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Rochester Downtown
Development Authority

Downtown Collaboration Studio
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**Regular Meeting Agenda
Wednesday, January 18, 2023, 7:00 pm
Rochester Municipal Building, 400 Sixth Street**

1. Call to Order
2. Roll Call
3. Approval of Meeting Minutes –
 - A. Regular Meeting Minutes – November 9, 2022
 - B. Closed Meeting Minutes – November 9, 2022
4. Audience Comments
5. Liaison Reports
 - A. City Council – Marilyn Trent
 - B. Chamber of Commerce – Lisa Swiftney
 - C. Historical Commission – Don Sienkiewicz
 - D. Principal Shopping District – Kristi Trevarrow
6. General Business Agenda Items
 - A. Love Local Rochester Donation – Italian Happening Event
 - B. DDA Goals & Objectives Discussion – Ben Giovanelli
 - C. Set Date for FYE 2024 Goals & Objectives Meeting – Kristi Trevarrow
 - D. Volunteers for Budget Sub-Committee – Ben Giovanelli
 - E. City Budget & Planning Process Update – Marilyn Trent/Nik Banda
 - F. Text Amendment to Zoning Ordinance to Restrict General Office Use – Nik Banda
 - G. Main Street Oakland County Annual Accreditation, February 2 – Kristi Trevarrow
7. Receipt of Regular Reports
 - A. Executive Director Update
 - B. Events & Marketing Update
 - C. Financial Report for DDA
 - D. Business Development Committee
 - E. Site Development Committee
8. Miscellaneous

**The next regular meeting of the Rochester DDA
will be held on Wednesday, February 15, 2023.**

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Downtown Development Authority
Regular Meeting Minutes

Wednesday, November 9, 2022
Rochester Municipal Building, 400 Sixth Street
7:00 p.m.

1) Call to Order

The regular meeting of the Downtown Development Authority Board of Directors was called to order by Chairman Ben Giovanelli at 7:00 p.m.

2) Roll Call

Board Members Present:	Chairman Ben Giovanelli, Mayor Stuart Bikson, Erik Diana, Bob Bloomingdale, Paul Haig, Roger Knapp, Tony Lipuma
Board Members Absent:	Tonia Carsten, Chris Johnson, Lisa Germani Williams
Council Liaison Present:	Marilyn Trent
Chamber Liaison Present:	Lisa Swiftney
Historical Commission Liaison Present:	Don Sienkiewicz
PSD Liaison Present:	Paul Haig
DDA Executive Director Present:	Kristi Trevarrow

3) Approval of Meeting Minutes

Regular Meeting Minutes – October 19, 2022

Motion By:	Mayor Stuart Bikson to approve the October 19, 2022 Meeting Minutes as presented.
Second By:	Bob Bloomingdale
In Favor:	All
Opposed:	None
Motion Passed	

4) Audience Comments

There were no audience comments.

5) Liaison Reports

A. City Council

Marilyn Trent highlighted the following from the October 24, 2022 City Council meeting:

- A special event application from PSD was approved to hold Lagniappe and the Big, Bright Light Show on November 21, 2022.
- Approval was given for the 2022-2023 health care renewal, changing from a self-insured plan with Blue Cross Blue Shield of Michigan to a BCBSM ERM contract.

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B. Chamber of Commerce

Lisa Swiftney shared the following:

- The Christmas Parade will be held on December 4, 2022. The Grand Marshals will be Bill and Sharon Byers.
- The Grand Marshal Gala will be held on December 1, 2022.
- The following ribbon cuttings are coming up: 11/17/22 Fraza, Inc.; and 11/22/22 Lamese Laser and Aesthetics.

C. Historical Commission

Don Sienkiewicz stated that following the Thanksgiving holiday, the Commission will be contacting the elementary schools to get a count of second graders for the Founders Day coloring books. The Commission continues to organize the entertainment for Heritage Days.

D. Principal Shopping District

Paul Haig shared that Trick-or-Treating downtown was very well-attended. Rochester Posed was also a huge success. Lagniappe will be held on November 21, 2022 and Caroling in the City will take place on December 11, 2022.

6) General Business Agenda Items

A. Economic Development Update

City Manager Nik Banda provided an update on developments in and around the downtown area as follows:

- The platforms have been removed and stored for winter.
- The dead tree in front of DeMarco's has been removed and replaced.
- Council approved the use of parking funds to clean, seal and stripe every lot downtown. This work has been completed.
- The lights are in place on the buildings for The Big, Bright Light Show.
- The site plan for St. John's Lutheran Church has been approved.
- The site plan for the Roxy has been approved.
- The Brown Iron Brewery BBQ will likely be moving into the former veterinary clinic site on 2nd Street.
- The availability of liquor licenses.
- The Mocerri Group and Rewold Group project at the elevator site.
- Glendale/Ferndale condominiums.
- Proposed residential development at the Solaronics, Inc. site.
- Façade renovation at Blake's Realty.
- Green's building.
- Spartan Inn cleanup.
- Fire & Ice moved to the Rewold site.
- Spice & Teas.
- Helen Street completed.
- Many streets have been milled and filled.
- Skate Park update.
- New benches have been sold around town.
- Staff updates.
- City hall updates.

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- Bridge repair.
- Storm sewer repair.
- All Abilities Park.

B. DDA Goals & Objectives Discussion – Site Development

Site Development Chairman Tony Lipuma and Kristi Trevarrow provided a presentation on proposed projects for the FYE 2024 Goals & Objectives meeting. Proposed projects are as follows:

- Depot Park redevelopment
- Town Square/Front Porch
- Lions Park rehabilitation
- Chase Bank property – lot opportunity
- Enhanced bike path between Paint Creek Trail and Clinton River Trail
- Way Finding signs replacement/repair

7) Receipt of Regular Reports

A. Executive Director Update

Downtown Rochester Holiday Expo

The Holiday Expo is sold out. The event will be held on Monday, November 14, 2022 from 5:00 p.m. to 8:00 p.m. at the Royal Park Hotel Grand Ballroom.

The Big, Bright Light Show

Installation is almost complete. The lights will be ready for Lagniappe on Monday, November 21, 2022.

Festival of Trees

The Cocktail Preview will be held on Friday, November 18, 2022. It will be open to the public on November 19 & 20, 2022. A few tickets are still available for the Cocktail Preview event.

B. Events & Marketing Update

PAST EVENTS

Trick-or-Treat

The streets were packed for Trick-or-Treat. There was also a great turnout for the Halloween Fest. The Halloween Fest included Halloween themed goodies, The Little Donut Factory with fresh donuts, Halloween photo opportunities (including Ecto 1 and The Metro Detroit Ghostbusters. The Linda Rea Team donated pumpkins to the first 100 trick-or-treaters who stopped by their pumpkin patch. Other organization that joined in the Halloween Fest were Authors in April, Bright Loritos, Dinosaur Hill, The Friendship Factory, Gymboree, Mad Science Detroit, Red Piano Music Studio, Rochester/Auburn Hills Community Coalition, Rochester Hills Museum, and the Rochester Hills Public Library. Trick-or-Treat downtown as sponsored by Genisys Credit Union.

Mini Goals & Objective Meeting

The Promotions Committee Mini Goals & Objectives met last month to discuss plans for 2023. The Committee will continue to discuss and finalize the event schedule for PSD.

UPCOMING EVENTS

Holiday Window Contest – November 14-20, 2022

Over twenty-five downtown businesses will be decorating their storefront windows for the holiday season. The public will decide which window is their favorite by texting to vote for their favorite window. Texting is open to the public from November 14-20, 2022. Specific details will be listed on each window. There will also be a judge' choice winner. Winners will be announced on stage at Lagniappe on November 21, 2022.

Lagniappe – November 21, 2022

All elements for Lagniappe have been booked and a press release has been sent out. The Brad Saarela Team is sponsoring Santa Claus. The program begins at 6:20 p.m. and the lights turn on at 7:00 p.m. From 7:00 p.m. – 9:00 p.m. kids can visit with Santa at the stage on E. 4th Street.

Plaid Friday – November 25, 2022

Shoppers are encouraged to wear plaid and head to Downtown Rochester for a fun day of shopping. Plaid Friday celebrates the diversity and creativity of local and independent businesses. It is a fun alternative to the consumer frenzy of Black Friday. Shoppers can enjoy store discounts, promotions, and giveaways with the downtown merchants. Visit www.downtownrochestermi.com/plaid-friday for a full list of participating businesses and promotions. Plaid Friday is sponsored by Genisys Credit Union.

Small Business Saturday – November 26, 2022

Now in its thirteenth year, Small Business Saturday serves as the ceremonial kickoff to the holiday shopping season for small businesses across the United States. Shoppers can once again enjoy discounts and promotions in downtown Rochester. For a full list of promotions, visit www.downtownrochestermi.com/small-business-saturday

Downtown Days of Giving – November 28 to December 1, 2022

This program is in partnership with Neighborhood House.

Snowman Stroll – December 1, 2022 through January 21, 2023

This is a public art event. Twelve snowmen will be sponsored by local businesses, designed by local artists, and placed on Main Street. The sponsors have the option to keep their snowman or auction them off for a charity of their choosing.

Downtown Rochester Cookie Stroll – December 3, 2022

The stroll takes place on Saturday, December 3, 2022 from 10:00 a.m. to 3:00 p.m. Customers can pre-order a Custom Cookie Tin online from the DDA store starting November 11, 2022 at 10:00 a.m., along with a certificate that would allow them to pick up one cookie at 14 Cookie Stations to complete the stroll. All proceeds from the event will benefit downtown events and promotions.

Pancakes & PJs – December 13, 2022

This event will be held in partnership with Rochester Fire Department as a fundraiser for The Big, Bright Light Show.

Fire & Ice Festival – January 20-21, 2023

Fire & Ice is back and the DDA is once again partnering with Oakland County. There will be a Tastefest, an ice carving competition, snow activities, ice sculptures on Main Street and fireworks both nights. More information will be forthcoming.

PROMOTIONS

In Town Magazine

In Town Magazine hit homes late last week. This issue includes a special feature regarding the Bill Lipuma Community Spirit Award. In addition, charcuterie tips for the holiday season with Side Dish, gift guides and this season’s Drink Local promotion.

Farmers’ Market

Trick-or-Treat at the Market was Saturday, October 22, 2022 from 10:00 a.m. to Noon. There were 250 trick-or-treaters in the first hour. The DDA passed out complimentary goodie bags and had the annual vendor potluck. The 2022 season has not concluded, and we will visit plans for next season after the first of the year. A vendor survey was set out to receive thoughts and feedback on the season.

Kris Kringle Market

Kris Kringle Market is scheduled for December 2-3, 2022. Friday hours will be 4:00 p.m. to 10:00 p.m. and Saturday, Noon to 10:00 p.m. There will be 40+ vendors including local artisans, farmers, and specialty food. New vendors this year will include Hcubed Candles, Mel’s Toffee and All in Good Taste Co. We continue to work on scheduling entertainment, and solidifying rentals. RARA and RAYA are on board again to be the benefitting non-profits of the warming tent. As always, we will be sharing the proceeds with both of those organizations. Lincoln of Troy is the presenting sponsor and Rochester Corner Bar has joined us this year for our new opportunity as the Santa sponsor.

WXYZ Partnership

Every year we partner with WXYZ to feature a holiday package of Downtown Rochester. We filmed 10 live remote spots with downtown businesses to be aired on the day of Lagniappe. Additionally, WXYZ produces a 30-second plug for The Big, Bright Light Show. Filming this year takes place on Wednesday, November 9, 2022 and will feature businesses such as Rochester Mills, Knapp’s Dairy Bar and a new business, Pure Green.

Recognition

Country Living magazine has named downtown Rochester as one of the prettiest downtowns you should visit. Rochester placed no. 4 on the list.

- C. Financial Report for DDA
The Revenue and Expenditure Report for period ending 10/31/2022 for Fund 494, Downtown Development Authority was included in the packet.
- D. Business Development Committee
The old Penny Black location will be reopening as The Corner Bar next week.
- E. Site Development Committee

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8) Miscellaneous

9) Motion for Closed Session – Consideration of Attorney/Client Privileged Opinion Letter

Motion By:	Mayor Bikson to entertain a motion and take a Roll Call vote to meet in Closed Session at 8:18 p.m. for the purpose of considering an Attorney/Client privileged opinion letter pursuant to Sec. 8(h) of the Open Meetings Act, MCL 15.268(h) with no intention of returning to Open Session. Attendance to include City Manager Nik Banda.
Second By:	Erik Diana
In Favor:	Chairman Ben Giovanelli, Mayor Stuart Bikson, Paul Haig, Roger Knapp, Bob Bloomingdale, Tony Lipuma, Erik Diana
Opposed:	None
Motion Passed	

Seeing no further business, Chairman Giovanelli adjourned the meeting at 8:18 p.m.

Date Approved

Susan McCullough

6A. Love Local Rochester Donation – Italian Happening Car Show Event

Italian Happening Event Organizer, Jim Pawlak, will be in attendance to present a check to Love Local Rochester from the proceeds from last year's car show in the Rochester Municipal Park.

6B. DDA Goals & Objectives Discussion

We are in the process of developing the agenda for the FYE 2024 DDA Goals & Objectives Meeting. Below is the list of items discussed by the Board at the October & November DDA Meetings for inclusion on the agenda.

Business Development Committee

- Small Business Incubator/Accelerator
- Downtown Rochester Holiday Expo
- Business Workshops & Trainings

Site Development Committee

- Front Porch Project
- Depot Plaza Redevelopment
- Lions Park Improvements
- Planning for Future Repairs of Wayfinding Signs in District
- Improved Trail Connections with Downtown

This is also your opportunity to bring up any new items for discussion at Goals & Objectives.

6C. Set Date for FYE 2024 Goals & Objectives Meeting

The Executive Committee identified the week of January 30 as the preferred week to hold our Goals & Objectives Meeting to continue to meet the schedule and provide a budget to the City in a timely fashion.

The Council Chambers are available on the following dates that week:

Monday, January 30
Tuesday, January 31
Thursday, February 2
Friday, February 3

6D. Volunteers for Budget Sub-Committee

The Budget Sub-Committee is formed annually and typically meets twice to develop the draft budget for presentation to DDA and eventually the City Council. Any board members interested in serving on the committee should reach out to Chairman Giovanelli.

6E. City Budget and Planning Process Update

City Council Liaison Marilyn Trent and City Manager Nik Banda will provide an update on the City's Budget and Planning Process from their meeting on Saturday, January 14.

6F. Text Amendment to Zoning Ordinance to Restrict General Office Use

Spearheaded by DDA Board Member Roger Knapp, the Planning Commission considered a text amendment to the Zoning Ordinance that would restrict General Office Use in the Downtown District on Main Street from Second to University.

City Manager Nik Banda will provide details on the proposed amendment and next steps for the process.

6G. Main Street Oakland County Annual Accreditation, February 2

Main Street Oakland County will be conducting our annual National Accreditation Visit on Thursday, February 2 from 9 am – Noon. A schedule with meeting times for board members and committee members will be provided at the January 18 DDA Board Meeting. Please save the date on your calendar!

Main Street America has changed the Accreditation Criteria. Attached is the new Main Street America Evaluation Framework.

7A. Executive Director Update

The Big, Bright Light Show

Initial feedback from the downtown merchants points to this season being one of the busiest yet! The lights will continue to be aglow through the Fire & Ice Festival, January 20 & 21. Removal will begin the week of January 23.

PSD Goals & Objectives

The PSD Board held their Goals & Objectives Meeting on Wednesday, January 4. Highlights of the meeting included:

- Investigation into adding alcohol sales to Dancin' in the Street
- Replacement of Junk in the Trunk and Thursday Night Market events with an elevated, re-imagined event
- Continuation of both the Snowman Stroll and Pancakes & PJs in 2023



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2023 ROCHESTER DDA MEETING SCHEDULE

The Rochester Downtown Development Authority meets the third Wednesday of each month
(with the exception of the months of November & December)
at 7:00 pm at the Rochester Municipal Building Council Chambers, 400 Sixth Street.

January 18, 2023

February 15, 2023

March 15, 2023

April 19, 2023

May 17, 2023

June 21, 2023

July 19, 2023

August 16, 2023

September 20, 2023

October 18, 2023

November 8, 2023

December 13, 2023



THE MAIN STREET AMERICA EVALUATION FRAMEWORK

COMMUNITY SELF-ASSESSMENT TOOL - *Version 2.0 - August 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 Affiliate and Accredited 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.

WHO SHOULD USE THIS TOOL

- Currently and previously Accredited programs.
- Affiliate-level programs wanting to become Accredited in the future.
- New communities seeking guidance in establishing a strong foundation for their revitalization programs with the vision of being designated as Affiliate or Accredited in the future.

WHEN TO USE THIS TOOL

- Get started now! There's a lot of content to dig in to, but by reviewing this tool regularly you will have plenty of time to familiarize yourself with these new Standards and Indicators before we move to full integration by the end of 2023.
- 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, 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:

- What actions and next steps can you take to strengthen your efforts?
- How can you build upon your work or take it to the next level?

The Self-Assessment Tool provides examples of how Main Street programs can meet each Standard. These example activities are not an exhaustive or prescriptive list, rather are included to provide guidance and inspiration. Programs are invited to count these and other related activities towards each Indicator.

After you complete you Community Self-Assessment, your Coordinator will review and provide their own score and feedback. **Communities will need to average at least three (3) points per Standard to achieve Accreditation.** Please use [this Community Assessment Worksheet](#) to evaluate your program's progress.

BASELINE REQUIREMENTS

As detailed within the tool, some indicators are required as important baseline (starting point) for a program to qualify for Accreditation. **The current Baseline 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 donations, 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 webpage and/or social media as well as the Coordinating Program logo.

Local Programs that do not meet these baseline requirements are not eligible for Accreditation from Main Street America, though they may qualify for designation at the Affiliate level.

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 includes examples of the types of activities that a program may use to achieve these goals.

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.

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.

II. DISTRICT AND 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 planned activities intend to reach all members of the community.
- c. Main Street bringing the district and community stakeholders together for input gathering, information sharing, etc. at least once a year.

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.

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.

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.

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 includes examples of the types of activities that a program may use to achieve these goals.

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.

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.

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)

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, age, 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.

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.

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.

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 revitalization efforts and the Main Street program. Each Indicator includes examples of the types of activities that a program may use to achieve these goals.

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/assessment district.
- c. Sponsorships and/or in-kind donations.
- d. Earned revenues.
- e. Memberships.
- f. Local Government.
- g. Grants.

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.

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

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.

III. BUDGET AND WORK PLAN ALIGNMENT

INDICATOR I: The Main Street organization has an annual budget that is aligned to the organization’s strategies and goals. Examples of how these efforts are demonstrated include:

- a. Alignment with the mission.
- b. Alignment with a selected Transformation Strategy and/or approved workplan.
- c. A diversity of income sources.

INDICATOR II: The Main Street program exhibits commitment to a budget that effectively covers operational and programming goals. Examples of how these efforts are demonstrated include:

- a. Covering operational expenses, including program personnel, office administration, financial management activities, and travel expenses for professional development.
- b. Covering programming related to each point of the Main Street Approach (Organization, Economic Vitality, Design, Promotion).

IV. 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.

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.

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. Each Indicator includes examples of the types of activities that a program may use to achieve these goals.

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.

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.

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)

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 III) 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. Each Indicator includes examples of the types of activities that a program may use to achieve these goals.

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.

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.

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 owner ships and/or worked with city leaders to enforce requirement maintenance standards.

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.

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. Each Indicator includes examples of the types of activities that a program may use to achieve these goals.

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 program'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.

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.

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 workplan.
- 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.

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.

COMMUNITY ASSESSMENT WORKSHEET

Evaluation Worksheet for Local Programs, Coordinating Programs, and Main Street America*

The Main Street America Evaluation Framework 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.

After reviewing the [Community Self-Assessment Tool document](#), use this worksheet to score community progress and determine the designation status of a community. All scores will be averaged and populated at the end.

BASELINE REQUIREMENTS

As detailed within the tool, some indicators are required as important baseline (starting point) for a program to qualify for Accreditation. Please indicate whether communities meet the baseline requirements by selecting **Yes** or **No**.

		LP		CP		MSA	
1	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.	Yes	No	Yes	No	Yes	No
2	Communities over 5,000 in population must employ an FTE program director. Communities under 5,000 in population must employ a 20-hour minimum per week program director.	Yes	No	Yes	No	Yes	No
3	Identified Transformation Strategy to direct the work of the program, based on community input and market understanding.	Yes	No	Yes	No	Yes	No
4	Detailed work plans aligned with the selected Transformation Strategy that outlines 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.	Yes	No	Yes	No	Yes	No
5	A dedicated budget for the district's revitalization programming and the Main Street program's operations.	Yes	No	Yes	No	Yes	No
6	Demonstrated support from the municipality for the Main Street program. This can include leadership participation, funding, in-kind and philosophical support.	Yes	No	Yes	No	Yes	No
7	Reinvestment statistics are reported as required by the Coordinating program (monthly, quarterly, or annually).	Yes	No	Yes	No	Yes	No
8	Be a member in good standing with Main Street America and use the Main Street America logo on its webpage and/or social media as well as the coordinating program logo.	Yes	No	Yes	No	Yes	No

Local Programs that do not meet these baseline requirements are not eligible for Accreditation from Main Street America, though they may qualify for designation at the Affiliate level

THE MAIN STREET AMERICA EVALUATION FRAMEWORK

ACCREDITATION ELIGIBILITY

Next, to determine where a community is on the path to Accreditation, use the next part of the worksheet to score the community on the Indicators listed for each of the six Standards 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.

Communities must meet the Baseline Requirements and average at least three (3) points per Standard to achieve Accreditation. Some Indicators will require documentation. At a minimum, this will include providing your program's annual budget and workplan.

STANDARD I: BROAD-BASED COMMUNITY COMMITMENT TO REVITALIZATION

	LP	CP	MSA	Notes
Partnerships and Collaboration				
Indicator I:	___	___	___	
Indicator II:	___	___	___	
District and Community Outreach				
Indicator I:	___	___	___	
Communications and Public Relations				
Indicator I:	___	___	___	
Indicator II:	___	___	___	
Indicator III:	___	___	___	
Standard I Average:	___	___	___	

THE MAIN STREET AMERICA EVALUATION FRAMEWORK

STANDARD II: INCLUSIVE LEADERSHIP AND ORGANIZATIONAL CAPACITY

	LP	CP	MSA	Notes
Inclusive Organizational Culture and Diverse Volunteer Engagement				
Indicator I:	___	___	___	
Indicator II:	___	___	___	
Indicator III:	___	___	___	
Indicator IV:	___	___	___	
Active Board Leadership and Supporting Volunteer Base				
Indicator I: <i>Required</i>	___	___	___	
Indicator II:	___	___	___	
Indicator III:	___	___	___	
Professional Staff Management				
Indicator I: <i>Required</i>	___	___	___	
Indicator II:	___	___	___	
Effective Operational Structure				
Indicator I: <i>Required</i>	___	___	___	
Standard II Average:	___	___	___	

STANDARD III: DIVERSIFIED FUNDING AND SUSTAINABLE PROGRAM OPERATIONS

	LP	CP	MSA	Notes
Balanced Funding Structure				
Indicator I:	___	___	___	
Indicator II:	___	___	___	
Indicator III:	___	___	___	
Strategic Revenue Development and Fundraising				
Indicator I:	___	___	___	
Budget and Work Plan Alignment				
Indicator I:	___	___	___	
Indicator II:	___	___	___	
Financial Management and Best Practices				
Indicator I:	___	___	___	
Indicator II:	___	___	___	
Standard III Average:	___	___	___	

THE MAIN STREET AMERICA EVALUATION FRAMEWORK

STANDARD IV: STRATEGY-DRIVEN PROGRAMMING

	LP	CP	MSA	Notes
Planning Guided by Inclusive Community and Market-Informed Inputs				
Indicator I:	—	—	—	
Defining Direction through Transformation Strategy Identification and Development				
Indicator I:	—	—	—	
Strategy-Aligned Comprehensive Work Planning and Implementation Across all Four Points				
Indicator I:	—	—	—	
Standard IV Average:	—	—	—	

STANDARD V: PRESERVATION-BASED ECONOMIC DEVELOPMENT

	LP	CP	MSA	Notes
Preservation Ethics and Education on Historic and Cultural Assets				
Indicator I:	—	—	—	
Indicator II:	—	—	—	
Standards and Best Practices for Place-based, People-focused Design				
Indicator I:	—	—	—	
Promotion of Historic, Heritage, and Cultural Assets				
Indicator I:	—	—	—	
Standard V Average:	—	—	—	

STANDARD VI: DEMONSTRATED IMPACT AND RESULTS

	LP	CP	MSA	Notes
Demonstrating the Value of Main Street				
Indicator I:	—	—	—	
Measuring and Packaging Quantitative and Qualitative Outcomes				
Indicator I:	—	—	—	
Indicator II:	—	—	—	
Promoting Progress and Demonstrating Impact and Results				
Indicator I:	—	—	—	
Standard VI Average:	—	—	—	

THE MAIN STREET AMERICA EVALUATION FRAMEWORK

CUMULATIVE AVERAGE SCORES		LP	CP	MSA
STANDARD I	BROAD-BASED COMMUNITY COMMITMENT TO REVITALIZATION			
STANDARD II	INCLUSIVE LEADERSHIP AND ORGANIZATIONAL CAPACITY			
STANDARD III	DIVERSIFIED FUNDING AND SUSTAINABLE PROGRAM OPERATIONS			
STANDARD IV	STRATEGY-DRIVEN PROGRAMMING			
STANDARD V	PRESERVATION-BASED ECONOMIC DEVELOPMENT			
STANDARD VI	DEMONSTRATED IMPACT AND RESULTS			

LOCAL PROGRAM

Program Name: _____

Reviewer: _____ Title: _____ Date: _____

COORDINATING PROGRAM

Program Name: _____

Reviewer: _____ Title: _____ Date: _____

MAIN STREET AMERICA

Reviewer: _____ Title: _____ Date: _____



Rochester DDA Board Meeting

January 12, 2023

Events Coordinator Report

PSD Goals & Objectives – The PSD Board met early in the month for our goals and objectives meeting on Wednesday, January 4th, and we set our 2023 event schedule. All the staple events are still on the event schedule like Farmers' Market, Sidewalk Sales, Lagniappe etc. We are bringing back Snowman Stroll and Pancakes & Pjs from 2022. New to the 2023 schedule is a new artisan market (in replace of Junk in the Trunk and Thursday Night Market) and the board asked for us to explore the possibility of having alcohol at the Dancin' in the Street event this summer.

Events

- **Fire & Ice Festival** – January 20 & 21. We are gearing up for the return of the Fire & Ice Festival. The businesses have sponsored over 35 sculptures for the weekend, this year's theme is 'Myths & Legends'. There will be 2 live carving demonstrations that will take place on Friday and an Ice Carving Competition which will take place Saturday. O'Connor's Public House, Rochester Mills Beer Co., Nothing Bundt Cakes, The Little Donut Factory and U.P. Pasties are participating in the Taste Fest Tent. In addition to the food tent there will be a five food trucks: Cousins Maine Lobster, Camper Bean, Batter Up Waffle, The Almond Hut, and Amie Jo's Elephant Ears. There will once again be a shuttle at Buffalo Wild Wings for the event, which will allow people to park at their Rochester Hills location take the shuttle in to Downtown Rochester. The majority of events will take place on E. Thirds & Water (in the Rewold parking lot, in between Rochester Fire Department and the Rochester Mills). Due to warm weather activities have been adjusted and include, the Taste Fest Tent, food trucks, face painting, corn hole, axe throwing, ice sculptures throughout downtown, and an ice carving competition. Other activities include The Lions warming tent with marshmallow roasting E. Third & Main, and of course fireworks on Friday & Saturday night. Fireworks begin at 8 pm.
- **Foodie February** – During the month of February if you dine in or carry out from any Downtown Rochester restaurant, make sure to save your receipts and you will have a chance to win restaurant gift cards and a \$25 Downtown Rochester gift card each week in February! Receipts can be brought to the Downtown Collaboration Studio, 431 S. Main Street. February 1-28. If you are unable to see us during our regular business hours, you can text FOODIE to 866-603-4005 and you will be prompted to send in a picture of your receipt. Each receipt will receive one entry, eligible for both the weekly and grand prize drawings. Grand Prize Winners will be announced and contacted on Wednesday, March 1.
- **Deck Art Registration** – Deck Art registration opens February 1st. You can register for Deck Art 2023 February 1 through April 7th at South Street Skateshop (410 Main). Registration forms will be found online at www.downtownrochestermi.com/deck-art. The event itself is scheduled for May 11 & 12. More details to come in the upcoming months.

DOWNTOWN DEVELOPMENT AUTHORITY BOARD MEETING
January 2023
Marketing Coordinator Update

PROMOTION

Farmers' Market: We are in the early stages of planning for the 2023 season. In the coming weeks existing vendor applications will be sent out and new vendor recruitment will come to follow. I recently spoke with our friends at Ascension Providence, who confirmed their presenting sponsorship once again this year. Based on feedback of last season, I'm currently looking into hot food vendors to offer at the market, fitness and health related programing, reusable grocery bags.

Spring Marketing kits: Spring opportunities will go out at the end of the month. At the end of last year we pivoted to an electronic fillable form – which we believe this streamlined merchants experience with signing up for the seasonal opportunities and made making payment easier!

In Town Magazine: In conjunction with the Spring Marketing Kit – In Town opportunities will be included. That would include merchandise features, display ads and coupon ads.

New artisan market event: Jenna and I are working together towards plans of a new artisan market event. We are in the very early stages of figuring out details but, early information will most likely go out in February for the June event.

User: mmoriwaki

DB: Rochester

PERIOD ENDING 12/31/2022

*NOTE: Available Balance / Pct Budget Used does not reflect amounts encumbered.

GL NUMBER	DESCRIPTION	2022-23 AMENDED BUDGET	YTD BALANCE 12/31/2022	ACTIVITY FOR MONTH 12/31/2022	AVAILABLE BALANCE	% BDGT USED
Fund Group <None>						
Fund 248 - DOWNTOWN DEVELOPMENT AUTHORITY						
Revenues						
Dept 000.000 - GENERAL LEDGER						
248-000.000-402.000	CURRENT PROPERTY TAXES	1,663,045.00	1,761,150.70	12,342.10	(98,105.70)	105.90
248-000.000-573.000	LOCAL COMMUNITY STABILIZATION	48,000.00	59,248.47	0.00	(11,248.47)	123.43
248-000.000-588.001	MAIN STREET OAKLAND COUNTY GRANT	500.00	500.00	0.00	0.00	100.00
248-000.000-605.032	DDA BUSINESS DEVELOPMENT	25,000.00	24,727.00	5,414.00	273.00	98.91
248-000.000-665.072	INTEREST -MICHIGAN CLASS	1,139.00	16,309.32	0.00	(15,170.32)	1,431.90
248-000.000-676.000	ADMINISTRATIVE CROSS CHARGE	43,886.00	18,285.85	0.00	25,600.15	41.67
248-000.000-692.000	MISCELLANEOUS INCOME	4,247.00	4,297.00	0.00	(50.00)	101.18
Total Dept 000.000 - GENERAL LEDGER		1,785,817.00	1,884,518.34	17,756.10	(98,701.34)	105.53
TOTAL REVENUES		1,785,817.00	1,884,518.34	17,756.10	(98,701.34)	105.53
Expenditures						
Dept 703.000 - DOWNTOWN DEVELOPMENT AUTHORITY						
248-703.000-701.000	SUPERVISOR SALARIES	82,391.00	42,442.98	6,529.69	39,948.02	51.51
248-703.000-710.101	LONGEVITY	2,100.00	1,050.00	1,050.00	1,050.00	50.00
248-703.000-715.000	FICA	6,512.00	3,332.52	581.09	3,179.48	51.18
248-703.000-716.000	HOSPITALIZATION	22,539.00	8,581.90	1,650.14	13,957.10	38.08
248-703.000-716.004	HOSPITALIZATION -HSA FUNDING	4,200.00	0.00	0.00	4,200.00	0.00
248-703.000-718.000	RETIREMENT CONTRIBUTION	10,643.00	9,789.21	0.00	853.79	91.98
248-703.000-718.002	EMPLOYER RETIREMENT CONTRIBUT	138.00	599.92	92.16	(461.92)	434.72
248-703.000-719.000	INSURANCE OTHER THAN MEDICAL	950.00	840.52	131.90	109.48	88.48
248-703.000-719.002	LOCAL MILEAGE ALLOWANCE	0.00	241.88	0.00	(241.88)	100.00
248-703.000-720.000	WORKER'S COMP. INSURANCE	305.00	279.34	22.39	25.66	91.59
248-703.000-721.000	UNEMPLOYMENT COMP. INSURANCE	121.00	12.22	0.00	108.78	10.10
248-703.000-728.000	POSTAGE	3,215.00	863.29	9.00	2,351.71	26.85
248-703.000-729.000	PRINTING & OFFICE SUPPLIES	22,000.00	11,466.62	1,129.91	10,533.38	52.12
248-703.000-757.000	OPERATING SUPPLIES	2,700.00	601.94	7.00	2,098.06	22.29
248-703.000-803.000	LEGAL SERVICES	2,144.00	255.00	20.00	1,889.00	11.89
248-703.000-804.000	AUDITING	3,165.00	0.00	0.00	3,165.00	0.00
248-703.000-805.000	CONTRACTUAL SERVICES	5,000.00	4,315.50	0.00	684.50	86.31
248-703.000-805.009	CONTRACT SVCS - BUS. DEV COMM	20,867.00	17,846.76	300.00	3,020.24	85.53
248-703.000-805.010	CONTRACT SVCS - D.P.W.	10,000.00	10,000.00	0.00	0.00	100.00
248-703.000-805.011	CONTRACT SVCS - MAINTENANCE	23,908.00	12,260.75	11,435.75	11,647.25	51.28
248-703.000-805.012	CONTRACT SVCS - COPY MACH MTC	1,300.00	1,299.65	0.00	0.35	99.97
248-703.000-805.027	CABLE CASTING	4,287.00	1,300.00	0.00	2,987.00	30.32
248-703.000-805.030	CONTRACT SVCS - DUMPSTERS	125,606.00	60,782.93	16,091.56	64,823.07	48.39
248-703.000-805.050	CONTRACT SVCS - EMPLOYMENT	1,822.00	600.00	0.00	1,222.00	32.93
248-703.000-811.000	GENERAL INSURANCE	15,806.00	0.00	0.00	15,806.00	0.00
248-703.000-850.000	TELECOMMUNICATIONS	6,600.00	3,329.19	554.84	3,270.81	50.44
248-703.000-861.002	EQUIPMENT LEASE - COPY MACHIN	17,149.00	6,628.22	2,729.27	10,520.78	38.65
248-703.000-863.001	PROFESSIONAL DEVELOPMENT	815.00	225.00	0.00	590.00	27.61
248-703.000-863.002	TRAVEL	1,608.00	0.00	0.00	1,608.00	0.00
248-703.000-921.000	LIGHT & POWER	43,500.00	17,959.04	2,993.77	25,540.96	41.29
248-703.000-922.000	HEAT-BUILDING	612.00	119.12	17.70	492.88	19.46
248-703.000-931.000	MAINTENANCE & REPAIRS - EQUIP	536.00	0.00	0.00	536.00	0.00
248-703.000-940.000	RENTAL OF LAND	33,000.00	16,173.86	5,350.00	16,826.14	49.01
248-703.000-940.002	RENTAL OF LAND - D.D.A. OTHER	917.00	917.40	0.00	(0.40)	100.04
248-703.000-955.002	COMMUNITY AFFAIRS- EXTERNAL	3,612.00	2,481.19	499.07	1,130.81	68.69
248-703.000-957.000	DUES & SUBSCRIPTIONS	3,050.00	4,490.43	969.88	(1,440.43)	147.23

PERIOD ENDING 12/31/2022

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GL NUMBER	DESCRIPTION	2022-23 AMENDED BUDGET	YTD BALANCE 12/31/2022	ACTIVITY FOR MONTH 12/31/2022	AVAILABLE BALANCE	% BGD USED
Fund Group <None>						
Fund 248 - DOWNTOWN DEVELOPMENT AUTHORITY						
Expenditures						
248-703.000-995.001	ADMINISTRATIVE CROSS CHARGE	95,000.00	39,583.35	0.00	55,416.65	41.67
248-703.000-995.004	COMPUTER RENTAL	2,103.00	1,051.50	0.00	1,051.50	50.00
248-703.000-999.000	INSURANCE LOSSES & EMERGENCY	0.00	50,000.00	0.00	(50,000.00)	100.00
Total Dept 703.000 - DOWNTOWN DEVELOPMENT AUTHORIT		580,221.00	331,721.23	52,165.12	248,499.77	57.17
Dept 729.000 - ECONOMIC DEVELOPMENT						
248-729.000-791.002	DANCIN' IN THE STREET	0.00	445.00	0.00	(445.00)	100.00
248-729.000-791.009	LAGNIAPPE	0.00	4,889.69	0.00	(4,889.69)	100.00
248-729.000-791.017	DOWNTOWN COOKIE STROLL	0.00	1,800.00	450.00	(1,800.00)	100.00
248-729.000-792.000	BANNERS	0.00	930.00	930.00	(930.00)	100.00
248-729.000-805.000	CONTRACTUAL SERVICES	150,000.00	0.00	0.00	150,000.00	0.00
Total Dept 729.000 - ECONOMIC DEVELOPMENT		150,000.00	8,064.69	1,380.00	141,935.31	5.38
Dept 900.000 - CAPITAL CONTROL						
248-900.000-974.019	CAPITAL ASSETS - MAINT & MINO	195,000.00	147,053.14	55,265.57	47,946.86	75.41
248-900.000-974.121	SIDEWALK RECONSTRUCTION	10,000.00	0.00	0.00	10,000.00	0.00
248-900.000-974.210	STREET LIGHTING REPLACEMENT	250,000.00	249,615.00	0.00	385.00	99.85
248-900.000-974.256	BOLLARD REPLACEMENT	10,000.00	0.00	0.00	10,000.00	0.00
248-900.000-974.260	FRONT PORCH PROJECT	618.00	617.50	0.00	0.50	99.92
Total Dept 900.000 - CAPITAL CONTROL		465,618.00	397,285.64	55,265.57	68,332.36	85.32
Dept 965.000 - APPROPRIATIONS TO OTHER FUNDS						
248-965.000-995.516	TRANS TO AUTO PARKING FUND	50,000.00	0.00	0.00	50,000.00	0.00
Total Dept 965.000 - APPROPRIATIONS TO OTHER FUNDS		50,000.00	0.00	0.00	50,000.00	0.00
TOTAL EXPENDITURES		1,245,839.00	737,071.56	108,810.69	508,767.44	59.16
Fund 248 - DOWNTOWN DEVELOPMENT AUTHORITY:						
TOTAL REVENUES		1,785,817.00	1,884,518.34	17,756.10	(98,701.34)	105.53
TOTAL EXPENDITURES		1,245,839.00	737,071.56	108,810.69	508,767.44	59.16
NET OF REVENUES & EXPENDITURES		539,978.00	1,147,446.78	(91,054.59)	(607,468.78)	212.50
Fund Group <None>:						
TOTAL REVENUES		2,532,726.00	2,367,468.99	48,252.60	165,257.01	93.48
TOTAL EXPENDITURES		2,027,291.00	1,067,196.77	172,789.06	960,094.23	52.64
NET OF REVENUES & EXPENDITURES		505,435.00	1,300,272.22	(124,536.46)	(794,837.22)	257.26

REVENUE AND EXPENDITURE REPORT FOR CITY OF ROCHESTER
 PERIOD ENDING 12/31/2022

*NOTE: Available Balance / Pct Budget Used does not reflect amounts encumbered.

GL NUMBER	DESCRIPTION	2022-23	YTD BALANCE	ACTIVITY FOR	AVAILABLE	% BDGT
		AMENDED BUDGET	12/31/2022	MONTH 12/31/2022	BALANCE	USED
TOTAL REVENUES - ALL FUNDS		2,532,726.00	2,367,468.99	48,252.60	165,257.01	93.48
TOTAL EXPENDITURES - ALL FUNDS		2,027,291.00	1,067,196.77	172,789.06	960,094.23	52.64
NET OF REVENUES & EXPENDITURES		505,435.00	1,300,272.22	(124,536.46)	(794,837.22)	257.26