



Three Rivers DDA/Main Street June 5, 2015 City Hall @ 8:00 a.m.

1. Call to order
2. Approval of Agenda
3. Approval of Minutes – May 1, 2015
4. Financial Report – March 31, 2015
 - a. Work Plans Deadline/Volunteers Meeting – June 10, 2015 @ 6:30 p.m. (Riviera Theatre)
5. Citizen Comments
6. Director Report
7. Committee Updates
 - a. Organization Committee
 - b. Design Committee
 - c. Economic Restructuring Committee
 - d. Promotions Committee
8. Action Items
 - a. Lubienecki Loan (Revolving Loan Fund)
 - b. TRACF Fund Disbursement Request
9. Discussion Items
 - a. 100 Friends of Downtown Three Rivers
 - b. MMS National Accreditation Visit – Tuesday, November 10th
 - c. Work Plans
 - i. Sponsorship Program (ORG)
 - ii. Sass in the City (PROMO)
 - iii. Harmony Fest (PROMO)
10. Next Regular Board Meeting: **July 10, 2015***
11. Adjournment

DDA Board Meeting Minutes
City Hall
Friday, May 1, 2015 @ 8:00 a.m.

Members Present: Joseph Bippus, Sara Zimmerman-Herrmann, Brian McDaniels, Danielle Moreland, Bobbi Schoon, Doug Mitchell, Tom Miles

Members Absent: Sharon Bachinsky, Nancy Boyce

Staff/Other: Brian Persky

I. CALL TO ORDER

Moreland called the meeting to order at 8:01 a.m.

II. APPROVAL OF AGENDA

Motion by Bippus, second by Mitchell to approve agenda motion passed 7-0

III. APPROVAL OF THE MINUTES

Motion by Mitchell, second by Bippus to approve minutes, motion passed 7-0

IV. NEW BOARD MEMBER SWORN IN

Deputy Clerk Ives administered the oath for new board members Sara Zimmernan-Herrmann and Bobbi Schoon.

V. FINANCIAL REPORT- March 31, 2015

- a. Budget Presentation to City Commission on May 5, 2015 at 6pm- All DDA board members encouraged to attend.
- b. Work Plans/ Volunteer Meeting- Discussed work plans are important to help prepare the budget and we will have a Bi-annual meeting on June 10, 2015 at 6:30pm to review next years' work plans with everyone.
- c. Sara Z-H motioned to approve the financial report, McDaniels seconded motion passed 7-0

VI. CITIZEN COMMENTS

There were none.

VII. DIRECTOR REPORT

Director Persky reviewed his activities for the past month which included visiting with downtown business to review funding options, training a new maintenance person, developing work plans, attending the market analysis kick off, and discussing budget options to present to the city commission.

VIII. COMMITTEE UPDATES

A. ORGANIZATION COMMITTEE

They have 15 new friends of the 100 campaign and are developing a sponsorship program for larger donors.

B. ERC Committee

The committee is planning to focus on the Market Analysis study over the summer. They also have the business assistance brochure, building inventory database, and traffic calming ideas.

C. Design Committee

They are preparing for the clean-up day with projects and volunteers. This includes flower planting. They are also looking to conduct training for business owners.

D. Promotions

Mitchell reported that they have been preparing for SASS in the City. They will share their plans with the merchant group so that everyone can share their opinion.

E. Image/Branding Campaign

Tricia presented her suggestions for an initial image/branding campaign. Committee members favored "Downtown Three Rivers...More than Meets the Eye!" Various ideas focused on the concept of "meeting" in downtown were also discussed (i.e., Meet Me at the Market; Meet, Eat, Greet, etc.). Tricia will present this to the DDA at their board meeting on July 11.

F. Handbook

Development of a "handbook" for committee members was discussed.

G. Next Meeting

The next meeting will be at 8 AM on August 13, 2014 at the DDA Office.

IX. MICHIGAN MAIN STREET TRAINING

Brittany Hoszkiw, Main Street Organization specialist, presented the foundation of how work plans are supposed to be completed and used in a main street community. She stated that these are the tools that are used to make sure all committees are working towards the same goal and for the board to exercise control of volunteer hours, dollars and goals. She also discussed the process that Three Rivers will be evaluated on by the State as part of an annual accreditation program.

X. DISCUSSION ITEMS

a. Work Plans

- i. Sponsorship Program: This was reviewed and approved to move forward pending some revisions on cost of printing. Sara Z.H motioned and Bippus seconded. Motioned passed 6-1. Moreland voted against.
- ii. Flowers: McDaniel motioned and Mitchell seconded to approve the work plan. Motioned passed 7-0
- iii. Business Assistance: This was tabled for the ERC to review and approve before coming to the board.
- iv. Market Analysis: Motioned by Mitchel and seconded by Schoon to approve. Motioned passed 7-0
- v. Property Inventory: Motioned by Sara Z.H. and seconded by Miles to approve. Motioned passed 7-0
- vi. SASS: Plan was reviewed and no action was taken. It will be brought back next month for approval.

XI. ADJOURNMENT

Moreland mentioned the dates of several upcoming meetings and requested everyone's attendance. The meeting was adjourned at 9:35 a.m.

DDA Exec Meeting Minutes
DDA Office
Friday, May 29, 2015 @ 8:00 a.m.

Members Present: Doug Mitchell, Danielle Moreland, Joe Bippus,
Members Absent: Nancy Boyce
Staff/Other: Brian Persky

I. CALL TO ORDER

Moreland called the meeting to order at 8:06 a.m.

II. APPROVAL OF AGENDA

The agenda was reviewed and approved.

III. CITIZEN COMMENTS

There were none.

IV. BUSINESS

A. New Board Member Update

Brian Persky notified new members of Main Street training opportunities but no one has signed up yet. He was going to remind people and make another push to get members to sign up. We discussed that it could be hard for people to leave work and perhaps the City Manager could appeal to company management to allow members to attend the training.

B. Committee Membership

Persky has found what committees the new members want to serve on and is letting them get started. The DDA Board will need an updated list of membership.

C. Work Plan Update

The Executive Board discussed all the current work plans from the committees. The committees are making progress on their individual projects. The Market Study is moving ahead and we need people to sign up for survey work.

D. June 10th Meeting

We are still planning to have a large volunteer meeting together to review next year's work plans. We want to make sure people are all up to date and aware of what projects are approved and the areas we need to focus on.

E. County Commission Fund Request

Brian and Danielle met with members of the county to request money for the main street program. The county called Joe Bippus and indicated that they are interested in providing some funding and they will discuss it at an upcoming meeting.

F. Revolving Loan Program

The last company that borrowed money has completed their repayment to the DDA. The fund is full and available to be loaned again to businesses in the DDA.

G. TR Cleanup Review

We are very satisfied with the work that was done and the volunteers who helped. We still need to complete some painting of the curb and parking areas in the downtown.

We also need to make repairs to the east parking lot fence and repaint it. Parking enforcement is also needed in the downtown again.

H. MMS National Accreditation

Brian reported that he is confident we have 6 out of 10 items completed for our review and we have made some progress on other items on the list.

I. Next Meeting Date

June 26th, 2015 at 8:00am at the DDA Office

V. ADJOURNMENT: The meeting was adjourned at 9:06 a.m.

Three Rivers DDA/Main Street
Organization Committee Minutes

Tuesday, May 12, 2015 8:00 AM
City Hall Conference Room

1. Call to Order

The meeting was called to order at 8:00 a.m.

2. Roll Call

Cathy Lawson, Danielle Moreland, and Lindsay Oswald were present. Tricia Meyer joined the meeting at 8:20 a.m.

3. Approval of Agenda

The agenda was approved by consent.

4. Citizen Comments

There were no citizen comments.

5. Committee Budget: \$800 unallocated

a. HDC guidelines

It was recommended that the HDC reach out to Clerk Bliss regarding the Boards and Commissions budget for printing. It was also recommended that the group consider printing on the City's copy machine to save money.

b. Clean Up Day lunch

It was determined that the approved work plans exceeded the available amount for spending. To resolve the issue, it was recommended that the Organizational Committee request to borrow t-shirts from the Promotions Committee stock. It was also recommended that t-shirts be sold on cleanup day rather than given for free since the Organizational Committee was giving them out with donations.

c. Sponsorship Brochure print

It was recommended that the brochure booklets be printed on the City's copy machine.

6. Meeting Location & Time Discussion

Beginning in July of 2015, meetings would be at 8 a.m. on the third Thursday of the month at the Three Rivers Area Chamber of Commerce.

7. Appoint Volunteers to Committees

There were no appointments to be made.

8. 100 Friends Of Main Street Update

There were currently 16 friends of Main Street registered.

9. TR Cleanup Volunteer Breakfast, Lunch & Vol. Awards Update

Breakfast would be delivered to Riviera Theatre around 7:00 a.m., open to public at 8:30 a.m. Lunch (pizza) would be picked up at around 10:30 a.m. – 11 a.m. Volunteer award nominations were discussed. The committee decided to keep it to one recognition per committee, plus a couple of individual awards.

10. Sponsorship Brochure Update

The final edited version of the brochure was awarded. The committee was undecided on whether or not to print 50 copies at City Hall for a lower price (\$75), or get it professionally done at DeGraaf'X at a slightly higher price (\$220). The discussion was predicated on the Org. Committee's budget and current limitations.

11. Next Regular Board Meeting: June 9, 2015 @ 8 AM

12. Adjournment

The meeting adjourned at 9:45 a.m.

Respectfully submitted,

Lindsay Oswald/Brian Persky

Three Rivers DDA/Main Street
Design Committee
DDA office
Wednesday, May 20, 2015 @ 8:30 a.m.

Present: Nancy Boyce, Mary Miholer-O'Conner, Anna Smith
Staff/Other: Brian Persky

- I. **Call to order** at 8:30 a.m.
- II **Agenda** approved. Mary moved, Anna seconded. Passed
- III. **Minutes** were received with the additions of "also, hindering shopping" under section "Ideas from presentation and conversations". Mural Mall sidewalks disintegrating problem needs to be addressed.
- IV. **Discussion Items**
 - a. Design Services Application for 39-43 N. Main building which will house Parker Jewelry, Brasco Americana (new restaurant), and Love Your Mother. Opening for Brasco is planned for St. Patrick's Day, 2016 and eleven jobs will be added. Façade work taking off wood and bringing back to brick, work on back of building will have space for courtyard patio under the parking lot. City will build steps. Jody exploring a mural. New signage is being looked at in next 6-8 months. Passed HDC. Scoring sheet for Design Services was reviewed and discussed with a score of 37.5 given out of 40. Motion was made for approval of application by Mary and seconded by Nancy. Motion passed.
 - b. Building Basics Workshop Suggested that some of the newer members of the Design Committee look at heading this up. A presentation of HDC guidelines, people bringing in historic photos, plan on holding in fall, late Sept. date were some of the suggestions.
 - c. MMS 2015-2016 Work Plan Deadlines June 10 is the due date for the Holiday Decorations plans and flower work plans. Design Committee is in charge of Community Cleanup Day 2016 and a Project Manager is needed. June 10 all volunteers and committees meet.
 - d. Quarterly Training in September (Hart, MI) Monday, Sept. 14 and Tue., Sept. 15 are the dates with Sept. 15 for the volunteers. Gives deeper insight into one or two subjects. Hart is north of Muskegon about 2 1/2 hours from Three Rivers. Brian suggested everyone on Design Committee view "Building Basics" workshop on YouTube.
- V. **Director's Update**

Updates on what is going on in other Three Rivers MMS committees:

ORC - 100 Friends campaign has reached 44% of financial goal (really only 15 people reached). Sponsorship Brochure has four major items: Sass in the City, Harmony Fest, Christmas Around Town, Flowers and Beautification.

ERC - Market Analysis, THRIVE Public Meeting, Business assistance packet for businesses here and coming in. Main Street, Chamber, Steps to take, "Dear Business Owner - Welcome to TR".

PROMOTIONS - Community Clean Up was just done. Sass in the City is Friday, July 17, Harmony Fest is in process of trying to rebrand (Mary suggested Brian Shetterly as a resource person). Incentives are needed in Three Rivers - be proactive not reactive.
- VI. **Adjournment** at 9:28 a.m.

DDA / Main Street Economic Restructuring Committee
April 16, 2015, 8:00 a.m. • DDA Conference Room
MINUTES

Attendance

Bob Sills, Kara Schroer, Brian Persky, Tom Meyer, Dave Casterline, Rob Vander Giessen-Reitsma, Bobbi Schoon, April Kibby

Discussion Items

1. Project Updates:
 - Rob: Property Inventory
 - Subcommittee not currently needed.
 - Rob needs to get the plugin installed on the DDA web site for the inventory; will hopefully have something installed by next meeting.
 - Bob: New Business & New Bldg Owner packets
 - Business owner resource brochure was presented.
 - Conversation about how we can help existing businesses. Main Street approach is to retain existing businesses before moving on to recruitment; communities are often tempted to skip right to recruitment.
 - Paul: Traffic Calming Project
 - Paul was not present to give an update; Brian and Rob reported from the task force.
 - Some disagreement about why this project is under ERC.
 - Rob, April and Brian all concurred that current planning thinking goes along with Michigan's placemaking initiative: good public spaces attract people and that leads to economic development / growth. One of the competitive advantages of traditional downtowns is that they are often people-oriented places.
2. Brian: Market Analysis Update
 - Meeting on April 21 w/ consultant
 - Team consists of folks from across Main Street committees, will be spearheaded by ERC

**MEETING MINUTES
THREE RIVERS DDA/MICHIGAN MAIN STREET
PROMOTIONS COMMITTEE
MAY 14, 2015
8:30 AM
VOYAGER'S INN BED & BREAKFAST**

1. CALL TO ORDER

The meeting was called to order by Doug Mitchell, Vice Chair at 8:35 AM.

2. ROLL CALL

Present: Caryn Wilson, Brian Persky, Kristina Coakley and Doug Mitchell

3. APPROVAL OF AGENDA

Persky requested that Agenda Item 7b be deleted. A motion was made by Mitchell and seconded by Wilson to approve the agenda, as modified. Motion carried.

4. APPROVAL OF MINUTES

A motion was made by Mitchell and seconded by Wilson to approve the minutes of the last meeting. Motion carried.

5. CITIZEN COMMENTS

None.

6. UPCOMING EVENTS

a. "Community Clean-Up Day " is May 16 (8:30 AM – Noon). Unfortunately rain is predicted. About 100 people are signed up to help. Girls on the Run and Tram worked on flower pots over the past few days. The Fire Department, Merchants and the Meyer family will team up for the downtown wash-down. Other target areas are the East Parking Lot, the West Parking Lot, Scidmore Park, City Hall and Huss School. Meijer donated \$200 which will be used for breakfast food items. The Organization Committee is handling the pizza lunch.

b. The Merchant Group has met twice regarding Sass in the City. A flier design from a previous year will be used; paper will be hot pink and lime green. Options for ads are being considered. Barb England at the TR Commercial offered to do flier layouts at no cost.

The Promotions Committee has been asked in the future to consider other events that may be scheduled before selecting the date for Sass.

Martell will re-wrap the donation boxes in pink and green. Miller will contact Grand Rental regarding a snow cone machine. Persky will contact James Sherman regarding massages and Pin Up Salon about a photo booth. Ridgeway has been contacted about

Balloon Bouquets that will be tied to 12 flower pots. Moreland is working with Mike Curtis on live music. Wilson will contact Weenie Kings. Persky will contact Main Street Café and Paisano's. Kristina will contact food trucks (a taco vendor and Bistro on Wheels). These will be placed in front of vacant buildings. It was decided to ask for a vendor fee of \$50 for participation in BOTH Sass in the City and Harmony Fest.

The idea of community organizations having tables or booths at Sass was tabled. The Committee likes the concept but time is running out. It will be worked into the plan for Harmony Fest.

- c. Coakley has worked extensively on Harmony Fest (HS). HF has approximately \$3,000 in funds. A headliner band has not been selected; discussions with four are under way. Coakley updated the HF website and Facebook pages and revised the request for donations letter. Discussions are underway with breweries for a beer tasting area.

It was noted that HF proposed again selling mardi gras-style beads. Wilson spoke strongly against this, since an effort was being made to "raise the bar" on the quality of this event. Mitchell suggested insulation can cozies instead.

7. DISCUSSION ITEMS

- a. Coakley has worked on the sponsorship brochure, and it should be finished soon.
- b. HDC Guidelines discussion was eliminated from today's discussion.
- c. Committee officers are now final: Miller is chair, Mitchell is vice-chair, Wilson is secretary.
- d. Work plans for 2015-16 are due June 10. There will be a joint meeting of the DDA and all committees on that day at the Riviera at 6 PM for a review of activities.
- e. To accommodate schedules, the regular meeting date for the Promotions Committee has been moved to the second Monday, at 4 PM at the DDA Office.

- 8. The next meeting is scheduled for Monday, June 8, 2015 (4:00 PM) at the DDA Office.

9. ADJOURNMENT: 9:40 AM

Submitted by:



Caryn Wilson, Secretary

Director's Report

- We had over 150 volunteers and more than 20 various Three Rivers area organizations that were involved in Community Cleanup Day (May 16) this year. More than 500 volunteer hours were logged in the planning, organizing, and execution of Community Cleanup Day. Volunteers accomplished a variety of tasks including brush cleanup, hedge trimming, landscaping, flower planting, mulching, weeding, roadside trash pickup in the downtown area.
- We're continuing to work with the City, MEDC, and SBDC on two potential new restaurants (Brasco Americana & The Landmark Tap House & Grille). The Design Committee has approved a third Design Service for Bruce Monroe at 39-43 N. Main, which will be done in coordination with Brasco Americana at 41 N. Main.
- Danielle and myself approached the City Commission on May 12th with a proposal to spur economic development and capitalize on current momentum happening in downtown Three Rivers as a direct result of the Main Street program, via grants and incentive programs. The proposal was given consideration, but ultimately turned down in favor of presenting projects on a case-by-case basis. The City Commission did, however, vote unanimously (4-0) to approve a contribution to the DDA/Main Street program in the amount of \$26,000.
- The Market Analysis officially kicked off in April, and volunteers were given individual assignments at our April 21st meeting with Jay Schlinsog (consultant) and Emily Pantera (MMSC). A public stakeholders meeting was held on May 20th and a follow up is planned for August 25th at the Carnegie. Details are on our website.
- I attended a regional "Placemaking" training in Kalamazoo on May 14th with the Mayor, and members of CINO. Last week, I met Wayland's new Main Street Manager in Otsego and provided some light training. Next week I have a quarterly training in Owosso Monday, June 8th – Tuesday, June 9th (topic: Organization). Our next regional training is in Hart on Monday, September 14th – Tuesday, September 15th (topic: Design).

DISCHARGE OF MORTGAGE

The Real Estate Mortgage (Second), made effective August 19, 2010, executed by Paul Lubieniecki, II, a/k/a Paul Lubieniecki, and Christina Lubieniecki, husband and wife, of 10191 Walnut Drive, Three Rivers, Michigan 49093, to the Three Rivers Downtown Development Authority, a public corporation, organized and existing pursuant to the authority of Act 197, Public Acts of Michigan, 1975, MCLA 125.1651, et seq., of 57 North Main, Three Rivers, Michigan 49093, and recorded in the Office of the Register of Deeds for St. Joseph County, Michigan in Liber 1584, on Page 262 is paid and is hereby discharged.

Witness my hand this ____ day of _____, 2015

THREE RIVERS DOWNTOWN DEVELOPMENT AUTHORITY

By: _____

Its: _____

STATE OF MICHIGAN)

)ss:

COUNTY OF _____)

The foregoing instrument was acknowledge before me this ____ day of _____, 2015 by _____, the _____ of the Three Rivers Downtown Development Authority, a Michigan public corporation, on behalf of the corporation.

Notary Public
County of _____, State of Michigan
My Commission Expires: _____

Prepared by and Return to:
Michael D. O'Connor
Lennon, Miller, O'Connor & Bartosiewicz, P.L.C.
151 South Rose Street
900 Comerica Building
Kalamazoo, MI 49007
(269) 381-8844



Year-End/Accreditation for Michigan Main Street Communities

Purpose and Summary

The primary purpose of the Year-End/Accreditation visit is to determine the progress the local Main Street program is making in the fulfillment of its vision, mission and work plan. National and Michigan Main Street staff will use three primary tools to measure progress — the program self Evaluation, the annual reports (vision, mission, strategic/work plan) and interviews to determine progress. In addition, the Team will also use periodic reports filed with Michigan Main Street Program to gain insights into the work of the local program. At the end of the visit communities will know whether they have reached the 10 standards of accreditation set by the National Main Street Center.

The Year-End/Accreditation service has four primary objectives:

- To review the local Main Street program and see if the criteria for national and Michigan accreditation is being met;
- To review the progress the Main Street program has made toward meeting the annual objectives set forth in its annual work plan;
- To celebrate successes;
- To develop strategies to address changes in environment, opportunities and threats facing the local Main Street program.

Format

The Year-End/Accreditation visit will be a half day meeting scheduled by the manager, either morning or afternoon, whichever works best for the community. The meeting with the Main Street Manager needs to be scheduled before the other two groups.

❑ **Meeting schedule**

- Breakfast/Lunch meeting with Main Street Program Manager (1 hour, first meeting)
- Meeting with all Committees – Chair and Members (1 hour)
- Meeting with Chair of the Board (1hour)
- Meeting with DDA/Main Street Board of Directors (1 1/2 hours has to be last meeting)

Local Community Responsibilities

The local community is required to assist National and Michigan Main Street staff with the following:

❑ **Logistics**

- Annual report completed and submitted to MMS by deadline
- Self-Evaluations completed by MS Board and submitted with Annual Report on Aug 10th
- MS Manager organized meetings to meet MMS scheduling needs (listed above to have the maximum amount of participation at the meetings)
- Have final agenda filled out with times and locations provided to Michigan Main Street no later than two weeks before the on-site visit.



Michigan Main Street *Year End Evaluation And Accreditation* For Michigan Main Street and National Main Street Center

Community: _____

Year: _____

- 1. Broad-based community support for the commercial district revitalization process
- 2. Vision and mission statements
- 3. Comprehensive Main Street work plans with measurable objectives
- 4. Historic preservation ethic i.e. Design Guidelines
- 5. Active board of directors and committees
- 6. Adequate operating budget
- 7. Paid, professional program director
- 8. Program of on-going training for staff and volunteers
- 9. Reporting of key statistics
- 10. Current member of the National Main Street Network

This community is eligible for recognition as an accredited National Main Street Community

This community *is not* eligible for recognition as an accredited National Main Street Community

Signature of evaluator

Date

Michigan Main Street
Year End Evaluation (Accreditation criteria)
National Main Street Community

The overall purpose of the National Main Street Communities accreditation program is:

- To provide national visibility to local Main Street programs which understand and fully utilize the four point Main Street approach and eight Main Street principles and which continue to evolve organizationally to meet new challenges: and
- To provide realistic goals and a tangible incentive for local Main Street programs which do not yet meet the criteria for national and Michigan accreditation

The eleven criteria for accreditation as a National Main Street Community are as follows:

1. **Broad-based community support for the commercial district revitalization process.**

Background: At its best, a local Main Street program represents and involves a coalition of organizations, agencies, businesses and individuals from throughout the community – not just those who own property or businesses in the commercial district or who have a direct economic tie to it, but all members of the community who are interested in the community’s overall health. By actively involving a broad range of interests and perspectives in the revitalization process, the Main Street program leverages the community’s collective skills and resources to maximum advantage.

Guidelines

- The Main Street organization should have the active participation of various stakeholders at the committee and board levels, including such constituents as:

<i>Local government organizations</i>	<i>Historic preservation</i>
<i>Civic groups</i>	<i>Local industries</i>
<i>Regional planning groups</i>	<i>School groups and students</i>
<i>Community development organizations</i>	<i>Financial</i>
<i>Realtors</i>	<i>Architects and building</i>
<i>contractors</i>	
<i>Consumers</i>	<i>Transportation authorities</i>
<i>Property owners</i>	<i>Parking authorities</i>
<i>Churches, temples, religious institutions</i>	<i>Developers</i>
<i>Business owners</i>	<i>District/neighborhood</i>
<i>residents</i>	

- Participants should contribute either financial or programmatic support (or both) for the revitalization program.
- The program should constantly refresh its pool of volunteers, involving new volunteers each year.

2. **Vision and mission statements relevant to community conditions and to the local Main Street program’s organizational state.** *Background:* A mission statement communicates the Main Street organization’s sense of purpose and overall direction. A

vision statement communicates the organization's long-term hopes and intentions for the commercial district.

Guidelines: Some revitalization programs begin with a vision statement; others develop a vision statement in the early phase of the program. At a *minimum*, the Main Street organization should have a mission statement in place, reviewed annually.

3. **Comprehensive Main Street work plans.** *Background:* Comprehensive annual work plans provide a detailed strategy for the Main Street program's activities; reinforces the program's accountability both within the organization and also to the broader community; and provides measurable objectives by which the program can track its progress.

Guidelines:

- The work plans should contain a balance of activities in each of the four broad program areas that comprise the Main Street approach.
- The work plans should contain measurable objectives, including time lines, budgets, desired outcomes and specific responsibilities.
- The work plans should be reviewed and new work plans developed annually.
- Ideally, the full board and committees will be involved in developing the annual work plans. At a minimum, though, the full board should adopt/approve the annual work plans.
- The work plans should distribute work activities and tasks to a broad range of volunteers and program participants.

Michigan Main Street expectation:

- Annual work plan for each committee submitted
- Completion and significant progress on annual work plans from each committee

4. **Historic preservation ethic:** *Background:* Historic preservation is central to the Main Street program's purpose. The historic buildings and public spaces of a traditional commercial district enrich civic life and add value – on many levels – to the community. Developing a historic preservation ethic is an ongoing process of education and discovery for a community and for a local Main Street program. Main Street programs that have embraced a strong historic preservation ethic are successful in saving, rehabilitating and finding new use for traditional commercial buildings. Intensifying the uses of the district's buildings, through both specific building improvement projects and policy and regulatory changes, makes it easier to develop property within the commercial district. Some Main Street organizations support preservation values, but do not fully understand that preservation is an *ethic*, not just an *activity* or group of activities. Historic preservation involves not only the process of rehabilitating, restoring or renovating older commercial buildings, but also the process of adopting, planning and implementing land use policies. These policies encourage full use of existing commercial centers before new development takes place, removing the regulatory and other barriers that sometimes make it difficult to attract investment to historic commercial districts.

Guidelines:

- The program has or is working towards putting in place, an active and effective design management program (which may include financial incentives, design assistance, maintenance or creation of Historic District, regulatory relief, design review, education or other forms of management).
- The program encourages appropriate building renovations, restoration and rehabilitation projects.
- The program works to find creative adaptive use, financing and physical rehabilitation solutions for preserving historic buildings.
- The program recognizes the importance of planning and land use policies that support the revitalization of existing commercial centers and works towards putting land use policies in place which make it as easy (if not easier) to develop property within the commercial district as it is outside the commercial district. Similarly, it ensures that financing, technical assistance and other incentives are available to facilitate the process of attracting investment to the historic commercial district.
- The program builds awareness for the commercial district's historic buildings and for good design.
- The program preserves more buildings than it demolishes.

5. **Active board of directors and committees:** *Background:* Main Street revitalization is an on-going process of changing a community's attitudes about its traditional commercial district (or districts). The direct involvement of an active board of directors and committees is key to this process. The *Main Street director is responsible for facilitating the work of volunteers, not for single-handedly revitalizing the commercial district.* In some areas, or in communities of varying sizes, local Main Street programs have been launched by or have merged with other organizations with a broader agenda (such as a chamber of commerce or a community development corporation.) A local Main Street program in one of these circumstances has a better chance of long-term success if it maintains focus on its particular purpose and if its mission statement, work plan, budget, manager and governing body remain distinct from that of the larger organization in which it is contained.

Guidelines:

- The Board is a strongly participative group of volunteers working in both programming, training and other volunteer activities, it is a true *working* board, not "figurehead."
- Committees actively develop and implement the program's annual work plan.
- The Main Street program has a dedicated governing body, its own rules of operation, and by-laws, even if the Main Street program is part of a larger organization.
- The program provides on-going training for board and committee members.

Michigan Main Street expectations:

- Each committee regularly meets
- Committees complete and implement work plans for the year

6. **Adequate operating budget:** *Background:* In order to be successful, a local Main Street program must have the financial resources necessary to carry out its annual and evolving program of work. The size of a program's budget will change as the program matures (in its early years, it may need less money than in its growth years). Also, program budgets are likely to vary according to regional economic differences and community size.

Guidelines:

- The Main Street program's budget should be adequate to achieve the program's goals.
- The budget should be specifically dedicated for the purpose of revitalizing the commercial district.
- The Main Street program's budget should contain funds adequate to cover the salary and fringe benefits of staff; office expenses; travel; professional development; and committee activities.

Michigan Main Street expectations:

- Budget is sufficiently funded from both private and public sources for the year
- Show evidence of a growing number of private fundraising and revenue generating events

- 7. Paid, professional program director.** *Background:* Coordinating a successful Main Street program requires a trained, professional staff person. While Main Street directors come from a broad range of academic and professional backgrounds, the most successful program directors are those who are good communicators; who can motivate volunteers; and who have good project management skills, being able to keep the revitalization program's many activities moving forward on schedule and within budget. In all instances, the Main Street program director's position is full-time (generally 40+ hours per week).

Guidelines:

- The Main Street program director should be paid a salary consistent with those of other community development professionals within the city, state or region in which the program operates.
- The minimum amount of time the Main Street program director works each week should be consistent with comparable Main Street programs in the city, state or region. (full-time)
- The program director should be adequately trained – and should continue learning about revitalization techniques and issues affecting traditional commercial districts.

Michigan Main Street expectations:

- Full-time Michigan Main Street Manager

- 8. Program of ongoing training for staff and volunteers.** *Background:* In order to meet new challenges and ensure a strong organization, Main Street program participants need on-going training. Participants – both staff and volunteers – need different skills during different phases of the revitalization process. The skills that program participants learn in the *catalyst* phase of the program are rarely adequate for the *growth* or *management* phases. As staff and volunteer turnover occurs, new staff members and new volunteers will need basic Main Street training. All program participants should stay current on issues that affect traditional commercial districts and on new revitalization techniques and models.

Guidelines: the local Main Street program develops local leadership capacity through such mechanisms as:

- Taking advantage of citywide, state, regional and national training opportunities.

- Making reference and training materials available locally.
- Providing/conducting training when appropriate, including in Main Street Basic 101 training, volunteer training, annual orientation for board members, quarterly events, annual committee training and writing Board, committee, Chairs and Manager job responsibilities.

Michigan Main Streets expectations:

- Managers attendance at 80% + training opportunities
- Volunteers attendance at 50% + training opportunities
- Program representative attend 100% of all Quarterly Forums
- Program successfully completes all state training and programmatic opportunities

9. **Reporting of key statistics:** *Background:* Tracking statistics – reinvestment, job, business creation, etc. –provides a tangible measurement of the local Main Street program’s progress and is crucial to garnering financial and programmatic support for the revitalization effort. Statistics must be collected on a regular, on-going basis.

Guidelines:

- The program submits regular monthly reports.

BASELINE DATA SHOULD INCLUDE:

- SEV and TV of just the MS area
- Net and gross new jobs
- Net and gross new businesses
- Number of new construction projects and private investment
 - Specify if rehabilitation tax credit is used
- Number of public improvement projects and \$ invested
- Number of building rehabilitation projects
- Number of new housing units created
- Number and value of property transactions
- Commercial, office and residential rents, per square foot (annual measurement)

Michigan Main Street expectations:

- Timely submission of monthly and yearly reports (80% of reports must be submitted within one week of due date)

10. **Current member of the National Main Street Network.** *Background:* Participation in the National Main Street Network connects local programs to their counterparts throughout the nation, providing them with valuable information resources.

Guidelines:

- Current standard-level membership in the National Main Street Network.



Michigan Main Street

Self-Assessment
of

Three Rivers Main Street
Program

Completed on (date): _____

Completed by (check one):

- Member of Board of Directors
- Main Street Manager/Executive Director
- Committee Chair
- Board/Committee Chair

Introduction

Michigan currently has 20 communities participating in the Michigan Main Street (MMS) program. Every year, each local Main Street program undergoes a yearly evaluation to assess the program's progress in addressing downtown revitalization issues. Because all the local programs vary considerably from each other due to varying priorities, goals, financial and volunteer resources, the evaluation is based on the National Trust Main Street Center's Ten Standards of Performance. These standards, listed below, outline benchmarks and guidelines (indicators) local programs strive to meet in order for their downtown revitalization efforts to perform efficiently and effectively.

The first step of the yearly evaluation is for each Main Street program, including the Board of Directors, Main Street Manager, and Committee Chairs, to complete an Annual Self-Assessment. The purpose of the self-assessment is for the local program to recognize its own strengths and weaknesses and where it stands in achieving its vision and goals.

The second step of the yearly evaluation is for the Michigan Main Street program to review the community's Self-Assessment, along with its monthly and annual reports, and conduct on-site interviews with the Board of Directors, Main Street Manager, and other key stakeholders. Site visits will be conducted in September through November. The information gathered will help the MMS program gain an understanding of the local program's progress, determine if the community meets the Ten Standards of Performance for accreditation with the National Main Street Center, and help MMS provide more specialized services and support to the community.

Ten Standards of Performance for Main Street Programs

1. Broad-based Community Support
2. Vision and Mission Statements
3. Comprehensive Work Plan
4. Historic Preservation Ethic
5. Active Board and Committees
6. Adequate Operating Budget
7. Professional Management and Development
8. Program of Ongoing Training for Staff and Volunteers
9. Reporting of Key Statistics
10. National Main Street Network Membership

Instructions

The Annual Self-Assessment is to be completed by all members of the Board of Directors, Main Street Manager, and Committee Chairs. Please circle either 1 through 5 (1 being weakest, 3 being average, 5 being strongest) on how well you think your program is meeting the particular indicator and then briefly explain your answer. Return the Self-Assessment to your Main Street Manager by August 8, 2014. The assessments will be submitted with your program's Annual Report to the Michigan Main Street program.

I. Broad-based community support.

Description: At its best, a local Main Street program represents and involves a coalition of organizations, agencies, businesses, and individuals from throughout the community — not just those who own property or businesses in the commercial district or who have a direct economic

tie to it, but *all* members of the community who are interested in the community's overall health. Involvement by both the public and private sectors is critical as well; neither sector can revitalize the commercial district without the skills and vantage points of the other. Ideally, both sectors will participate in the revitalization process by providing funding, leadership, and ideas, and by encouraging collaboration between existing programs to assist the revitalization process. By actively involving a broad range of interests and perspectives in the revitalization process, the Main Street program leverages the community's collective skills and resources to maximum advantage. The overall goal is for a broad range of constituencies from both sectors to understand and be philosophically committed to the revitalization process and, to that end, to commit the maximum resources possible to achieve the goal of revitalizing the commercial district.

Indicators:

1 2 3 4 5 1. A wide cross-section of the community represented on the Board of Directors

–
Explain:

1 2 3 4 5 2. A wide cross-section of the community represented on the committees –

Explain:

1 2 3 4 5 3. Broad-based philosophical support from the community –

Explain:

1 2 3 4 5 4. Municipal government demonstrates a philosophical commitment to downtown revitalization –

Explain:

1 2 3 4 5 5. Works in partnership with other organizations –

Explain:

Additional Comments: _____

II. Vision and mission statements.

Description: A mission statement communicates the Main Street organization's sense of purpose and overall direction. A vision statement communicates the organization's long-term hopes and intentions for the commercial district. Be mindful that a vision statement *is not* a slogan. Both statements should be developed with broad participation by the board, committees, program volunteers, and with community input. In addition, both statements should be

reviewed, revised and reaffirmed on an annual basis.

Indicators:

1 2 3 4 5 1. Has an appropriate written vision statement formally adopted by the Board of Directors that shows a clear understanding of what can be accomplished through the Main Street program and includes a general timeframe to meet goals and objectives in each of the 4 points.

Explain:

1 2 3 4 5 2. Has an appropriate written mission statement formally adopted by the Board of Directors that states how the program will achieve its vision.

Explain:

Yes No 3. Both the Vision and Mission statements are reviewed by the Board yearly.

1 2 3 4 5 4. Uses the vision and mission statements to drive the program’s work plan – Explain:

1 2 3 4 5 5. Uses the vision and mission statements in public ways (press releases, website, business cards, newsletter, etc.) –

Explain:

Additional Comments: _____

III. Comprehensive work plan.

Description: A comprehensive annual work plan provides a detailed blueprint for the Main Street program’s activities; reinforces the program’s accountability both within the organization and in the broader community; and provides measurable objectives by which the program can track its progress. A formal work plan process should also be developed and instituted so that the board of directors and committees work together in devising and implementing yearly work plans.

Indicators:

1 2 3 4 5 1. Yearly goals and objectives established for the committees with the Board of Directors through a yearly organization retreat or work planning session –

Explain:

1 2 3 4 5 2. Detailed work plans developed by the committees through a formal work planning process –
Explain:

1 2 3 4 5 3. Work plans reviewed and formally approved by the Board of Directors –
Explain:

1 2 3 4 5 4. Work plan implementation is monitored by the Board of Directors on at least a quarterly basis–
Explain:

1 2 3 4 5 5. Committee chairs report progress of work plan implementation on a monthly basis –
Explain:

1 2 3 4 5 6. Distributes work plan activities and tasks to a broad range of volunteers –
Explain:

1 2 3 4 5 7. The Work plan contains measurable objectives, including timelines, budgets, desired outcomes, and specific responsibilities –
Explain:

The work plan has a balance of appropriate activities in each of the four program areas-

1 2 3 4 5 8. **Organization** (volunteer management and leadership development, fundraising, public relations) –
Explain:

1 2 3 4 5 9. **Design** (design education, visible design projects, streetscape improvements, incentives) –
Explain:

1 2 3 4 5 10. **Promotion** (retail events, special events, image campaign) –
Explain:

1 2 3 4 5 11. **Economic restructuring** (market analysis, business assistance, recruitment, property development, incentives) –
Explain:

Additional Comments: _____

IV. Historic preservation ethic.

Description: Historic preservation is central to the Main Street program's purpose. The historic buildings and public spaces of a traditional commercial district enrich civic life and add value on many levels to the community. Developing a historic preservation ethic is an ongoing process of education and discovery for a community and for a local Main Street program. Main Street programs that have embraced a strong historic preservation ethic are successful in saving, rehabilitating, and finding new uses for traditional commercial buildings and in intensifying the uses of the district's buildings, through both specific building improvement projects and through policy and regulatory changes, which make it easier to develop property within the commercial district.

Some Main Street programs purport to support preservation values, but do not fully understand that preservation is an ethic, not just an activity or group of activities. Historic preservation involves not only the process of rehabilitating, restoring, or renovating older commercial buildings but also the process of adopting planning and land use policies that encourage full use of existing commercial centers before new development takes place, removing the regulatory and other barriers, which sometimes make it difficult to attract investment to historic commercial districts.

Indicators:

- | | | | | | | | |
|-----|---|----|---|---|----------|--|--|
| 1 | 2 | 3 | 4 | 5 | 1. | The program has, or is working to put in place, an active and effective local design management program, which may include – | |
| | | | | | Yes | No | Financial incentives for design projects |
| | | | | | Yes | No | Design review – formal or informal – |
| | | | | | Yes | No | Locally based design guidelines have been developed and/or adopted |
| | | | | | Yes | No | Other (explain): |
| | | | | | _____ | | |
| | | | | | Explain: | | |
| | | | | | _____ | | |
| Yes | | No | | | 2. | The community has implemented a local historic preservation ordinance with mandatory/advisory design review – | |
| | | | | | Explain: | | |
| | | | | | _____ | | |
| Yes | | No | | | 3. | The downtown is listed in the National Register of Historic Places (if eligible) – | |
| | | | | | Explain: | | |
| | | | | | _____ | | |
| 1 | 2 | 3 | 4 | 5 | 4. | More buildings are being preserved downtown than are being demolished – | |

Explain:

- 1 2 3 4 5 6. There have been significant positive changes in the appearance of downtown over the last year including façade and building rehabilitation projects, new signage and awnings, etc., –
Explain:

- 1 2 3 4 5 6. The Main Street program encourages local planning and land use policies that will support downtown revitalization and historic preservation including a new city comprehensive plan, downtown master plan, preservation planning study, and zoning and other code revisions –
Explain:

- 1 2 3 4 5 7. The program builds public awareness for the district’s historic buildings and the downtown’s history –
Explain:

- Yes No 8. The program has taken advantage of Michigan Main Street Design Services or similar local services over the past year –
Explain:

- 1 2 3 4 5 9. The program educates the community on historic preservation issues and on good design through workshops and other educational activities –
Explain:

Additional Comments: _____

V. Active board and committees.

Description: Main Street revitalization is an ongoing process of changing a community's attitude about its traditional commercial district(s). The direct involvement of an active board of directors and committees is key to this process. The Main Street director is responsible for facilitating the work of volunteers, not for single-handedly revitalizing the commercial district. In some areas, and in communities of some sizes, local Main Street programs have been launched by or have merged with other organizations, which have a broader agenda (such as a chamber of commerce or a community development corporation). A local Main Street program in one of these circumstances has a better chance of long-term success if it maintains focus on its particular purpose and if its mission statement, work plan, budget, and governing body remain distinct from that of the larger organization in which it is contained. In Michigan, the boards of

downtown development authorities and non-profit organizations, are typically responsible for implementing and managing the Main Street effort.

Board and Committee Indicators:

1 2 3 4 5 1. Are actively fundraising to support the program’s work plan –
Explain:

1 2 3 4 5 2. Actively promote and advocate the program to the community, communicate their roles and listen to community feedback –
Explain:

1 2 3 4 5 3. Communicating to the public with a unified voice –
Explain:

Board Indicators:

1 2 3 4 5 4. Well-managed, regular monthly meetings, with an advance agenda and regular distribution of minutes –
Explain:

Yes No 5. Its own bylaws empowered to carry out Main Street’s mission –
Explain:

Yes No 6. Its own budget empowered to carry out Main Street’s mission –
Explain:

1 2 3 4 5 7. Established operating policies and procedures including communication and personnel policies –
Explain:

1 2 3 4 5 8. A local orientation session for new board members –
Explain:

1 2 3 4 5 9. Job descriptions and/or letters of commitment explaining board member responsibilities –
Explain:

Committee Indicators:

1 2 3 4 5 10. Each of the 4 committees exist and are active –
Explain:

-
- 1 2 3 4 5 11. Have enough active members to be effective (5 to 7 members) –
 Explain:

- 1 2 3 4 5 12. Hold regularly scheduled meetings with an advance agenda that addresses
 the committee work plans –
 Explain:

- 1 2 3 4 5 13. Have responsibility for the implementation of the work plan –
 Explain:

- 1 2 3 4 5 14. Communicate with each other and coordinate projects as appropriate –
 Explain:

- 1 2 3 4 5 15. Hold an orientation session for all new committee members –
 Explain:

- 1 2 3 4 5 16. Conduct projects that are visible to the community –
 Explain:

- 1 2 3 4 5 17. Job descriptions and/or letters of commitment explaining committee
 member responsibilities –
 Explain:

Additional Comments: _____

VI. Adequate operating budget.

Description: In order to be successful, a local Main Street program must have the financial resources necessary to carry out its annual and evolving program of work. The size of a program’s budget will change as the program matures (in its early years, it may need less money than in its growth years). In addition, program budgets are likely to vary according to regional economic differences and community size. For Michigan DDA’s monies must be expressly used for revitalization activities in its traditional downtown commercial district.

Indicators:

1 2 3 4 5 1. Revenue sources and in-kind donations are varied and broad-based including the following:
Yes No DDA property levy
Yes No DDA TIF
Yes No Principal Shopping District (PSD)
Yes No Donations
Yes No Corporate sponsorships
Yes No Earned income (festivals, product sales, etc)
Yes No Formal membership program
Yes No Municipal allocation
Yes No In-Kind Contribution
Yes No Other (explain):

1 2 3 4 5 2. The Main Street program’s budget is specifically dedicated to the purpose of revitalizing the traditional downtown commercial district –
Explain:

1 2 3 4 5 3. Adequate to achieve the program’s goals –
Explain:

Yes No 4. Have dedicated line-item budgets –
Explain:

1 2 3 4 5 5. Adequate to cover the salary and fringe benefits of staff members, as well as other administrative expenses –
Explain:

1 2 3 4 5 6. Adequate to cover professional training and development and the associated travel –
Explain:

1 2 3 4 5 7. There is a process for financial oversight and management –
Explain:

1 2 3 4 5 8. Regular financial reports are made to the board –
Explain:

1 2 3 4 5 9. The program is taking steps to ensure long-term financial stability –
Explain:

Additional Comments: _____

VII. Paid, professional DDA/Main Street Program Director.

Description: Coordinating a successful Main Street program requires a trained, professional staff person. While Main Street directors come from a broad range of academic and professional backgrounds, the most successful executive directors are those who are good communicators; who can motivate volunteers; and who have good project management skills, being able to keep the revitalization program's many activities moving forward on schedule and within budget. The Main Street executive director's position is full-time (generally 40+ hours per week). Furthermore, in order to meet these criteria, Michigan Main Street requires that the Main Street Manager/Director hold the same position and title of DDA Executive Director, if the program is housed within a local downtown development authority.

Indicators:

Yes No 1. Main Street Manager/Director is DDA or Non-Profit Executive Director – Explain:

Yes No 2. Is a full-time employee and works exclusively for the DDA/Main Street program – Explain:

1 2 3 4 5 3. Makes regular monthly reports to the board of directors – Explain:

1 2 3 4 5 4. Has a salary that is consistent with those of other community and economic development professionals within the locality and region – Explain:

1 2 3 4 5 5. A written job description and performance expectations are in place – Explain:

1 2 3 4 5 6. A formal performance evaluation on an annual basis – Explain:

1 2 3 4 5 7. Regular feedback, encouragement, and guidance throughout the year –
Explain:

1 2 3 4 5 8. Adequate training and continues learning about revitalization techniques and
downtown issues –
Explain:

1 2 3 4 5 9. There is a clear chain of command for the executive director and ultimately
“one boss” (the board president) that guides and directs the executive director
–
Explain:

Yes No 10. Main Street Manager/Director has been certified through the National Main
Street Certification Institute –
Explain:

1 2 3 4 5 11. Main Street Manager/Director has attended required MMS training
opportunities (including Quarterly Trainings) –
Explain:

Additional Comments: _____

VIII. Program of ongoing training.

Description: In order to meet new challenges and ensure a strong organization, Main Street program participants need ongoing training. Participants — both staff and volunteers — need different skills in different phases of the revitalization process; for that reason, the skills a program’s participants learn in the program’s *catalyst phase* are rarely adequate for the *growth* or *management phases*. As staff and volunteer turnover occurs, new staff members and new volunteers will need basic Main Street training. Moreover, all program participants should stay current on issues that affect traditional commercial districts and on new revitalization techniques and models. Training can take place at the local level, through the local Main Street program, and by attending training opportunities at the regional, state and national levels.

Indicators:

1 2 3 4 5 1. Formal volunteer recruitment efforts are taking place –
Explain:

1 2 3 4 5 2. The program provides and conducts appropriate local volunteer training

workshops other than MMS-organized workshops –

Explain:

1 2 3 4 5 3. Annual recognition of volunteers through a special activity –

Explain:

1 2 3 4 5 4. The program makes available and uses appropriate reference and training materials –

Explain:

1 2 3 4 5 5. A number of volunteers have attended Michigan Main Street training sessions –

Explain:

Yes No 6. Manager and/or Board Members attended this past year’s National Main Street Conference –

Explain:

1 2 3 4 5 7. A number of volunteers have attended non-MMS training in the region or state –

Explain:

Additional Comments: _____

IX. Reporting of key statistics.

Description: Tracking statistics — reinvestment, job and business creation, and so on — provides a tangible measurement of the local Main Street program’s progress and is crucial to garnering financial and programmatic support for the revitalization effort. Statistics must be collected on a regular, ongoing basis.

Indicators:

Yes No 1. The program submit completed yearly reports by the 1st Friday of August each year as specified by the MMS program -

Explain:

Yes No 2. The program submit completed monthly reports by the 10th of each month as specified by the MMS program -

Explain:

-
- 1 2 3 4 5 3. Has regular communication of key statistics to the community at-large about the program –
Explain:
-

Additional Comments: _____

X. Main Street Network membership.

Description: Participation in the National Trust Main Street Network membership program connects local programs to their counterparts throughout the nation, providing them with valuable information resources.

Indicators:

- Yes No 1. The program is a current member of the National Main Street Network;
Membership # _____

National Accreditation Visit

Tuesday, November 10th @ TBD – Meeting Schedule (in order)

Breakfast/Lunch meeting (1 hour):	Main Street Program Manager (Brian)
Meet with Committees (1 hour):	Chairs & members
Meet with Chair of the Board (1 hour):	DDA/Main Street Board Chairperson (Danielle)
Meet with Board (1 ½ hours):	DDA/Main Street Board of Directors

Ten standards of performance for Main Street programs:

1. Broad-based community support

- (+) Wide cross-section of the community represented on Board of Directors
- (-) Active participation of various stakeholders, broad-based philosophical support

2. Vision and mission statements

- (+) Adopted both during Baseline Assessment, appropriate and formally adopted
- (-) Continues to use mission and vision in public ways and drives work plan development

3. Comprehensive work plans

- (+) Work plans contain measurable objectives, timelines, budgets, desired outcomes, and specific responsibilities. Full Board involved in developing annual work plans and review/approve at Board meetings
- (-) Work plans should distribute work activities and tasks to a broad range of volunteers

4. Historic Preservation Ethic

- (+) Program has or is working towards putting in place an active and effective design management program (guidelines, incentives, design assistance, HDC collaboration, etc.)
- (-) The program builds awareness, educates community, and works with local planners, etc.

5. Active Board and Committees

- (+) Uses rules of operations, by-laws, regularly meets, and incorporated Board Acknowledgement
- (-) Actively fundraising, advocating, etc. and has thorough orientation process for new members

6. Adequate operating budget

- (+) Program budget adequately funds salary and fringe benefits of staff, office expenses, travel, etc.
- (-) Corporate sponsorships, earned income during festivals, etc. (still developing)

7. Professional Management and Development

- (+) FT Manager, adequately trained, continued education, understands revitalization techniques
- (-) Formal performance evaluation

8. Program for ongoing training for staff and volunteers

- (+) Manager is taking advantage of regional trainings and attending quarterly trainings
- (-) A number of volunteers have attended MMS training sessions/non-MMS trainings

9. Reporting of key statistics

- (+) Program submits regular monthly reports (on time).
- (-) Has submitted Annual Report (due August 1st)

10. National Main Street Network Membership

- (+) Current standard-level membership in the National Main Street Network