holder agreements (if applicable) Design Renderings (if applicable) Business Plan (if applicable)

Note: Applicants are requested to be present at the time of the application's review. Other documentation could be requested if deemed necessary by OMS/DDA. Additional information that could be requested are: Credit Reports for all business/owners; Proof of equity investment; Personal/business tax returns; Current business financial statement; Cash flow statements; Copy of lease/purchase agreement; Commitment letters from other lenders/project participants; Cost Estimates-all items being purchases with RLF monies; Articles of incorporation, partnership, and/or operating agreements.

By signing this form, I, the applicant, certify that all information contained above is true and complete to my best knowledge and belief. Applicant understands this application and any other information received with it will be retained whether this request is approved or denied.

Applicant Signature:  Date Signed: 6-1-22

Owosso Main Street/DDA Only:

Application Received By: _____ Date Received: _____

COMPLETED APPLICATIONS WILL BE REVIEWED BY THE OMS/DDA BUSINESS VITALITY COMMITTEE. IF APPROVED, APPLICATIONS WILL BE SUBMITTED TO THE LOAN REVIEW COMMITTEE FOR FINAL APPROVAL. APPLICANTS WILL BE ASKED TO BE PRESENT DURING THE LOAN REVIEW COMMITTEE'S REVIEW OF THEIR APPLICATION.

AVIATOR JAYNE

Expansion Business Summary
“Activating 15,000 sq ft of vacant main street space”

Prepared for Match on Main Review
2.25.22

Introduction

Aviator Jayne started in 2017 with a dream by husband and wife Nicholas and Mandy Pidek to help people foster community and cherished family experiences in their home. Since opening, we've seen thousands of people experience that dream. Whether it's someone updating a room in their home, an old and special furniture piece receiving new life, or a gathering of family around a special event in the Loft rental space, we've been able to share in the joys of helping people experience something special.

Our vision is to continue to expand that dream into new spaces and places in Owosso. This plan outlines our mission to expand our current operations, seize opportunities in new areas, and activate another vacant building in our beautiful and historic downtown.





About the Founders

Nicholas and Amanda Pidek are serial entrepreneurs with 3 kids who live a few blocks from downtown Owosso. Nicholas started his main street business adventures in 2015, with a little pop-up coffee shop at the downtown local farmers market. That business called Foster Coffee Company has grown into 3 locations across the State of Michigan, with a supporting roastery and bakery operation. Nick is also an Owosso City Council Member since 2019. Amanda started the retail portion of Aviator Jayne in 2017, renovated the upstairs in 2019 and opened the Loft for rentals and events. The couple bought the building they were once leasing in 2021 and have set their sights on other future projects in downtown Owosso

and across the state. Their passion and commitment for their hometown, community, and people drives their desire to activate spaces and downtowns and pass along that vision of stewardship to their kids.



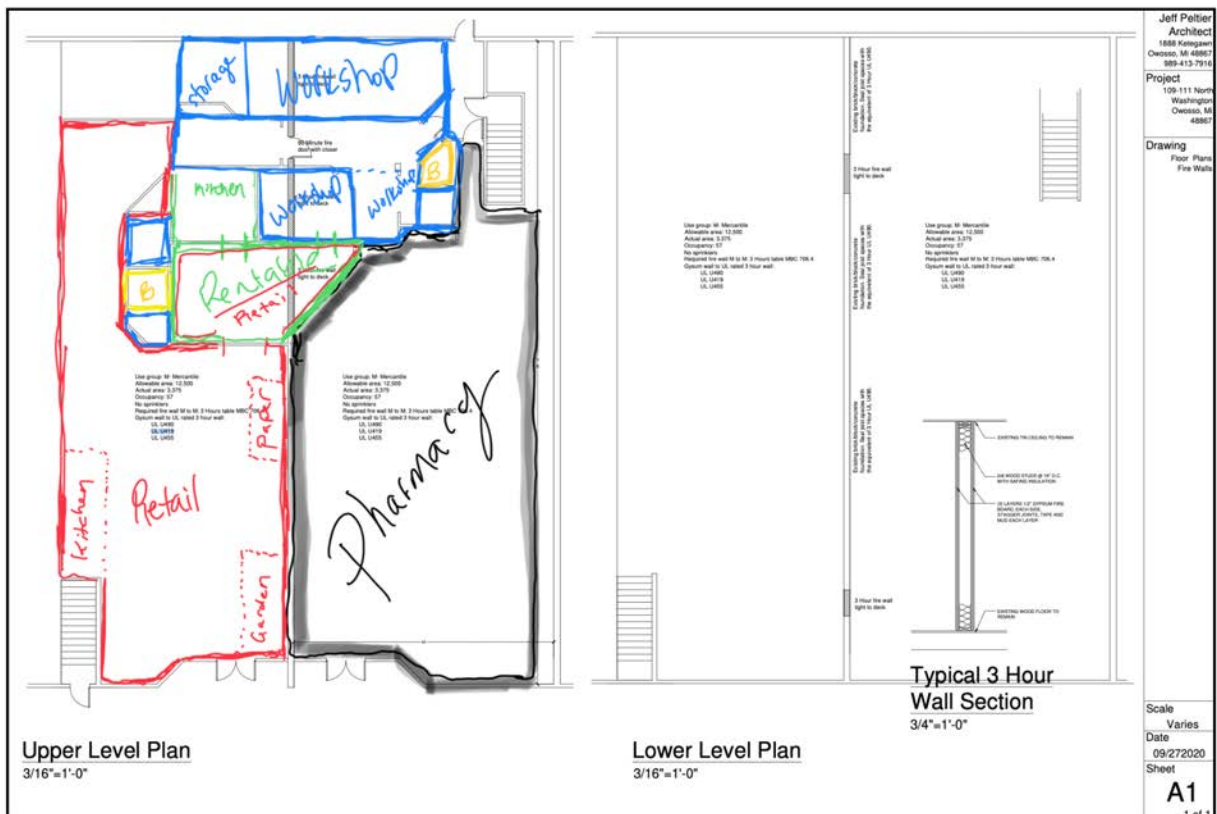
A VIDEO INTRO FROM THE FOUNDERS

<https://youtu.be/iCOxfePg9Fs>

Expansion Space

The expansion at 109 N Washington is located immediately adjacent to our current space at 110 W Main St. with shared access. The full building at 109 N Washington has several components, a pharmacy (Central Pharmacy - approximately 4,500 square feet), 2 leased spaces (approximately 2000 square feet), with the remainder of space to be utilized by Aviator Jayne (approximately 7,500).

See diagram below for our proposed usage.



Current State



VIDEO WALKTHROUGH LINK

See a video of a walkthrough of the property with a short explanation of our intended use of space.

<https://youtu.be/u2-iH2MaAxA>

Style of Future Expansion

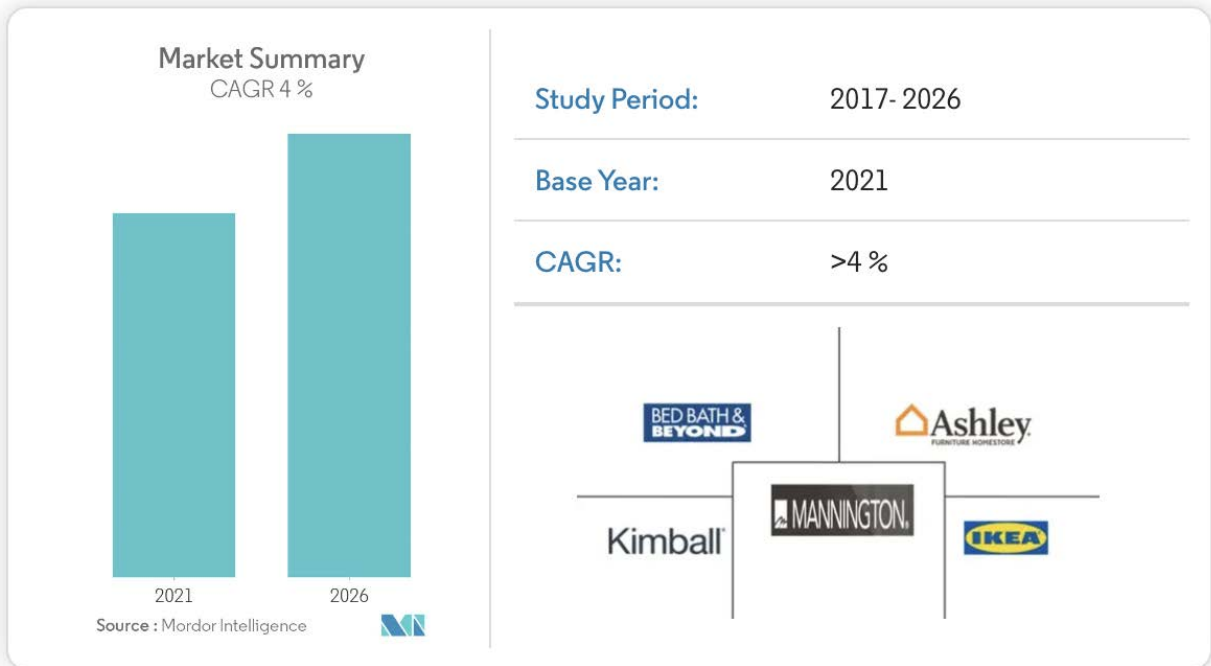
Our retail area will feature more displays, furniture, and home decor items with an updated feel. We draw inspiration from places like Magnolia (Waco, TX), The Found Cottage in Grand Rapids, and many other modern boutique shops. We'll have particular sections for different aspects of the home (kitchen, bath, living, bedroom, etc), consignment vendors, and more..



Market Research

The United States home décor market is expected to register a CAGR of 4% during the forecast period of 2021-2026. The sudden COVID-19 pandemic has affected life and businesses across the globe. The US government has taken several protective steps to stop the spreading of the virus, which resulted in partial lockdowns, leading to the closure of physical retail stores for a longer time. However, as people got more time to spend at home, the majority of them started to redecorate their homes, which helped the market record more revenues. The demand for do-it-yourself (DIY) furniture and other home decor products is rising in the country owing to the growing consumer interests.

Market Snapshot



Due to fast-changing lifestyles and a rise in the number of house possessions, the United States home decor market is experiencing the highest growth, with a market share of more than 60% in the North American region. With the rising number of individuals owning homes in the country, the home decor market is on the rise. The home decor products like furniture, textiles, and floor coverings that are used to enhance the living space are gaining more momentum. One factor responsible for the rapid growth in the home décor market is the expansion of the real estate industry. A large number of people are accessing online retail outlets to decorate their homes. Other factors that are influencing the growth of the market are the rise in disposable incomes and improving the lifestyle of people. However, there are restraints that are slowing the market growth of home decor products, like the increasing price of raw materials like wood and leather for few products.

Rising Consumer Expenditure on Furniture Products is Driving the Market

With the increasing number of consumers shifting their preference towards quality and stylish furniture products due to higher disposable income and better lifestyle requirements, the furniture market in the United States is expected to witness stronger growth in terms of domestic furniture sales and international furniture exports. The average annual expenditure on furniture per consumer unit has increased from USD 355 in 2010 to USD 5200 in 2019, which is reflecting the healthy growth of the market. The trend is expected to continue in the forecast period overcoming the COVID-19 adverse effect on the country's economy.

Conclusion

We're already seeing more demand than our current facility can handle due to space limitation. With the growing trends in the market for home decor, furniture, and in-person experiences (events), we see a strong opportunity to be able to capture this market potential with a larger facility that can support the demand, while continuing to showcase local makers, provide a great experience, and highlight downtown Owosso main street.

For additional information contact

Nicholas and Amanda Pidek
aviatorjayne@gmail.com
989.277.0385



**CITY OF OWOSSO, MICHIGAN
OWOSSO MAIN STREET/DDA (OMS)
REVOLVING LOAN FUND (RLF) & GRANT PROGRAM
RATIONALE WORKSHEET**

301 W Main Street, Owosso, MI | 989.277.1705 | beth.kuiper@ci.owosso.mi.us | www.downtownowosso.org

APPLICATION MUST SCORE 40 OR MORE POINTS TO BE CONSIDERED ELIGIBLE FOR A LOAN.

APPLICANT NAME: AVIATOR JAYNE DATE REVIEWED: 8/3/2022
 PROJECT ADDRESS: 109 N. WASHINGTON
 PROJECT SCOPE OF WORK: BUSINESS & PROPERTY DEVELOPMENT LOAN
 LOAN REQUEST: \$40,000.00 LOAN APPROVED AMOUNT: \$40,000.00
 GRANT REQUEST: \$ _____ GRANT APPROVED AMOUNT: \$ _____

Rationale Worksheet			
Criteria	Score Range	Score	Explanation/Feedback:
Will proposed loan or grant dollars be used to leverage additional State/Federal Programs?	0-10	10	Awarded Match on Main
Does the project help fulfill OMS Transformation Strategy?	0-15	15	Creates a daytrip destination & upper-story living
Is the project supported by a relevant business plan, offer job creation, or fulfill residential demand?	0-10	10	
a) Does the project activate currently vacant or underutilized property within the district? OR b) Is the project an existing business expanding their product/services based on customer demand/feedback or new innovative items/new technologies.	0-10	10	5000 sq ft renovation of under-utilized space. Offering desired services and products.
Does the project have formal plans, site renderings, and/or cost estimates?	0-10	10	
Does the project provide the best use/business type for the district?	0-10	10	
Does the project have a well-articulated path to completion?	0-5	5	Completion date of 11/1/22
Has the applicant applied for traditional loan services?	0-10	0	
TOTAL=		70	

APPROVAL: / **SPECIAL NOTATIONS: APPROVED PRIME INTEREST RATE 4% AT TIME OF APPLICATION**

Voice: 517.485.3588
Online: cedamichigan.org

1118 South Washington Avenue
Lansing, Michigan 48910-1647



August 8, 2022

Dear Owosso Main Street Board of Directors,

I am writing today to support Owosso Main Street's (OMS) request to host two AmeriCorps State members through CEDAM during the 2022-23 program year.

CEDAM's AmeriCorps program focuses on building up the next generation of community economic development leaders and providing economic inclusion capacity at organizations across the state. Our program has partnered with many Michigan Main Street programs in the past (Wayland, Milan, and Grand Haven to name a few), and I would expect that all of them would provide excellent references focusing on how much capacity the AmeriCorps members were able to build within their organizations in just one year.

Specifically to OMS, CEDAM's experience partnering with Beth Kuiper on AmeriCorps member recruitment has been excellent. Due to her tenacity in recruitment efforts, she was able to find two viable candidates for the one allocated position- not an easy feat! Despite this being our first year partnering with OMS, CEDAM is confident that she will be a great partner in this work.

We would be very excited to offer a second AmeriCorps member slot to OMS. Please let me know if you have any questions.

All the best,

A handwritten signature in black ink, appearing to read "R. Diskin", with a long, flowing horizontal stroke extending to the right.

Rachel Diskin
Director of Capacity Building
diskin@cedamichigan.org

INSTRUCTIONS FOR COMMUNITIES

Becoming a designated Main Street America program is a mark of distinction that reflects a commitment and dedicated efforts to building, growing, and sustaining successful district revitalization. The MSA Community Evaluation process is a very important opportunity for local Main Street programs to review the progress made towards building a comprehensive revitalization program.



WHY THE NEW STANDARDS ARE IMPORTANT TO YOUR LOCAL EFFORTS

This new framework and Accreditation Standards bring all Coordinating Programs and participating communities together under a more cohesive and holistic set of expectations. This process will include three important components:

- Annual community self-assessment,
- Annual reporting, and
- Community assessment or progress visit conducted at least every other year.

All components of the evaluation process involve a collaborative process where communities, their respective Coordinating Program, and Main Street America work together not just to confirm designation status, but just as importantly, to use the process to recognize strengths and identify needs or barriers that might challenge the district and the program's efforts.

HOW COMMUNITIES QUALIFY FOR ACCREDITATION

Main Street America Community Members that have been previously Accredited or those with more than two years at the Affiliate level, may qualify for Accreditation. Programs must also meet baseline requirements as outlined in the Community Self-Assessment Tool

HOW DOES THIS IMPACT THE CURRENT ACCREDITATION PROCESS?

Communities and Coordinating Programs will continue to use the current criteria and process for 2022. In addition, assessment visits will include time to introduce the new standards and discuss opportunities for incremental alignment throughout 2022.

TAKING TIME TO TRANSITION

- » Acknowledging that change takes time, the next two years (2022-2023) are for the network to become familiar and start exploring how these Standards can guide efforts in the future.
- » Become familiar with new standards as the year unfolds – dedicate time within your next board meetings to learn the overall purpose of these new framework.
- » Use the “Self-Assessment Tool” to start exploring how your program's efforts align with these new standards, their focus areas and set of indicators.
- » Determine action items and timelines that can help your program integrate the new evaluative framework in your work plans for 2022-2023.



THE MAIN STREET AMERICA EVALUATION FRAMEWORK

COMMUNITY SELF-ASSESSMENT TOOL - *Version 1.0 - January 2022*

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COMMUNITY SELF-ASSESSMENT TOOL

For over 40 years, Main Street programs across the country have used the Main Street Approach™ to support revitalization and catalyze positive transformation of their downtowns and neighborhood commercial corridors. Through grassroots leadership, partnership building, community engagement, and a commitment to holistic preservation-based economic development, thousands of Accredited and Affiliate Main Street programs have created lasting impact for their local economies and communities as a whole.

AN EMPOWERING MODEL FOR REVITALIZATION

The new Main Street America Evaluation Framework, developed by Main Street America (MSA) in close partnership with Main Street Coordinating Programs, outlines what it means to be a highly successful Main Street program and sets a path for growth and development for newer programs. Depending on achievement, score, and maturity, programs will either be designated as Affiliate or Accredited.

Annual program assessments are an important opportunity for local Main Street leaders, volunteers, partners, and Coordinating Programs to come together to reflect on the progress of a program's efforts and identify opportunities to build and grow.

The following Self-Assessment has been developed as a tool to help Main Street leaders recognize how their program's efforts already align with the new standards and identify areas for deeper focus and prioritization. The tool will also serve as a basis for local leaders to work with their Coordinating Program on identifying areas for capacity building, program development, and training needs. This process will also inform Main Street America on our network's strengths, greatest needs and opportunities.

We encourage you to look at this tool as a working model – one that will adapt and grow as we test it in the field before full implementation at the end of 2023. We invite you to be in close communication with Main Street America staff and your Coordinating Program to explore how these new standards and measures are working for your organization, what might be missing or unclear, and how Main Street America can support your efforts. Once you've spent time with the new standards and the self-assessment tool, **we invite you to submit feedback [here](#).**

WHO SHOULD USE THIS TOOL

- Currently and previously Accredited programs
- Affiliate-level programs wanting to become Accredited in the future
- New communities could also consider the content of the self-assessment as a guide to establish a strong foundation for their revitalization programs with the vision of becoming Accredited or Affiliate in the future.

WHEN TO USE THIS TOOL

- Get started now! There's a lot of content to dig in to, but you also have plenty of time to familiarize yourself with these new Standards and Indicators before we move to full integration by the end of 2023.
- Understanding that communities are working hard at implementing their program's efforts, consider dedicating time at each of your board and committees' meetings to become more familiar with the new standards (we'll be providing discussion guides to help frame these conversations).

HOW GRADING WORKS

Within each Standard in the new Self-Assessment Tool, you will be able to score yourself on the indicators listed based on a scale of 1-5. Each number represents the following:

1	2	3	4	5
Not being addressed.	Minimal work but needs more effort.	Evidence of satisfactory progress.	Has achieved success within this indicator	Outstanding achievement. One that other programs could replicate.

For each indicator, we encourage communities to explore areas of strength and opportunities for growth by discussing (1) What actions and next steps can you take to strengthen your efforts? (2) How can you build upon your work or take it to the next level?

Ultimately, when these new standards are implemented, your Coordinator will review your self-assessment and provide their own score and feedback. **Communities will need to average at least three (3) points per standard to achieve accreditation.**

BASELINE REQUIREMENTS

As detailed within the tool, some indicators are required as important baseline (starting point) for a program to qualify for Accreditation. In later iterations of the standards, we expect there will be additional minimum requirements. The current requirements are:

- A Board of Directors formed by a representative base of the district stakeholders and community members, dedicated to leading the district’s Main Street program.
- Communities over 5,000 in population must employ a FTE program director. Communities under 5,000 in population must employ a 20-hour minimum per week program director.
- Identified Transformation Strategy to direct the work of the program, based on community input and market understanding.
- Detailed work plans aligned with the selected Transformation Strategy that outline programming across the Main Street Four Points. Work plans include: the project, expected (measurable) outcomes, specific tasks needed to accomplish the project, assignments of those tasks showing volunteer and staff responsibilities, timelines, and budgets.
- A dedicated budget for the district’s revitalization programming and the Main Street program’s operations.
- Demonstrated support from municipality for the Main Street program. This can include leadership participation, funding, in-kind, and philosophical support.
- Reinvestment statistics reported as required by Coordinating program (monthly, quarterly, or annually.)
- Be a member in good standing with Main Street America and use the Main Street America logo on its web-page and/or social media as well as the coordinating program logo.

Programs that do not meet these baseline requirements are not eligible for Accreditation, though they may qualify for designation at the Affiliate status.

Please submit feedback [here](#).

STANDARD I

BROAD-BASED COMMUNITY COMMITMENT TO REVITALIZATION

Standard One reflects that successful and sustainable revitalization efforts are not just the work of a single organization but should be the result of a community-wide effort that brings the public and private sectors together with a strong sense of ownership in their downtown or commercial district. This Standard reviews the Main Street organizations' essential role in fostering a culture of inclusion, engagement, collaboration, and commitment from all sectors of the community. Launching a program, growing it incrementally from one year to the next, and sustaining success for the long run are only possible through a diversity of strong partnerships and collaborations, continued outreach, and communication.

FOCUS AREAS

Communities engaged in the Main Street Approach understand how essential these key areas of focus are for an organization's success: **I) Partnerships and Collaborations, II) District and Community Outreach, and III) Communication and Public Relations.**

KEY INDICATORS

The following indicators provide important guidance on how Main Street programs, the public sector, district stakeholders, and the community at large can work together to develop strong partnerships and collaborations. Each indicator serves as an example of how your Main Street program is effectively meeting the Standard of building and fostering a broad community commitment to revitalization.

I. PARTNERSHIPS AND COLLABORATIONS

INDICATOR I: Main Street has developed partnerships and collaborations with local governments that demonstrate shared responsibilities for the district's revitalization and its program. Examples of how these partnerships are demonstrated include:

- a. Participation in strategy development and planning.
- b. Collaborations in the implementation of programming or work plans.
- c. Monetary and non-monetary resources for the Main Street program.
- d. Engagement of elected officials and/or staff in the Main Street program Board and committees.
- e. Promoting the district revitalization and their partnership with Main Street.

Score 1 - 5: _____

INDICATOR II: Main Street has developed partnerships and collaborations with both nonprofit organizations and private sector entities that demonstrate shared responsibilities for the district's revitalization and its program. Examples of how these partnerships are demonstrated include:

- a. Participation in strategy development and planning.
- b. Collaborations in the implementation of programming or work plans.

- c. Monetary and non-monetary resources for the Main Street program.
- d. Engagement with the Main Street program Board and committees.
- e. Promoting district revitalization and their partnership with Main Street.

Score 1 - 5: _____

II. COMMUNITY OUTREACH

INDICATOR I: Main Street has expanded its reach to connect and engage with all sectors of the community (businesses, property owners, workforce, other organizations, residents). Examples of how outreach efforts are demonstrated include:

- a. A variety of communication tools (online and printed materials) used to reach a broad group of district stakeholders.
- b. Workplans that outline how activities planned intend to reach the diverse make-up of the community.

Score 1 - 5: _____

III. COMMUNICATION AND PUBLIC RELATIONS

INDICATOR I: Main Street has maintained communication and implemented public relations that inform and educate the community and district stakeholders about the district and the Main Street program. Examples of how these efforts are demonstrated include:

- a. The program's external marketing (online, printed, social media, etc.) clearly promotes the role and impact of the Main Street program.
- b. Main Street's leadership and staff are actively engaged in public relations activities that educate, build awareness, and promote the Main Street program.
- c. Main Street highlights positive stories about the district through a variety of media tools.

Score 1 - 5: _____

INDICATOR II: Main Street has maintained communication and implemented public relations that inform and educate the public sector or local government about the district and the Main Street program. Examples of how these efforts are demonstrated include:

- a. Main Street meets with local government officials or attends council meetings to share progress and impact (at least every quarter).
- b. Main Street invites participation of local government officials and staff to meetings and encourages visits to the district and programming activities.
- c. Main Street promotes the impact of local government investments and participation.

Score 1 - 5: _____

INDICATOR III: Main Street has promoted the district’s positive image, brand identity, and assets. Examples of how these efforts are demonstrated include:

- a. A distinctive brand has been created and implemented for the district.
- b. A distinctive brand has been created and implemented for the organization.
- c. Social media platforms are used to promote the value of the district and the Main Street program.
- d. An annual report is produced noting successes across the Four Points.

Score 1 - 5: _____

STANDARD II

INCLUSIVE LEADERSHIP AND ORGANIZATIONAL CAPACITY

Strong, thriving communities don't just happen. They need effective leaders at all levels, from a broad base of committed volunteers to dedicated professional staff offering their time, talents, and passion for this work. Standard Two reflects the value we place on PEOPLE as Main Street's greatest resource and our belief that everyone in the community has a place in Main Street. This Standard encourages Main Street programs to place a strong priority on human capital and develop a clear operational structure and practices that increase the organization's capacity to engage all sectors of the community and leverage their participation in their revitalization efforts.

FOCUS AREAS

Communities engaged in the Main Street Approach understand how essential these key areas of focus are for an organization's success: **I) Inclusive Organizational Culture and Diverse Volunteer Engagement, II) Active Board Leadership and Supporting Volunteer Base, III) Professional Staff Management, and IV) Effective Operational Structure**

KEY INDICATORS

The following indicators provide important guidelines on how Main Street programs can become proactive and effective agents for inclusive community engagement and leadership development, ensuring that the investment of time and talents is a rewarding experience. Each indicator serves as an example of how a Main Street program is effectively meeting the Standard of building and fostering broad community commitment to revitalization.

I. INCLUSIVE ORGANIZATIONAL CULTURE AND DIVERSE VOLUNTEER ENGAGEMENT

INDICATOR I: The Main Street organization has demonstrated its commitment to diverse, inclusive, and equitable district and community engagement. Examples of how these efforts are demonstrated include:

- a. The organization's stated mission and core values show a commitment to engaging all sectors of the community it serves.
- b. Internal and external messaging promotes that Main Street has a place for everyone in the community and that diverse engagement is welcomed and valued. Communication tools address language barriers as appropriate.
- c. Work plans and programming activities address accessibility and inclusive design for all community members.
- d. The organization's policies address equitable access for all district and community stakeholders in the organization's leadership structure (Board and committees) as well as in specific projects and activities.

Score 1 - 5: _____

INDICATOR II: The Main Street organization has implemented an inclusive volunteer program that demonstrates the capacity to implement approved annual work plans and programming for the district. Examples of how these efforts are demonstrated include:

- a. Clearly outlined volunteer needs for approved work plans or programming activities are in place and promoted broadly.
- b. A proactive effort to recruit diverse volunteers representing the entire community in a culturally competent way.
- c. Active volunteer coordination throughout the year that ensures attention to thoughtful placement, rotation, and retention of new and existing volunteers within the organization.
- d. Initiatives, activities, or events are taking place throughout the year to recognize and/or demonstrate appreciation for Main Street volunteers.
- e. Volunteers at all levels have access to and receive appropriate orientation, trainings, and leadership development throughout the year.

Score 1 - 5: _____

INDICATOR III: The Main Street Board of Directors is formed with a diverse and balanced representation of district and community stakeholders. The following participation is recommended:

- a. District business owners
- b. District property owners
- c. District and community residents
- d. Community businesses/corporations
- e. Institutions (schools, universities, foundations, nonprofits, government)

Score 1 - 5: _____

INDICATOR IV: The Main Street organization has developed a leadership base (Board, staff, committee members, and volunteers) that reflects the district and the community it serves. The leadership base should be open, inclusive, and representative of the entire community, taking into account a broad range of dimensions of diversity, including race, ethnicity, gender, education, physical and mental ability, veteran status, and income level. The program should take proactive measures to ensure under-represented groups are included as part of Main Street's leadership base.

- a. Looking at the community's most recent population data, Main Street leadership base reflects a balanced level of participation of all age groups.
- b. Looking at the community's most recent population data, the Main Street leadership base reflects the racial and ethnic diversity of the community,
- c. Looking at the community's most recent population data, the Main Street leadership base reflects gender balance.

- d. Considering the Main Street Approach, the organization's leadership base demonstrates a wide range of skills, experiences, and perspectives.

Score 1 - 5: _____

II. ACTIVE BOARD LEADERSHIP AND SUPPORTING VOLUNTEER BASE

INDICATOR I*: Board members have demonstrated active engagement in the Main Street program throughout the year. Ideally, 100 percent but no less than 75 percent of Board members have:

- a. Attended Board meetings 75 percent of the time throughout the year.
- b. New Board members participated in Board orientation and existing Board members participated in at least one training offered by the Coordinating program.
- c. Played an active role on the Board by leading a committee, a task force, or key initiative.
- d. Advocated for the program and the district within the community, in coordination with Main Street staff and the rest of the board.

****Meeting this Indicator is a requirement and must be met to achieve Accreditation.***

INDICATOR II*: Board members have demonstrated active leadership and support to ensuring the program is appropriately funded to meet its operational responsibilities and programming goals. Ideally, 100 percent but no less than 75 percent of Board members have:

- a. Made a personal financial investment in the program.
- b. Participated in the development of fundraising goals.
- c. Led or participated in a key fundraising activity of the organization.
- d. Made direct solicitations.
- e. Supported donor relationship, retention, and/or recruitment.

INDICATOR III: The Main Street program has developed an active, supporting volunteer structure to ensure capacity to plan and implement the approved work plans. Examples of how these efforts are demonstrated include:

- a. Established committees or teams that follow the program's selected Transformation Strategies, Board's outlined priorities, and/or the Main Street Four Points.
- b. Each volunteer committee or team has an active leader, chair, or co-chairs.
- c. Each volunteer committee has an appropriate number of members to plan the approved number of projects or initiatives it intends to implement. Ideally, there is a leader or champion for every project.

- d. Committees or teams participate in trainings that support their roles at least annually.

Score 1 - 5: _____

III. PROFESSIONAL STAFF MANAGEMENT

INDICATOR I*: The Main Street organization has maintained the level of professional staff necessary to achieve its mission, goals, and annual work. These efforts are demonstrated by fulfillment of all the following:

- a. The Main Street program meets the minimum staffing requirements established by the Coordinating program. At a minimum, Main Street America requires part-time staffing for cities under 5,000 population and 1 FTE for cities over 5,000 population.
- b. Main Street staff have job descriptions and defined performance expectations.
- c. Main Street staff participates in trainings required by the Coordinating program.
- d. Main Street staff participates in professional development offerings provided by Main Street America, Coordinating Program, etc.
- e. Main Street staff communicates regularly with the Board and specifically with the Board Chair and offers regular monthly reports to the Board.

****Meeting this Indicator is a requirement and must be met to achieve Accreditation.***

INDICATOR II: The Main Street Board of Directors has managed and provided guidance to its Main Street Director throughout the year. Understanding that organizational formats vary, this is demonstrated by:

- a. The Board, through its Board chair or president provides regular guidance and feedback to the program's director.
- b. A formal performance review process is conducted at least once annually. The Board Executive Committee, with participation of Board members, leads the director's performance review.
- c. The Board ensures that the annual budget provides a competitive compensation package (pay and benefits) and opportunity for appropriate merit increases.
- d. The Board ensures that the annual budget offers staff with professional development and trainings, including travel.
- e. Staff management policies and procedures are in place and reviewed annually. Appropriate procedures ensure clearly established communication lines and roles and responsibilities between Board and staff.
- f. The Board has developed a plan to manage succession or the director's transition and recruitment.

Score 1 - 5: _____

IV. EFFECTIVE OPERATIONAL STRUCTURE

INDICATOR I*: The Main Street organization has developed appropriate operational and organizational practices to manage effectively. This must include the following:

- a. A clearly defined mission statement that confirms the purpose of the organization.
- b. Established by-laws, which are reviewed annually and revised appropriately to carry out the program's mission for the district.
- c. Operating policies and procedures that outline internal and external communication practices, conflicts of interest, personnel management, leadership selections, elections, and terms, Board roles and responsibilities, etc.
- d. Appropriate insurance for the organization, Board/staff, and its programming.
- e. Legal and fiscal requirements are met and maintained as required with its tax status or operation structure.

****Meeting this Indicator is a requirement and must be met to achieve Accreditation.***

STANDARD III

DIVERSIFIED FUNDING AND SUSTAINABLE PROGRAM OPERATIONS

A successful revitalization program must have the financial resources necessary to carry out its work and sustain its operations. Program sustainability relies on diversity of revenue streams as dependency on one primary or only source could jeopardize the program's operations. Through this Standard, Main Street programs demonstrate a priority for ensuring that the community is investing in the Main Street organization and programming efforts through a comprehensive and balanced funding structure that ensures successful and sustainable revitalization efforts.

FOCUS AREAS

Communities engaged in the Main Street Approach understand how essential these key areas of focus are for an organization's success: **I) Balanced Funding Structure, II) Strategic Revenue Development and Fundraising, III) Budget and Work Plan Alignment and IV) Financial Management and Best Practices**

KEY INDICATORS

Understanding that funding is an essential resource to accomplish the work of revitalization, the following indicators included under this Standard can guide Main Street programs in building, growing, and sustaining diverse and balanced mix of investment in the revitalization efforts and the Main Street program from the start and throughout the years.

I. BALANCED FUNDING STRUCTURE

INDICATOR I: The Main Street organization's budget demonstrates a balanced funding structure with a diverse mix of public and private sector sources. Examples of how these efforts are demonstrated include:

- a. Contributions from private sector: e.g., businesses, community members and/or partner organizations.
- b. Special taxing district.
- c. Sponsorships.
- d. Earned revenues.
- e. Memberships.
- f. Local Government.
- g. Grants.

Score 1 - 5: _____

INDICATOR II: The private sector is investing in the district’s revitalization efforts and the Main Street program. Examples of how these efforts are demonstrated include:

- a. Fundraising activities such as event sponsorships, marketing initiatives, and/or special project funding.
- b. Main Street program’s earned incomes, such as rents, merchandise sales, etc.
- c. Investor programs such as memberships, Friends of, annual donations, etc.
- d. In-kind services.
- e. A special tax self-assessment mechanism(s) approved by district property and/or business owners, such as BIDs, CIDs, DDAs, SSMID, etc.

Score 1 - 5: _____

INDICATOR III: The public sector is investing in the district’s revitalization and the Main Street program. Examples of how these efforts are demonstrated include:

- a. Annual contribution to the Main Street.
- b. Service agreements with the Main Street.
- c. Supports through the employment of the Main Street Director.
- d. Direct funding for event sponsorships & marketing initiatives.
- e. In-kind Services.

Score 1 - 5: _____

II. STRATEGIC REVENUE DEVELOPMENT AND FUNDRAISING

INDICATOR I: The Main Street program demonstrates commitment to strategic revenue development process and oversight. Examples of how these efforts are demonstrated include:

- a. The Board reviews fund-development plans, goals, and progress at least quarterly.
- b. A designated Board member provides active financial oversight for the program and is engaged in revenue development planning and reporting.
- c. A fund-development committee, organization committee, or team is in place to lead fund-development planning and implementation.
- d. Committees are engaged in seeking funding to support projects.

Score 1 - 5: _____

II. FINANCIAL MANAGEMENT AND BEST PRACTICES

INDICATOR I: The Main Street organization demonstrates sound financial management outlined by processes and procedures. Examples of how these efforts are demonstrated include:

- a. Financial tracking systems and reporting practices are in place. (QuickBooks or other software)
- b. The organization's monthly financial statements are reviewed by the Treasurer.
- c. The organization has a third party financial professional compile and reconcile monthly financial statements.
- d. The organization has had a third party financial professional review, reconcile and/or audit the program's finances at a minimum every two years.

Score 1 - 5: _____

INDICATOR II: The Main Street organization's financial management has clear leadership and oversight. Examples of how these efforts are demonstrated include:

- a. Leadership roles and responsibilities relating to budgeting, fund-development, and financial reporting are clearly outlined through Board, committee and/or Treasurer job descriptions.
- b. The Main Street Board of directors conducts monthly reviews of the organization's finances to ensure appropriate accountability and alignment with programming.

Score 1 - 5: _____

STRATEGY-DRIVEN PROGRAMMING

Main Street has built a strong track record for making change happen in communities across the country. Change is an important guiding principle for Main Street. But rather than letting change just happen, Main Street programs define and manage it from one year to the next through a strategy-driven work plan and aligned implementation process. Standard Four brings together all integrated components that must be in place to plan and successfully implement the revitalization work. Centered around Main Street's Four Point Approach, these integrated components are driven by a local Transformation Strategy(s) aligned through community participation and based on understanding of the district's unique and competitive market position.

FOCUS AREAS

Communities engaged in the Main Street Approach understand how essential these key areas of focus are for an organization's success: **I) Planning Guided by Inclusive Community and Market-informed Inputs, II) Defining Direction through Transformation Strategy Identification and Development, and III) Strategy-aligned Comprehensive Work Planning and Implementation Across all Four Points**

KEY INDICATORS

The following indicators provide important guidelines on how Main Street programs can develop a community and market informed strategy-driven planning and implementation process.

I. PLANNING GUIDED BY INCLUSIVE COMMUNITY AND MARKET-INFORMED INPUTS

INDICATOR I: The organization's annual planning process as informed by a comprehensive set of inputs that guide Transformation Strategy identification and work plan alignment and implementation. Examples of how these are demonstrated include:

- a. Inclusive district and community input is gathered at a minimum of every three years to keep the pulse on the district's needs through focus group events, online surveys, and/or other strategies.
- b. Market research and analysis has been conducted for the district's trade area within an appropriate time interval, depending on the local economy. This is recommended at least every three to five years.
- c. Business inventory is up to date and reflective of the district's business mix, uses, and existing clusters.
- d. Building inventory is up to date and reflective of the district's property ownership, condition, uses and status (for sale, for lease, occupied).
- e. The organization maintains an asset map that recognizes distinctive place-based assets within the district that highlight unique and competitive advantages and market opportunities.
- f. Strategy reflects opportunities driven by local and national trends.

Score 1 - 5: _____

II. DEFINING DIRECTION THROUGH TRANSFORMATION STRATEGY IDENTIFICATION AND DEVELOPMENT

INDICATOR I: Main Street has defined and aligned as an organization around a Transformation Strategy that is guiding the revitalization work. Examples of how these are demonstrated include:

- a. Using a comprehensive set of inputs, the board has identified a consumer-based or industry-, product-, or service-based strategy(s) that can best respond to the district and community vision, needs and market opportunities.
- b. The board formally adopts a Transformation Strategy(s).
- c. Partner organizations or other stakeholders have adopted or endorsed selected Transformation Strategy.
- d. The Strategy(s) have measurable benchmarks.

Score 1 - 5: _____

III. STRATEGY-ALIGNED COMPREHENSIVE WORK PLANNING AND IMPLEMENTATION ACROSS ALL FOUR POINTS

INDICATOR I: The Main Street board conducts an annual strategy-driven work planning process with volunteer committees to guide the organization's programming. Examples of how these are demonstrated include:

- a. Board outlines priorities or goals that guide volunteer committees in identifying the initiatives, projects, and activities to be approved in annual work plan.
- b. Projects, events, or initiatives are aligned with selected Transformation Strategy(s).
- c. The Transformation Strategy(s) are reflected comprehensively across all Four Points.
- d. Work plans include written action plans for critical projects that outline specific tasks, timeline, budget, volunteer hours, who's responsible, etc.
- e. Annual fund-development goals and allocations are guided by the Transformation Strategy(s)

Score 1 - 5: _____

PRESERVATION-BASED ECONOMIC DEVELOPMENT

Successful Main Street efforts are built on the guiding principle that district economic development is obtained by leveraging and preserving its unique historic and cultural assets. Standard Five confirms our strong belief that a community's own place-based and diverse cultural assets reflect the richness and strength of its identity and establishes a competitive market advantage.

FOCUS AREAS

Communities engaged in the Main Street Approach understand how essential these key areas of focus are for an organization's success: **I) Preservation Ethics and Education on Historic and Cultural Assets, II) Standards and Best Practices for Place-based, People-focused Design AND II) Promotion of Historic, Heritage, and Cultural Assets**

KEY INDICATORS

The following indicators provide important guidelines on how Main Street programs can build a strong foundation for revitalization through the preservation of building and cultural assets, educating the public on their value to economic growth, and enlisting businesses and property owners in redevelopment efforts.

I. PRESERVATION ETHICS AND EDUCATION ON HISTORIC AND CULTURAL ASSETS

INDICATOR I: Main Street demonstrates the community's commitment to its historic and cultural assets. Examples of how these are demonstrated include:

- a. The district has historic buildings listed as local landmarks, a national landmark district, or listed in the National Register of Historic Places.
- b. The community is a Certified Local Government (CLG).
- c. The district has received cultural, arts, or other special designations or recognitions.
- d. Main Street advocates for a local preservation ordinance or the community has one.
- e. Main Street has developed or supported the development of design standards, guidelines, and tools property owners can use to preserve, improve, and maintain historic buildings.
- f. Incentives or in-kind services are in place to assist with improvements to historic and cultural resources (e.g., façade grant, sign grant, low interest loan, design assistance)
- g. Local, county, and/or regional strategies acknowledge and incorporate the preservation of heritage and cultural assets as economic development priorities.

Score 1 - 5: _____

INDICATOR II: Main Street educates and builds awareness about preservation and cultural assets among stakeholders, public sector, community organizations and residents at large. Examples of how these are demonstrated include:

- a. Holding education and awareness activities that promote the value of the district's historic fabric and cultural assets throughout the year or at least annually during Preservation Month.
- b. Providing programming and resources for district property and business owners that results in the preservation and rehabilitation of local historic assets.
- c. Attending staff and volunteer trainings provided by the Coordinating program, Main Street America, or other organizations.
- d. Building strong collaborations (e.g., Historic Preservation Commission, Certified Local Government, Historical and Arts entities, etc.) to support tools, ordinances, zoning policies that preserve the district's built and cultural assets.

Score 1 - 5: _____

II. STANDARDS AND BEST PRACTICES FOR PLACE-BASED, PEOPLE-FOCUSED DESIGN

INDICATOR I: Main Street is an advocate and partner for the implementation of standards, guidelines, and best practices for the preservation of historic and cultural assets. Examples of how these are demonstrated include:

- a. Partnered with local government, commissions, and community groups to assess and incorporate heritage and cultural assets into economic development and marketing priorities and initiatives.
- b. Provided or connected district property owners with assistance in redevelopment that is aligned with the district's strategy(s).
- c. Provided guidance that educates property and business owners and developers on state and local ordinances, incentives, and other redevelopment tools.
- d. Provided guidance to projects that leveraged preservation and/or economic development funding tools to support building improvements (TIF, Historic Tax Credits, CLG, USDA grants, etc.)
- e. Advocated for threatened historic properties, and worked to acquire, attract new ownerships and/or worked with city leaders to enforce requirement maintenance standards.

Score 1 - 5: _____

III. PROMOTION OF HISTORIC, HERITAGE, AND CULTURAL ASSETS

INDICATOR I: The Main Street program actively promotes the district's historic and cultural assets. Examples of how these are demonstrated include:

- a. Activities/programming that interpret, celebrate, and recognize local heritage and cultural resources.

- b. Working with media to promote stories that highlight the district's historic and cultural assets and messages their importance to the community and economic growth.
- c. Conducts activities that educate property owners on the benefits of rehabbing historic properties to increase the economic value of the property.

Score 1 - 5: _____

STANDARD VI

DEMONSTRATED IMPACT AND RESULTS

Main Street communities are part of a national network with a proven record for generating strong economic returns and strengthening the district's position within a highly competitive marketplace. Standard Six highlights the importance of tracking, packaging, and demonstrating the qualitative and quantitative impact of the program's revitalization efforts. It also provides the opportunity for the local Main Street program to tell their stories and advocate for resources needed for sustainability.

FOCUS AREAS

Communities engaged in the Main Street Approach understand how essential these key areas of focus are for an organization's success: **I) Demonstrating the Value of Main Street, II) Measuring and Packaging Quantitative and Qualitative Outcomes and III) Promoting Progress and Demonstrating Impact and Results**

KEY INDICATORS

The following indicators provide important guidelines on how Main Street programs can build the case for Main Street and demonstrate the impact of their revitalization efforts.

I. DEMONSTRATING THE VALUE OF MAIN STREET

INDICATOR I: Main Street is positioned as an advocate for the district, promoting revitalization as an economic development priority among the public and private sector and community at large. Examples of how these are demonstrated include:

- a. District revitalization and physical and economic improvements are included in recent regional, or citywide master plans, economic development plans, comprehensive plans, etc.
- b. Main Street participates in ongoing local planning efforts that involve the district.
- c. Main Street participates in guest presentations to local community organizations and institutions.
- d. Small business owners in and around the district regularly seek and receive assistance or support from the Main Street program (e.g., letters of support for grants or loans, marketing support on the Main Street program's website and social media, etc.)
- e. District stakeholders advocate for the program when requested.
- f. The district is highlighted in local partners' communication and marketing efforts (e.g., city, tourism, economic development, etc.) with blog posts, multi-line descriptions of the district, and/or photos featuring the district, etc.
- g. Main Street's logo, webpage, and/or social media links are included on local government and other partner organizations' websites.
- h. Entrepreneurs and local business owners regularly approach the Main Street program about commercial spaces in the district that could potentially serve as a base-of-operations for a new business or new location for an existing business.

Score 1 - 5: _____

II. MEASURING AND PACKAGING QUANTITATIVE AND QUALITATIVE OUTCOMES

INDICATOR I: Main Street regularly collects and maintains district revitalization statistics (quantitative) and intangible impact data (qualitative) across the Four Points of the Main Street Approach and examines changes over time as required by the Coordinating Program. Examples of how these are demonstrated include:

- a. Number of businesses operating in the district.
- b. Number of businesses operating in the district that are women-owned.
- c. Number of businesses operating in the district that are minority-owned.
- d. Number of businesses operating in the district that are veteran-owned.
- e. Number of employees/jobs based in the district.
- f. Number of new businesses launched in the district over a given period (monthly, quarterly, or annually) and number of employees/jobs added in a district in a given period.
- g. Number of business closures in the district over a given period (monthly, quarterly, or annually) and number of employees/jobs lost in a district in a given period.
- h. Number of local businesses participating as vendors in district events, festivals, etc.
- i. Number of housing units added or lost in the district over a given period (monthly, quarterly, or annually), broken out by housing type (loft, apartment, duplex, single family detached home, etc.), tenure type (for lease or for sale), and sale/rent amount relative to area median income (i.e., affordability).
- j. Number of properties in the district renovated, including details about the capital invested in the renovations and any financial incentives programs leveraged in the renovation (e.g., historic tax credits, low-income housing tax credits, etc.).
- k. Number of public improvement projects in the district that were launched/completed, including overall price tag, public dollars invested, and any secondary sources of capital invested.

Score 1 - 5: _____

INDICATOR II: Main Street annually collects and maintains organizational impact statistics (quantitative) and intangible impact data (qualitative) and examines changes over time. Examples of how these are demonstrated include:

- a. Board annually reviews broad performance goals established within the organization's work plan.
- b. Board annually reviews metrics established to analyze the progress of selected Transformation Strategies.
- c. Number of volunteer hours contributed.
- d. Financial value of volunteer contribution (using Independentsector.org formula).
- e. Number of volunteers participating.

- f. Testimonial reports from small business owners, property owners, and government officials about the value of the Main Street program.
- g. Conversion of volunteer hours to in-kind dollars (\$) contributed.
- h. Financial (\$) contributions made to Main Street by the public sector.
- i. Financial (\$) contributions made to Main Street by the private sector.
- j. Number of responses and analysis of response data from a survey that seeks to understand the community’s growing knowledge about Main Street, the importance of Main Street, etc., as well as stakeholder attitudes about Main Street organization.
- k. Impact surveys of promotional events.
- l. Impact surveys of education programming attendees.
- m. Number of media impressions.

Score 1 - 5: _____

III. PROMOTING PROGRESS AND DEMONSTRATING IMPACT AND RESULTS

INDICATOR I: The district’s revitalization programming, achievements, stories, and reinvestment statistics are promoted. Examples of how these are demonstrated include:

- a. Sharing through the Coordinating program reporting system according to the timeline outlined in annual agreements.
- b. Sharing with district stakeholders, local units of government, anchor organizations, funders, and the community at large.
- c. Highlighting and publishing success stories of impactful projects on digital platforms (website, social media channels, etc.) and local media outlets.
- d. Publishing and distributing an annual report and summary of revitalization statistics.
- e. Highlighting key statistics and testimonials on website and other marketing materials.

Score 1 - 5: _____

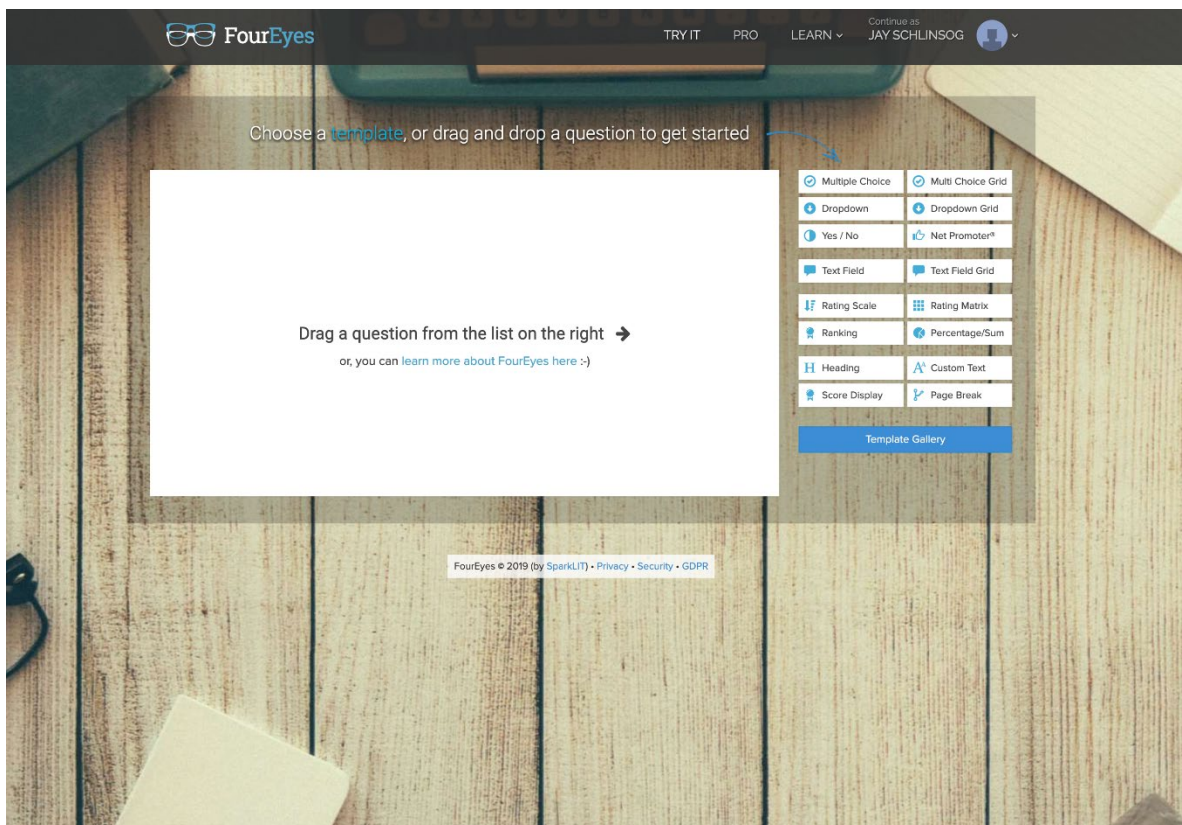


2022 Michigan Pulse Poll Timeframe and Logistics

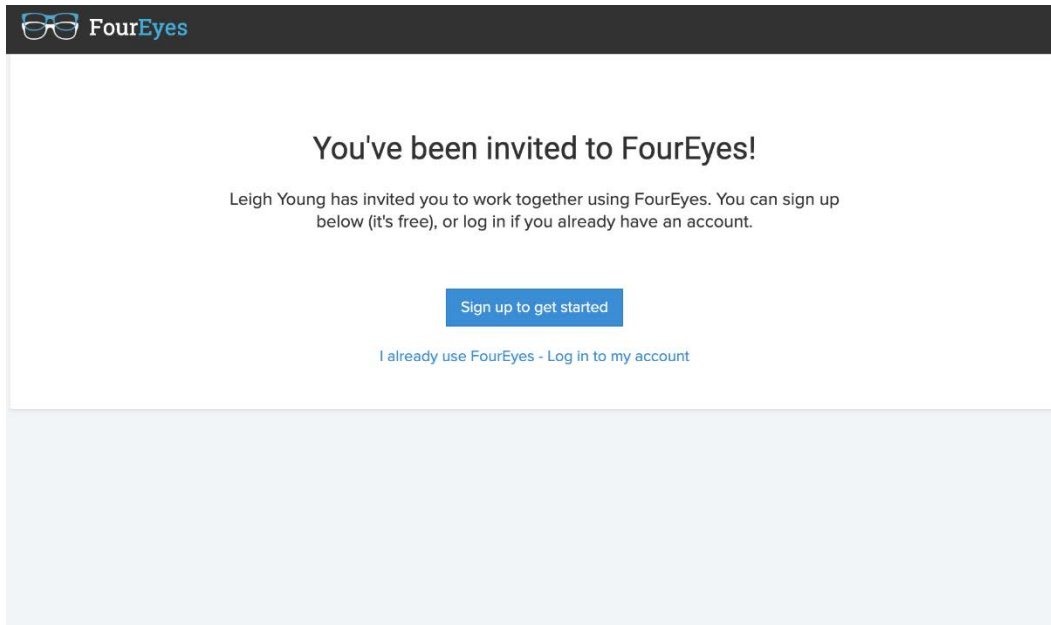
- ▶ Timeframe: July – August 2022 – You should have your survey responses by August 30, 2022
- ▶ Michigan Main Street (MMS) will email an invite and link (via FourEyes) to the template with editor privileges
- ▶ Edit and test drive the template; submit to MMS for final review and approval
- ▶ Once approved, MMS will clear test drive entries and email you with an “all systems go”
- ▶ Launch and publicize the live survey; monitor the survey count over a 10- to 14-day surveying period
- ▶ Close the survey collector and generate your survey results report
- ▶ Enter relevant survey results in the IMPACT Content Collection Form, when available later this year

Pulse Poll Instructions

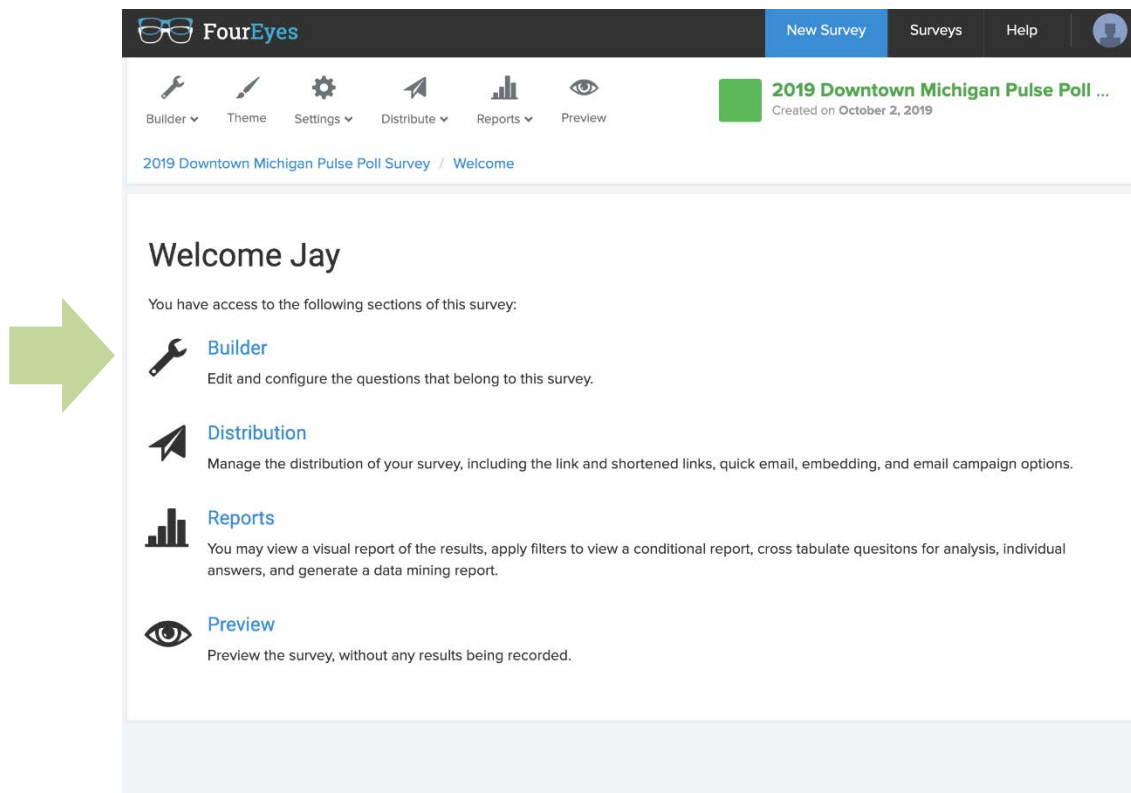
1. Go to getfoureyes.com and create a free account (login and password) or login to your existing account.



2. You will receive an email invite from MMS – Leigh Young.



3. When you access the survey you can use the Survey Builder to edit the survey in the areas that need editing.



4. You will need to edit the survey Introduction with your logo and downtown/district name.

The screenshot shows the FourEyes survey builder interface. At the top, there's a navigation bar with 'New Survey', 'Surveys', and 'Help'. Below that, a toolbar contains icons for Builder, Theme, Settings, Distribute, Reports, Editors, and Preview. The main content area is titled '2019 Downtown Michigan Pulse Poll' and 'Created on July 6, 2019'. A green arrow points to the 'Introduction' section. The introduction text reads: '2019 Downtown Michigan Pulse Poll — Welcome! Let's Get Started. Local Main Street Organization, in conjunction with ML...'. Below this, there are two pages of questions. Page 1 has a heading 'Tell us what brings you downtown most often.' and a question: '1. For which of the following activities or purposes do you visit Downtown Michigan most often? (Select up to three)'. The options include Work, Dining, Shopping, Entertainment, Recreation, Festivals and Events, Banking/Financial Services, Office Visits, Personal Services, (Other Option), None/Not Applicable, and Other (please specify). Page 2 has a heading 'What about events?' and a question: '2. Which of the following downtown festivals and events did you attend or participate in during the past year? (Select all that apply)'. The options include New Year's Gala, Frosty's 5K Fun Run, Sweethearts Stroll, and St. Patrick's Day Parade. On the right side, there's a 'Questions' panel with various question types like Multiple Choice, Dropdown, Yes/No, Text Field, File Upload, Rating Scale, Ranking, Heading, Score Display, etc. A 'Preview Survey' button is at the bottom right.

The screenshot shows the 'Custom Introduction' editor. It has a title 'Custom Introduction' and a subtitle 'Greet, introduce, or welcome your respondents to take your survey with a logo and a nice message.' There are three main sections: 'Logo/Header Image' with a 'Browse Image' button and a file name 'MMS-survey-logo.jpg'; 'Heading' with a text input field containing '2019 Downtown Michigan Pulse Poll'; and 'Introduction body' which includes a rich text editor with a toolbar (Bold, Italic, Underline, Link, Text Color, Background Color, Font Size, etc.) and the following text: '**Welcome!**
Let's Get Started.
Local Main Street Organization, in conjunction with Michigan Main Street, wants your take on the pulse of Downtown Michigan. The quick nine-question survey should take less than five minutes to complete and all information is collected anonymously. Your responses will be used to help gauge our progress and guide priorities for the coming years.
Thank you for your time and help! Click the button below to get started.'

At the bottom, there's a 'Start button label' section with a text input field containing 'Start survey (default)'. There are 'Close' and 'Save changes' buttons at the bottom right.



2019 Downtown Michigan Pulse Poll

Welcome!

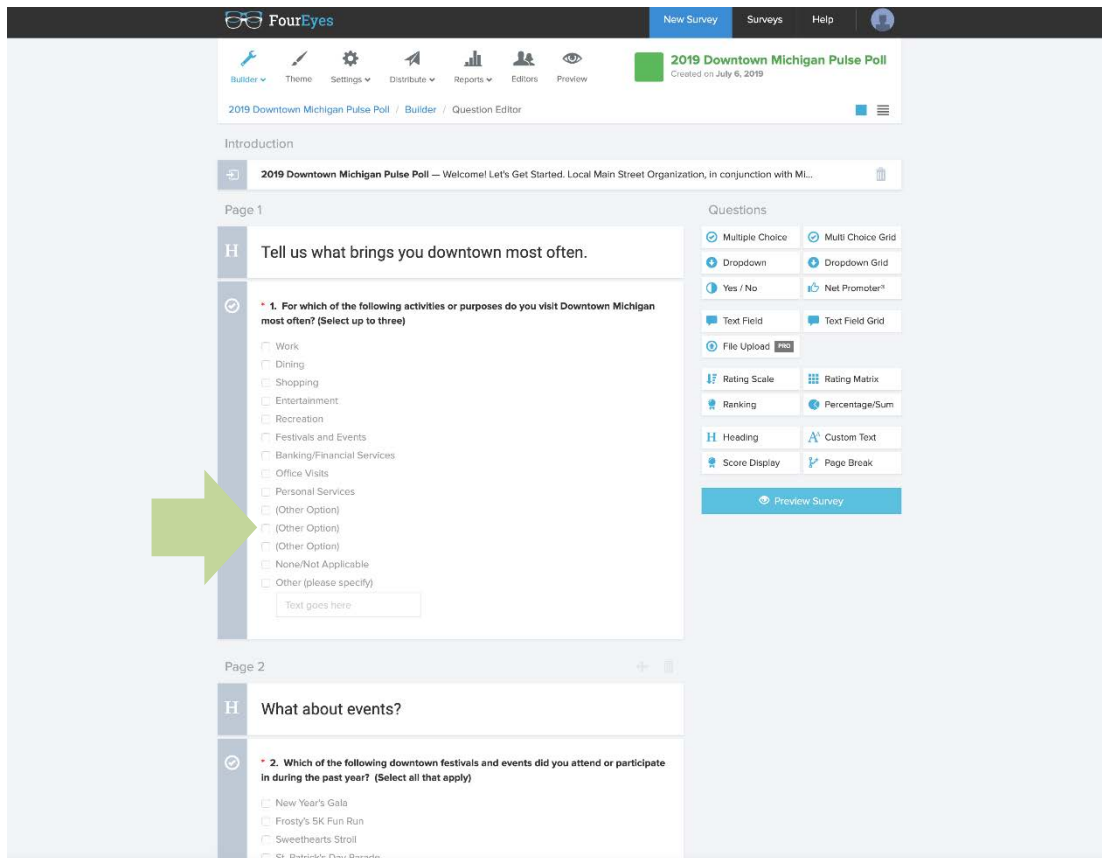
Let's Get Started.

Local Main Street Organization, in conjunction with Michigan Main Street, wants your take on the pulse of Downtown Michigan. The quick nine-question survey should take less than five minutes to complete and all information is collected anonymously. Your responses will be used to help gauge our progress and guide priorities for the coming years.

Thank you for your time and help! Click the button below to get started.

Start survey

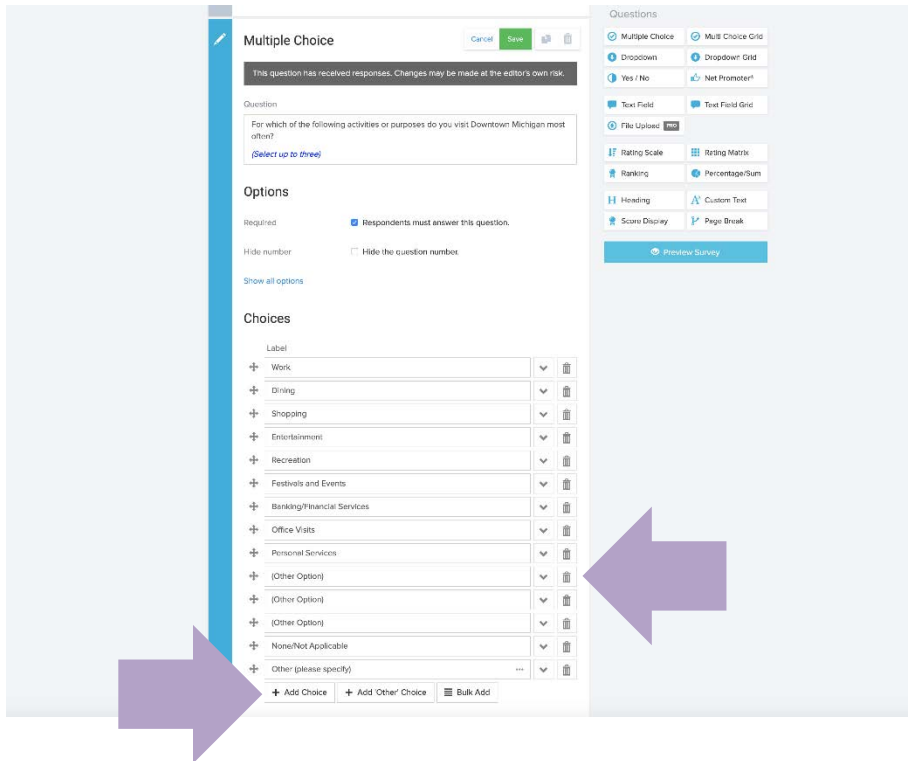
- Every question will need to be customized with your downtown/district name and some questions may require you to add an option and/or edit the options that exist.



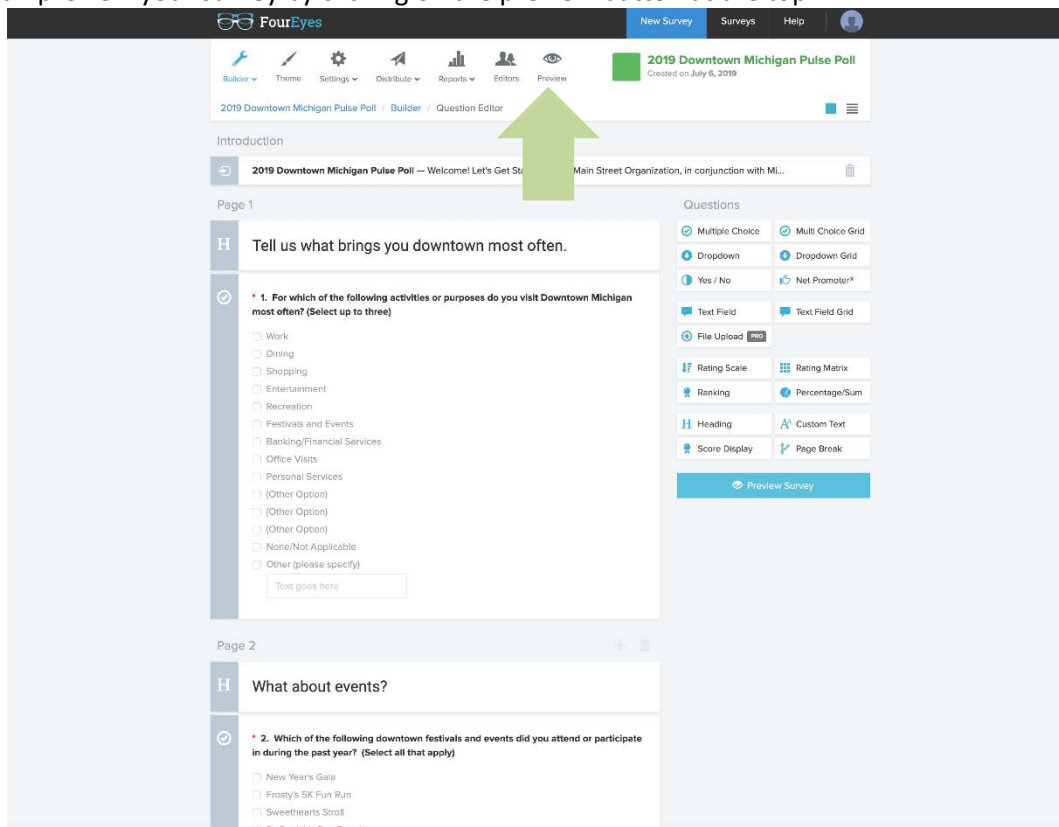
Question specific instructions:

- Question 1 – Change Downtown Michigan to your downtown/district name and edit the question options
- Question 2 – Edit the event options
- Question 3 – Change Downtown Michigan to your downtown/district name in both the question and question options
- Question 4 – Change Downtown Michigan to your downtown/district name and edit the question options
- Question 5 - Change Downtown Michigan to your downtown/district name and edit the question options
- Question 6 - Change Downtown Michigan to your downtown/district name and edit the question options using eating and drinking option examples – keep it to 13 options in addition to none and other
- Question 7 - Change Downtown Michigan to your downtown/district name and edit the question options using retail option examples - keep it to 13 options in addition to none and other
- Question 8 - Change Downtown Michigan to your downtown/district
- Question 9 - Change Downtown Michigan to your downtown/district
- Question 10 - Change Downtown Michigan to your downtown/district
- Question 11 - Change Downtown Michigan to your downtown/district
- Question 12 - Change Downtown Michigan to your downtown/district name in both the question and question options
- Question 13 - Change Downtown Michigan to your downtown/district
- Question 14 - Change Downtown Michigan to your downtown/district
- Question 15 - Change Downtown Michigan to your downtown/district
- No changes to the demographics questions 16 – 20

- Click on the question and you can add an option by clicking on the add choice button or delete an option by clicking on the trash can symbol.



- You can preview your survey by clicking on the preview button at the top.



8. You can distribute the survey by getting the survey link using the Distribute button.

The screenshot shows the FourEyes survey builder interface. At the top, there's a navigation bar with 'New Survey', 'Surveys', and 'Help'. Below that, a toolbar contains icons for Builder, Theme, Settings, Distribute, Reports, Editors, and Preview. The 'Distribute' dropdown menu is open, highlighting 'Survey Link'. The main area shows a survey titled '2019 Downtown Michigan Pulse Poll' with two pages. Page 1 has a heading 'Tell us what brings you downtown most often.' and a question: '1. For which of the following activities or purposes do you visit Downtown Michigan most often? (Select up to three)'. The options include Work, Dining, Shopping, Entertainment, Recreation, Festivals and Events, Banking/Financial Services, Office Visits, Personal Services, and other options. Page 2 has a heading 'What about events?' and a question: '2. Which of the following downtown festivals and events did you attend or participate in during the past year? (Select all that apply)'. The options include New Year's Gala, Frosty's 5K Fun Run, Sweethearts Stroll, and St. Patrick's Day Parade. On the right, there's a 'Questions' panel with various question types like Multiple Choice, Dropdown, Text Field, etc., and a 'Preview Survey' button.

The screenshot shows the 'Distribute' page in the FourEyes interface. The breadcrumb trail is '2019 Downtown Michigan Pulse Poll / Distribute / Survey Link'. Under the 'Direct Link' section, there's a text box for the 'Survey Link' containing 'https://getfoureyes.com/s/c9E4J/' and a text box for the 'Shortened link' containing 'https://4eyes.io/s/c9E4J/'. Under the 'Social Media' section, there are buttons for 'Facebook Share 0' and 'Twitter Tweet'.

9. You can view the survey results by clicking on the Reports button.

The screenshot displays the FourEyes survey builder interface. At the top, there is a navigation bar with the FourEyes logo, a 'New Survey' button, and links for 'Surveys' and 'Help'. Below this is a toolbar with icons for 'Builder', 'Theme', 'Settings', 'Reports', 'Editors', and 'Preview'. A green arrow points to the 'Reports' icon, which has opened a dropdown menu with the following options: 'Visual Report', 'Crosstab', 'Individual Answers', 'Data Mining', and 'Export'. The main content area shows a survey titled '2019 Downtown Michigan Pulse Poll' created on July 6, 2019. The survey is currently on 'Page 1' and features a question: 'Tell us what brings you downtown most often.' Below the question is a list of activities with checkboxes: Work, Dining, Shopping, Entertainment, Recreation, Festivals and Events, Banking/Financial Services, Office Visits, Personal Services, (Other Option), (Other Option), (Other Option), None/Not Applicable, and Other (please specify). A text input field labeled 'Text goes here' is provided for the 'Other' response. To the right of the question, there is a 'Questions' panel with various question type options: Multiple Choice, Multi Choice Grid, Dropdown, Dropdown Grid, Yes / No, Net Promoter®, Text Field, Text Field Grid, File Upload, Rating Scale, Rating Matrix, Ranking, Percentage/Sum, Heading, Custom Text, Score Display, and Page Break. A 'Preview Survey' button is located at the bottom of this panel. Below the first question, 'Page 2' is visible, starting with the question: 'What about events?' followed by a list of events with checkboxes: New Year's Gala, Frosty's 5K Fun Run, Sweethearts Stroll, St. Patrick's Day Parade, and Spring Home Park Picnic.

ATTACHMENT FOR SURVEY QUESTIONNAIRE EDITORS

Examples: Eating & Drinking Places and Retail Survey Category Options

RE: Survey Questionnaire Template Q4 and Q5



Examples: Eating & Drinking Places Categories

Survey questionnaire will list up to 13 options (w/ "Other" and "None" entries)

Bakery	– Mexican Restaurant
Breakfast & Lunch Café	– German Restaurant
Breakfast Restaurant	– Mongolian Restaurant
Buffet Restaurant	– Thai Restaurant
Brewpub	Family Restaurant
Cafeteria-style Restaurant	Farm-to-Table Restaurant
Casual Dining Eatery	Fast Food Restaurant
Classic American Diner	Healthy Menu Restaurant
Coffee Shop	Ice Cream & Sweets Shop
Coffeehouse	Microbrewery
Deli	Sandwich Shop
Distillery	Seafood Restaurant
Drinking Establishment	Specialty Pizza Restaurant
Ethnic Restaurant	Steakhouse
– Chinese Restaurant	Taproom or Tap house
– Indian Restaurant	Upscale Restaurant
– Italian Restaurant	Winery

Examples: Retail Categories

Survey questionnaire will list up to 13 options (w/ "Other" and "None" entries)

Antiques Store	Jewelry Store
Arts, Crafts and Hobby Shop	Kitchen, Home Décor and Gifts Store
Auto Parts Store	Men's Clothing Store
Bakery	Musical Instruments Store
Bike Shop	Office Supply Store
Book Store	Outdoor Recreation Store
Butcher/Meat Market	Party Store
Cards & Gifts Shop	Pet Store
Children's Clothing Store	Pharmacy/Drug Store
Children's New & Used Store	Records and CDs Store
Consignment Boutique	Shoe Store
Convenience Store	Specialty Foods Market
Electronics Store	Specialty Grocer/Deli
Family Clothing Store	Sporting Goods
Florist	Toys and Games Store
Furniture Store	Used Books Store
Gifts & Souvenirs Shop	Variety/5 & Dime Store
Grocery Store	Vintage Store
Hardware Store	Wine & Specialty Foods Shop
Home Furnishings Store	Women's Clothing Store
Household Appliances Store	

Online Survey Hints and Tips

1. Generate a link to the online survey that can be pasted and/or embedded in emails, social media posts, website badges, etc.
2. Consider identifying a local website or website page to serve as a portal to the survey. For example, prominently display a linked “badge” or image on the homepage of your website; or create a page on your website that will serve as a portal to the survey (i.e. www.ourmainstreet.com/survey). Use this address to promote the survey in print and broadcast media.
3. Organize and schedule the survey campaign to occur and be completed within a seven to ten-day period – and be prepared to make a final campaign “push.” Be sure to track and provide periodic updates to your project team on the number of surveys completed.
4. Design your publicity campaign to make use of a mix of local communications channels, resources and outlets that provide the best opportunity to reach a wide cross-section of the community. Examples include:
 - ▶ Email invitations using your contacts list; and work with other community organizations and businesses to send or forward the email invite to their contact lists.
 - ▶ Social Media Posts on your social media sites – and on the sites of other community organizations and businesses. Be sure to encourage your friends and followers to share the posts with their friends, followers and contacts.
 - ▶ Generate a QR code for the survey and print on table tents, business card-sized counter cards, posters, bag stuffers, etc. for display and distribution at different locations during the survey period.
 - ▶ Work with City Hall, major employers, the school district, utilities, and other businesses and organizations to share or forward email invites, or to include a simple news item or invite in internal and external newsletters, Friday take-home folders, church bulletins, etc.
 - ▶ Work with local newspapers, radio stations, local cable access television stations and other local media to promote the survey and encourage participation.
 - ▶ Working with businesses and financial institutions – both within and outside the downtown area – to print a survey invite on transaction receipts.

Sample Survey Invite or Post



Please Check our Pulse!

(Local Main Street Organization), in conjunction with Michigan Main Street, wants your take on the pulse of Downtown (Community). The quick nine-question survey takes less than five minutes to complete and all information is collected anonymously. Your responses will be used to help gauge our progress and guide priorities for the coming years. The survey will only be available until (Date), so act now, and please share this post and invite others to participate.

Thank you for your help. [Click here](#) or cut & paste the following link in your browser to take the survey now: [\(Insert Link\)](#)