Your complete resource library for downtown and commercial district revitalization and management in Michigan
INTRODUCING THE MAIN STREET SOLUTION CENTER

After months of strategic work, and years of developing and collecting resources, the Michigan Main Street Center is excited to launch the Main Street Solution Center. Our focus has been to create a comprehensive collection of best practices, case studies, guides, and videos on the challenges and solutions in the world of downtown preservation and economic development. We have organized our solution center into eight categories to make finding the right solution to your challenge easy.

THE CATEGORIES

Our eight category system helps to make the massive collection of resources far less daunting and more helpful. This is how we have organized the information:

Business
This section focuses on supporting, developing, retaining, and recruiting business to your district.

Real Estate
From building inventories to redevelopment strategies and vacancy treatments, this section is focused on getting the most out of your buildings.

Events
Strategic events help bring the district to life, create vibrancy, stimulate retail activity, and help people fall in love with your place.

Marketing
From organization and destination branding to social media, this section helps you to foster advocacy for your efforts and build brand value for your district.

Preservation
Our buildings tell our story. Preservation is the basis of place-based economic development and is the essence of what makes your district unique and special.

Place
Memorable places and experiences create lasting connections that can be nurtured to build support for the district and to mobilize people who are passionate about the place.

Capacity
Efforts to build an organization with a broad base of support, to earn the trust of community leaders, and to foster strong relationships with stakeholders are key.

People
Our people are our greatest asset. We must build relationships and be intentional in our efforts to recruit, retain and recognize them.
WELCOME TO THE SOLUTION CENTER CATALOG
Michigan Main Street is pleased to share this inaugural version of its Main Street Solution Center catalog. The catalog offers a path for evaluating and planning, and is a gateway to an expanding collection of tools and resources for advancing organizational development and district revitalization efforts in downtowns and traditional neighborhood commercial districts across the state of Michigan.

The release of this first edition Solution Center Catalog coincides with the launch of Michigan Main Street’s revamped online resources page, which is now the Main Street Solution Center, a one-stop portal and virtual library organized with both aspiring and experienced downtown leaders, enthusiasts, and organizations in mind.

The scorecard accompanying each section of this catalog helps identify and match Main Street Solution Center tools and resources to local needs, growth opportunities, and initiatives.

Explore the complete inventory of Main Street Solution Center tools and resources by scanning the QR Code to the right or at www.miplace.org/programs/michigan-main-street/resources.

FUTURE UPDATES
The release of this catalog and launch of the Main Street Solution Center represent completion of this groundbreaking initiative’s first phase. Future phases call for:

- Library expansion, with more than twenty new tools and resources to be added in 2023 alone
- Spotlight features on popular and new Main Street Solution Center resources throughout the year
- Annual editions of the Main Street Solution Center Catalog providing an updated inventory of tools and resources and highlighting new contents and features

Bookmark and visit the Main Street Solution Center throughout the year to discover new features, and follow MEDC MiPlace social media for special announcements, previews, and spotlight features.

USING THE SOLUTION CENTER SCORECARD
Use the scorecard in each section to evaluate your organization’s performance, strengths, growth opportunities, and areas of need, and to identify just some of the nearly 100 Main Street Solution Center tools and resources that could provide inspiration and help take your organization to the next level.

The scorecard is designed as an evaluation and strategic planning tool based on best practices and fundamental criteria associated with high performing downtown and district management organizations. Use the tool to:

- Gauge and benchmark the organization’s performance
- Identify growth opportunities, areas of need, and possibilities for new processes, programs, or areas of focus
- Help facilitate board or leadership team development and strategic planning activities
- Match needs, opportunities, priorities, and areas of interest to Main Street Solution Center tools and resources

Scan the QR code for more information.
Successful businesses are vital to a thriving district.

**BUSINESS KEY FOCUS AREAS**
Business Retention Strategies | Business Recruitment Strategies | Business Plan Competitions
Incentive Strategies | Rightsized Retail | Expansion Exploration | Retail Market Data
Succession Planning | New Business Start Up Package

**business solution scorecard**

<table>
<thead>
<tr>
<th>PERFORMANCE MEASURE</th>
<th>STARTING 0</th>
<th>STARTING 1</th>
<th>EVOLVING 2</th>
<th>EVOLVING 3</th>
<th>EXCELLING 4</th>
<th>EXCELLING 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Business development efforts and the broader scope of district revitalization initiatives are focused on a targeted geographic area that is clearly defined and mapped</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. A building and business inventory of the district has been completed for all properties and businesses within the district</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. A map identifying and analyzing the district’s business and activity mix on first and upper floors is in place and updated regularly or as changes warrant</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. The organization has programming and resources in place to actively assist small businesses and entrepreneurs in the district</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. The organization maintains current market information and a list of targeted business expansion and recruitment opportunities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Business development and recruitment collateral materials are in place and updated regularly or as needed</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. The organization hosts regular business owner meetings and/or communicates regularly with business owners to determine needs or challenges, and share successes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**SCORING SCALE**

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Scan the QR code here to go directly to the resource library and download the tools you need to keep your revitalization efforts moving forward!
Economic Vitality Overview
This one page summary describes the importance of a focus on Economic Vitality in your downtown or commercial district.

Small Business Journey Map
This document provides a guide to mapping the steps required to start and open a business in your district.

Business Development Toolkit
Your one stop shop for valuable tools, examples, checklists and guidance related to supporting and developing business investment.

Initiate Business Retention Training
Online resource portal providing small businesses access to tools and resources in a variety of topics such as money, marketing, and management.

Community Driven Business Recruitment
(Slide Deck | Webinar Recording)
Main Street America Market Analysis for Community Transformation
Investment Based Crowdfunding and Community Capital Resources
Small Scale Manufacturing and Maker Economy
Recast City Blog | Made in Place Guide | Webinar Recording
Pop-up Primer - Guide to Hosting a Pop-up Shop

Main Street America Entrepreneurial Ecosystem Resource Center
Entrepreneurial Ecosystem Guide
Audit Tool
Small Business Survey
Small Business Focus Group
Stakeholder Focus Group
Lifecycle Evaluation
Organizational Matrix

resources for supporting place-based businesses

Michigan Small Business Development Center
(Regional Contacts | Webinars | Resources)
Doing Good Business (Certified B Corporation and Good for Michigan)
Consumers Energy Small Business Insights Tool
American Express Shop Small Program
Michigan Buy Nearby Program
Main Street America Main Street Online Small Business Tool
Grow with Google - Training to Grow Your Business or Career
Empower Program by GoDaddy

Business Entrepreneurship Support
Guide to Business Owner Meetings
Business Pitch Competition How-to
New Business Startup Package
Right-sized Retail & Micro-retail
Business Development Incentives
Business Succession 101 Planning
Business Expansion Planning
Ready 2 Recruit Library

coming in 2023

Evolve & Excelling
Economic Vitality Overview
Small Business Journey Map
Business Development Toolkit
Initiate Business Retention Training
Community Driven Business Recruitment
Main Street America Market Analysis for Community Transformation
Investment Based Crowdfunding and Community Capital Resources
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Business Entrepreneurship Support
Guide to Business Owner Meetings
Business Pitch Competition How-to
New Business Startup Package
Right-sized Retail & Micro-retail
Business Development Incentives
Business Succession 101 Planning
Business Expansion Planning
Ready 2 Recruit Library
Investment in property development and building rehabilitation is the key to growing

**REAL ESTATE KEY FOCUS AREAS**
Building Inventory | Available Property Listings | Property Owner Brainstorms | Vacancy Treatments | Building Rehabilitation | Property Redevelopment | Upper Floor Renovations

**real estate solution scorecard**

<table>
<thead>
<tr>
<th>PERFORMANCE MEASURE</th>
<th>STARTING</th>
<th>EVOLVING</th>
<th>EXCELLENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. A building inventory identifying occupancy status and uses located in each building’s ground and upper levels is complete and kept up to date</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>2. Organization leaders are familiar with existing plans, market studies, zoning ordinances, and other district planning and development-related documents</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>3. Real estate-related projects and programming are aligned with, support and/or leverage existing plans, market studies, land use strategies, etc.</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>4. The organization actively assists and provides resources to promote and support real estate development activity in the district</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>5. The organization has programming and resources in place to actively assist property owners and to encourage development, building rehabilitation and/or facade improvements</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>6. The organization is well-versed in local development processes and has a strong rapport with development partners and officials</td>
<td>0</td>
<td>1</td>
<td>2</td>
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State Land Bank Authority  
Historic Preservation Tax Credits  
MEDC Incentive Programs  

Economic Vitality Overview  
Building and Business Inventory Tool  
MEDC Developer Toolkit  
Real Estate Development Bootcamp - CEDAM  
Planning and Zoning Basics  
Quick Sheet: Master Plan to Zoning to Development  

MEDC Developer Toolkit  
This toolkit provides technical assistance resources to real estate entrepreneurs with limited experience  

Planning & Zoning Basics  
This resource provides an overview of planning and zoning principles that guide development within your district  

Master Plan to Zoning to Development  
This document is a guide to how the master plan relates to zoning and to development and provides an overview on community engagement and communication as it relates to the development approval process  

Economic Development Strategy Guide  
Guide to Local Economic Development Incentive Policies  
Guide to Redevelopment Ready Sites  
Guide to Issuing a Developer RFQ  
Zoning Reform Toolkit - Tools to Expand Housing Choice and Supply  

Hints and Tips for Working with Property Owners  
Guide to Hosting Property Owner Meetings  
Filling Vacancies and Options for Underutilized Properties  
Cost of an Empty Building/Storefront  
Upper Floor Housing Guide  
Façade/Building Rehab 101
A well designed event strategy creates vibrancy, builds brand equity, and proves market viability.

**EVENTS KEY FOCUS AREAS**
Small, Reoccurring Habit Forming Events | Extended Hours Events
Streamlined Festivals | Micro-celebrations

**event solution scorecard**

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<th>EVOLVING</th>
<th>EXCELLING</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The organization produces, provides assistance and/or supports events that build brand equity for the district</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>2. The organization’s annual events calendar includes a mix of special events, retail events, and image-building events with specific goals identified</td>
<td></td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>3. An organized approach or program is in place and working effectively to procure and manage event sponsorships</td>
<td></td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>4. The organization regularly (e.g. post-event or annually) completes an evaluation of events, including a cost-benefit analysis, and acts accordingly</td>
<td></td>
<td></td>
<td>5</td>
</tr>
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Promotion Overview
This one page summary describes the importance of a focus on district marketing, brand identity and strategic events for promoting your downtown or commercial district.

Event Evaluation Tool
The goal of this tool is to help your organization gather all event information in one place, identify accomplishments and strengths, analyze areas that need improvement, or determine if an event should be retired. This tool will help staff, board members, and other stakeholders make informed decisions on the future of your events.
Telling your story and building your brand is essential to district success

**MARKETING KEY FOCUS AREAS**
Storytelling | Social Media Spotlights | Faces of Places Spotlight | Image Building | Promotion and Advertising Strategies

**marketing solution scorecard**

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<th>EVOLVING 3</th>
<th>EXCELling 4</th>
<th>EXCELling 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The organization orchestrates, provides assistance and/or supports place-based marketing programs and activities consistent with the district’s brand</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>2. The organization effectively uses social media, advertising, materials, and/or other medium to tell a story, reach targeted audiences, and highlight district assets</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>3. A quality branding system for the district is in place and being implemented effectively across all medium to build brand equity</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>4. The organization has developed a communication plan outlining regular communication efforts with key stakeholders</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
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**Promotion Overview**
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**Promotion Best Practices**
How-to District-wide Marketing Guide/Plan
How to Use a Branding Guide
Social Media Guide with Best Practices for Creating a Content Calendar and Engaging Posts
Downtown Directory Best Practices
Downtown Website Best Practices
Travel Itinerary Training Materials

**Arranging a Site Visit with Elected Officials**
(Information | Webinar Recording)

**Advocacy for Main Street Leaders**

**Tips for Inviting Legislators for Visits - Michigan Downtown Association**

**Tips for Legislator Visits**
Follow this Tip Sheet when inviting state and federal legislators for a tour of your downtown or district to ensure a successful visit.
Our buildings are our character. They make us who we are. We must restore and protect our authenticity and uniqueness.

**PRESERVATION KEY FOCUS AREAS**
Façade and Building Improvement Grants | Community Master Plans and Ordinances  
Component Grants | Roof and Building Stabilization | Historic Preservation Standards  
Property Owner Education | Historic Designation

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</thead>
<tbody>
<tr>
<td>1. The organization has programming and resources in place to actively encourage appropriate building rehabilitation and façade improvements</td>
<td>1</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>2. The organization has strong relationships with local and/or state historic preservation partners and works actively to promote the benefits of preservation</td>
<td>1</td>
<td>2</td>
<td>4</td>
</tr>
</tbody>
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Design Overview
Main Street America Design Guide
Standards for Historic Building Rehabilitation - Secretary of Interior’s Standards for the Treatment of Historic Properties
Preserving, Rehabilitating, and Restoring Components of Historic Buildings - National Park Service Preservation Briefs

Design Overview
This one page summary describes the importance of a focus on design to ensure your downtown or commercial district maintains authenticity.

Downtown and District Historic Designation Overview
Historic Resource Survey Program
Local Historic Districts
National Register of Historic Places

Historic Designation Overview
This document provides an overview on the varying levels of district designation from National Register to Local Designation.

preservation resource providers & programs
State Historic Preservation Office
Michigan Historic Preservation Network
Certified Local Government Program

coming in 2023
Best Practices for Design Guidelines Content
Facade and Building Rehabilitation Best Practices
Best Practices for Reviewing Local Plans and Ordinances
Guide for Working with Property Owners
Guide to Hosting Property Owner Meetings
Placemaking binds people to place. That connection drives investment.

PLACE KEY FOCUS AREAS
Parklets | Banners | Wayfinding Systems | Streetscapes | Parking Systems & Awareness | Public Art

place solution scorecard

PERFORMANCE MEASURE

1. The organization provides support and assistance for ongoing district cleanliness, maintenance and beautification efforts and projects

2. The organization provides support and assistance for public spaces, public art, or other district placemaking efforts, enhancements and projects

3. Placemaking projects and activities are coordinated with local government, property and business owners, and other partners to maximize resources and results

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starting

Design Overview
Main Street America Design Guide

placemaking

AARP How to Create a Livable Community
AARP Pop-up Placemaking Toolkit
Better Block Project (Placemaking Manual | Website)
Enabling Better Places - User’s Guide to Zoning Reform
Project for Public Spaces - What is Placemaking?
Nature Based Placemaking
Tactical Urbanism (Guides | Webinars)
Winter Placemaking Strategies (Guide | Webinar)

sustainability

Community Resiliency Toolkit
Michigan State University Sustainable Built Environment Initiative

transportation

Streets as Places a People-First Transportation Toolkit
Trail Town Guide

grant programs & funding

MEDC Public Spaces Community Places
Michigan Arts and Culture Council
A strong, sustainable organization is one that understands and communicates its value to the community.

**CAPACITY KEY FOCUS AREAS**
Single-ask sponsorship Campaigns | Investor Relations | Proactive Communication | Diversifying Revenue | Building Volunteer Support | Spotlifting Volunteers

capacity solution scorecard

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</thead>
<tbody>
<tr>
<td>1. The organization effectively engages and mobilizes volunteers to implement select projects and programs</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>2. The organization has specific protocols, tools, and/or programs in place - and makes an intentional effort - to cultivate a strong volunteer base</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>3. Effective efforts or programs are in place to engage district business owners, property owners and residents and to nurture their buy-in and support of the organization</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>4. Effective efforts or programs are in place to engage other community organizations and partners, to develop and maintain their buy-in and support of the organization, and to collaborate in pursuit of shared interests</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>5. Effective efforts or programs are in place to engage and communicate with local government leaders, and to maintain their buy-in and support of the organization</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>6. The organization is effective at identifying organizational capacity needs and in pursuing and leveraging resources and support, when and where needed</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>7. A budget and budgeting processes to support the organization and its programs and projects are in place and effectively administered</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>8. Line items in the organization's budget align with and support implementation of the organization's strategic plan</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>9. The organization has a plan in place and is working effectively to increase and diversify funding through fundraising, annual sponsorships, events, etc.</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

CAPACITY TOTAL SCORE
SCORING SCALE

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Grassroots economic development is people-driven.

**PEOPLE KEY FOCUS AREAS**
Mobilizing Leaders and Volunteers | Single-serving Missions | Strategy Driven Focus | Respecting Human Capital
Celebrating Investments of Time | Measuring Impact | Telling Our Story

**people solution scorecard**

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<th>EXCELLING</th>
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<tbody>
<tr>
<td>1. An organizational chart and clear management structure governing the organization’s operations are in place</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. The composition of the organization’s governing board or leadership team is diverse and representative of the district’s stakeholders</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. The organization’s day-to-day operations are effectively managed by professional, paid staff</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Roles and responsibilities of the organization are well-defined, differentiated, and complementary to the work of other local organizations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. The organization has, and works effectively to foster, a vision and goals for the district that are supported by a consensus of key stakeholders</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. The organization has a strategic plan and/or develops and implements projects and programs to support the vision and goals for the district</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. The organization annually plans projects and programs and uses a work plan to track progress and measure impacts</td>
<td></td>
<td></td>
<td></td>
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Scan the QR code here to go directly to the resource library and download the tools you need to keep your revitalization efforts moving forward!
administration & reporting

- Tax Increment Financing Act - PA 57 of 2018
- Downtown Development Authority Fact Sheets (MEDC | MML | MDA)
- Michigan Downtown Association PA 57 Presentation
- Overview of PA 57 in Six Easy Steps
- Michigan Downtown Association PA 57 Quick View Reporting Requirements
- Dept. of Treasury Tax Increment Financing Reporting Requirements
- Main Street Data Resource Guide
- Organization Critical Information Inventory

strategy driven focus

- Main Street America Community Transformation Guide
- Main Street America Community Engagement for Main Street Transformation
- Main Street America Market Analysis for Community Transformation
- Main Street Four Points Overview
- Main Street Project Planning Worksheet
- Main Street Programming Alignment Worksheet
- Main Street Work Plan Template

board leadership

- Main Street Board Training (Slide Deck | Recording)
- Main Street Board Guidebook
- Main Street Board Self-Assessment Tool (Part One | Part Two)
- Board Member and Volunteer Profile
- Board Composition Matrix
- Main Street Approach Board Four Point Worksheet
- Meetings/Parliamentary Procedure
- Open Meetings Act
- Freedom of Information Act
### Applying the Results  EVALUATION AND STRATEGIC PLANNING

- Distribute a copy of the scorecard (and this summary evaluation worksheet) to each of your downtown or district management organization’s board or leadership team members, including staff members.
- Set and communicate a deadline for completing and returning the scorecard.
- Compile completed scorecard results, paying special attention to areas of agreement and alignment, and areas of divergence.
- Facilitate a strategic planning session or retreat to review and discuss the compiled results. Discussion might revolve around questions and topics like:
  - What surprised you or stood out?
  - Which core areas or performance measures deserve more dialog or further exploration?
  - Looking deeper, what might be driving the results? (e.g. challenges, issues, timing, external forces, leadership, resources, etc.)
  - Who else—individuals and/or organizations—should be approached for perspective, clarification, or help?
- Build consensus around directions, priorities, actions, and/or next steps. For example:
  - To get started, refer to the list of “Best Opportunities for Growth or Improvements” compiled from this worksheet.
  - Invite each member to offer their own top three (these may come directly from the compiled list or may be new based on discussions and ideas shared at the session).
  - Create the list on chart paper and provide each member a chance to vote on their top 3 from the newly compiled list (the “dot” method works well for this purpose).
  - Tally the votes to identify areas and items of priority consensus. Choose three to five the organization will emphasize as organization development priorities over the next year.
  - Match priorities to Michigan Main Street Solution Center tools and resources for help getting started, elevating your efforts, and staying on track.
- Repeat the process annually to measure progress and re-assess organization development priorities.

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### MAIN STREET SOLUTION CENTER SCORECARD

Record your score for each of the eight Main Street Solution Center categories to see what areas your organization is strong in, and the areas that you might need to dig a little deeper into.

| Business       | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | 32 | 33 | 34 | 35 |
|----------------|---|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
| Real Estate    | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | 32 | 33 | 34 | 35 |
| Events         | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | 32 | 33 | 34 | 35 |
| Marketing      | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | 32 | 33 | 34 | 35 |
| Preservation   | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Place          | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Capacity       | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | 32 | 33 | 34 | 35 |
| People         | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | 32 | 33 | 34 | 35 |

A. Based on your scorecard results, which of the eight core areas represent the organization's greatest strengths? (select up to three)

B. Which of the eight core areas represent areas of greatest need or challenges facing the organization? (select up to three)

C. List or briefly describe five specific actions, projects, or areas of focus representing some of the best opportunities for growth or improvements for your organization and/or the downtown or district?