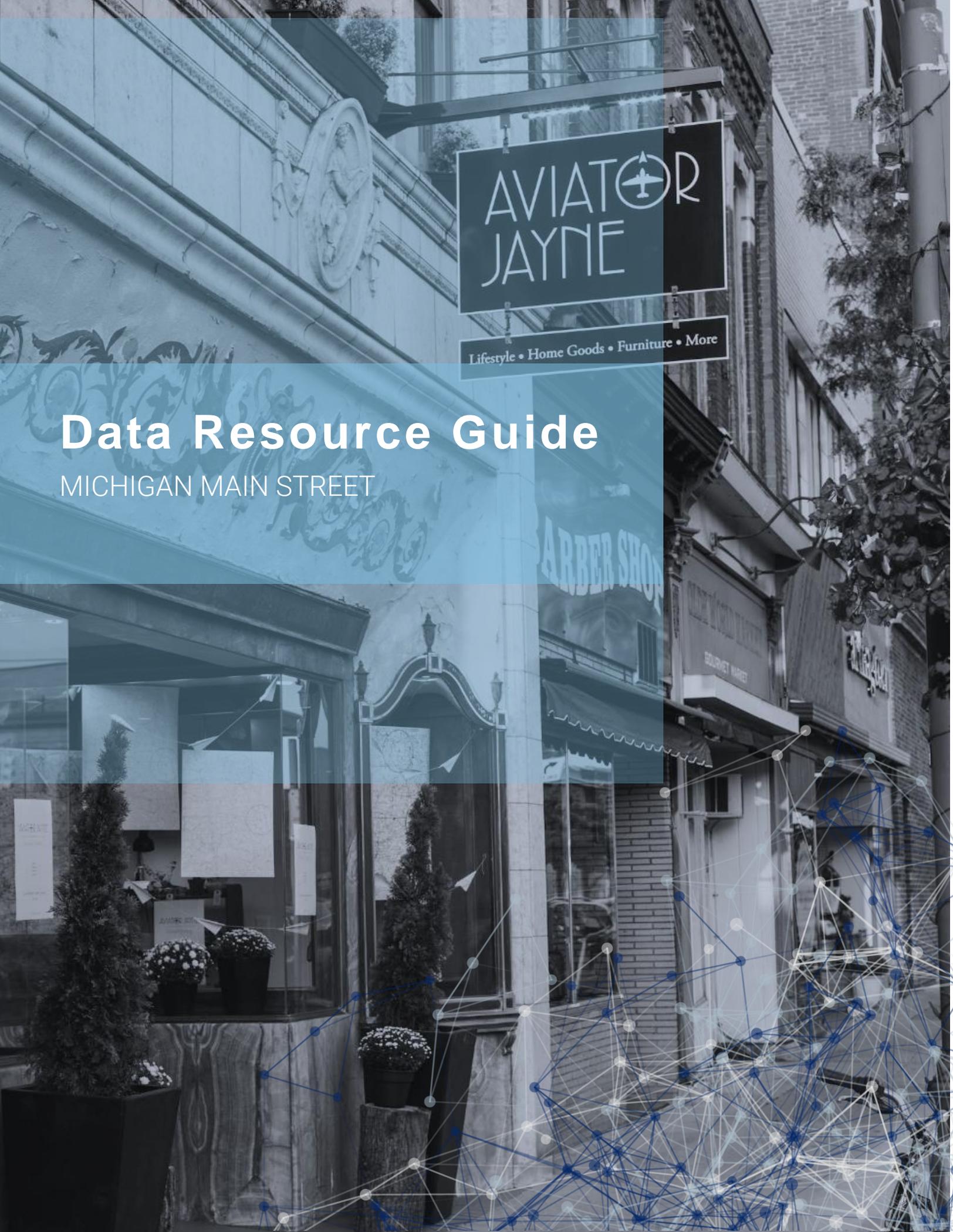


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Data Resource Guide

MICHIGAN MAIN STREET





About this guide

This guide provides a practical framework to help leadership and staff from local Michigan Main Street Programs understand how to best collect and leverage data to guide programming, support strategic planning, and communicate the value and impact of their program.

While this guide can be read front-to-back, it is likely more helpful as a resource with which the reader can skip to whichever portion is of most usefulness. We encourage Main Street programs and their leadership to reference this guide throughout the data collection process.

This guide was written by Jon Stover & Associates in partnership with Michigan Main Street.

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Introduction

Data is fundamental to Main Street programs. Quality data leads to higher quality Main Streets.



INCREASE KNOWLEDGE

Understand the conditions of your commercial district inside and out.



COMMUNICATE YOUR IMPACT

Quantify the economic, fiscal, and community impact of your work.



IDENTIFY OPPORTUNITIES

Locate potential redevelopment sites and strategically attract businesses.



GAIN SUPPORT

Raise money, build community buy-in, and advocate for your program.



DATA HELPS YOU ANSWER QUESTIONS LIKE:

- What are your district's biggest strengths and weaknesses?
- What makes your Main Street unique?
- How much has your vacancy rate declined over the past few years?
- How much private capital was invested in your Main Street last year?
- What are commercial storefront rents like in your district?
- How many properties in your district are currently underutilized?
- What have been your program's biggest accomplishments?

Local programs are required to collect and provide specific data to Michigan Main Street monthly and annually to ensure regular tracking, quality information, and provide statewide insights.

HOW DOES MICHIGAN MAIN STREET USE THIS INFORMATION?

Data collection may not be the most glamorous activity, but the numbers you report each month and year make a big difference. Having reliable local data allows Michigan Main Street to conduct statewide analyses, such as economic and fiscal impact assessments, and effectively advocate on behalf of local programs to ensure adequate and consistent funding for your program.

Many of the data points you collect are also used by National Main Street Center to measure the national economic and fiscal impact of local Main Street Programs, as well as demonstrate value to supporters. National Main Street Center also uses locally collected data to examine national trends and produce helpful resources and trainings for state and local programs (like us!).

Perhaps the most important reason for Main Street programs to collect their own local data is because it is typically the *best* data. In fall 2017, Michigan Main Street commissioned consulting firm Jon Stover & Associates to assess the reliability of locally collected Main Street program data. Economic indicators from historic annual reports were compared with one or more of the best available third-party data providers. Data collected locally by Main Street directors was found to be largely accurate. In fact, program-reported data was found to generally be more reliable than third-party data for six out of seven key economic indicators used in the study, including business count, business mix, market rent, commercial vacancy, housing, and property value. The results of this assessment highlight the important role that local Main Street programs play in helping their community quantify economic impacts and track the result of downtown investments.

WHY LOCAL DATA WORKS: THE KEY INGREDIENTS OF QUALITY DATA



Existing Relationships

Local Executive Directors generate trusted, lasting relationships with key stakeholders, which leads to more reliable and accurate data.



Local Knowledge

Main Street Programs' on-the-ground knowledge creates more accurate data than many third-party data providers.



Consistent Methodology

Consistently using the same definitions and sources allows local programs to produce highly reliable data.

Main Streets collect and report six different types of data:



BUILDING & PROPERTY

See how the physical environment and local property values are changing to assess impact and address potential challenges.



ACTIVITY & USE

Keep track of the commercial composition of your district to better understand its strengths and weaknesses.



EMPLOYMENT

Measure how your local businesses are creating and retaining jobs in your community.



HOUSING

Know how many people are moving to your district by tracking residential development and rehabilitation.



INVESTMENT

Track the dollars flowing into your area from both the public and private sectors to demonstrate support and confidence in your Main Street.



MAIN STREET

Assess your program's relationship with local stakeholders by collecting volunteer, programming, and event data.

WHY DO WE COLLECT DATA MONTHLY AND ANNUALLY?

MONTHLY DATA

Your monthly metrics, such as public and private investment, event attendees, and volunteer hours, change more frequently throughout the year, making them more accurate and easier to track when collected monthly.

ANNUAL DATA

Property and business data form the foundation of your annual data reporting. Many of the monthly data points you collect throughout the year build off this annual data. Many of these annual data points, such as market rent and property values, change incrementally, making them more useful to measure over a longer period of time.

BEST PRACTICES FOR LOCAL DATA COLLECTION

Data collection, by its nature, can be challenging and tedious. But there are ways to boost the efficiency of your collection process while still maintaining accuracy. Below are a few tips to streamline your process:



DON'T START EACH MONTHLY DATA COLLECTION PROCESS FROM SCRATCH

Use your existing data as a starting point when collecting your monthly and annual data, since it is generally faster to measure change than re-measuring your entire area. If you are certain that no change has taken place in a given category, trust your local knowledge and allocate time towards other data points that require more digging.



USE EXCEL SPREADSHEETS OR OTHER DATA MANAGEMENT PROGRAMS TO TRACK YOUR DATA

Keep your collection process as simple as possible by inputting your data into spreadsheets (for example: Microsoft Excel or Google Sheets). Remember you can also use the Michigan Main Street Building & Business Inventory spreadsheet, which is specifically designed to track property and business information, such as assessed value, housing units, and employment (the sheet also includes a few conveniently-placed collection tips!). Don't worry if you can't find a copy of the Building & Business Inventory spreadsheet: just contact Michigan Main Street and we'll send one right over to you.



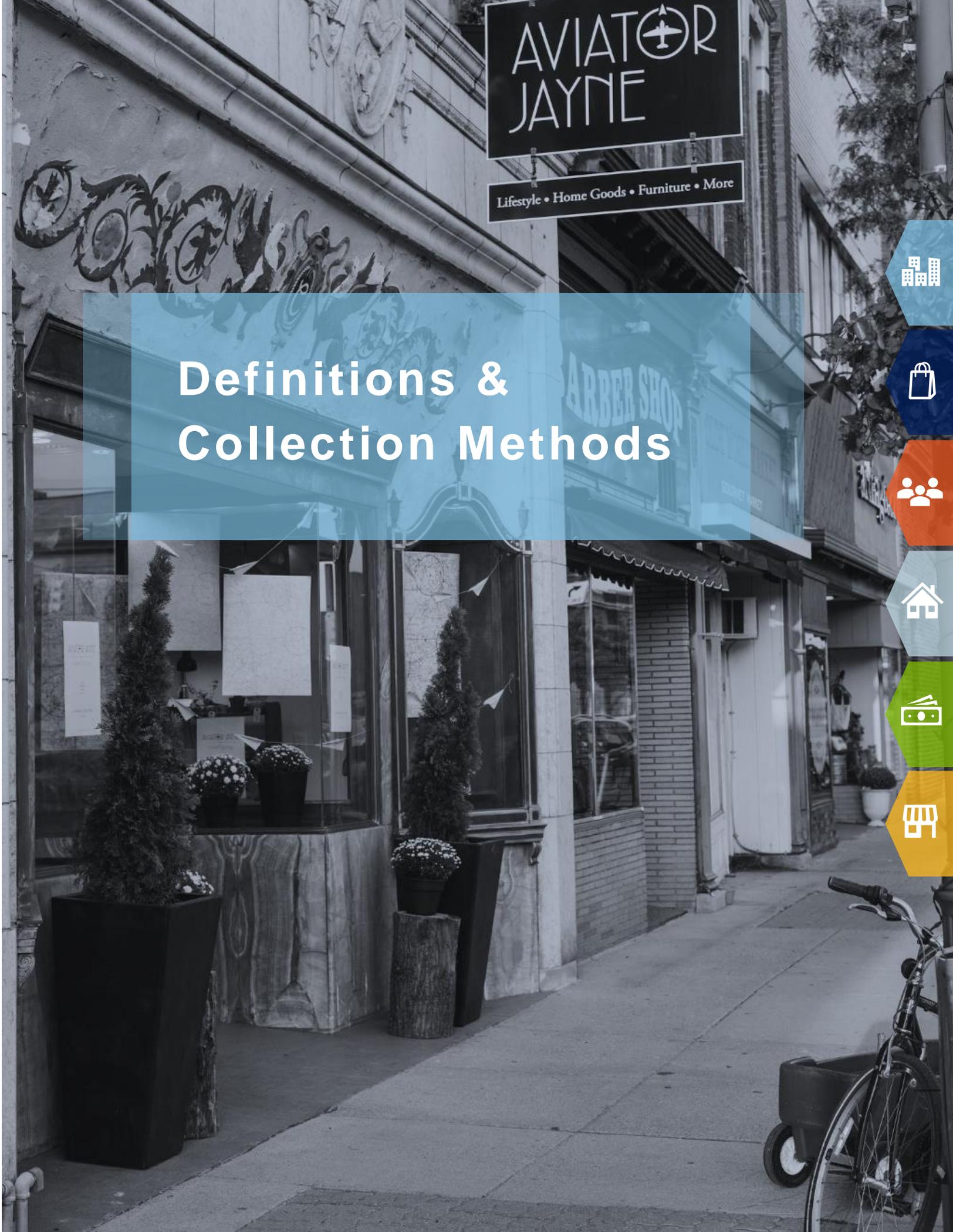
SPOT POTENTIAL ERRORS BY LOOKING BACK AT HISTORICAL DATA

While locally-collected data is rarely perfect, the easy task of cross-checking your data with figures from previous months or years can help avoid reporting incorrect data. Before submitting your data to Michigan Main Street, look back at historical data and see if any numbers have dramatically increased or decreased. Sometimes there is an easy explanation for data fluctuations, such a large business relocating downtown, resulting a dramatic increase in total jobs within your district. But if, for example, your reported market rent doubled over the past year despite a lack of any major new development, that figure was likely miscalculated.

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Definitions & Collection Methods





**BUILDING & PROPERTY
DATA**

Main Streets play an active role in creating high-quality places. Tracking how the physical environment and property values change over time helps tell the Main Street story.



ANNUAL DATA METRICS

MAIN STREET AREA VALUE

- Total Taxable Value of the Main Street Area
- Total Assessed Value (SEV) of the Main Street Area

TOTAL BUILDING SQUARE FOOTAGE

- Total Buildings SF
- Total SF of First Floor
- Total SF of Upper Floors

BUILDINGS

- Total Buildings
- Number of First Floor Storefronts
- Number of Buildings Over 1-Story
- Number of Buildings Owned by Local Owners

MARKET RENT PER SQUARE FOOT

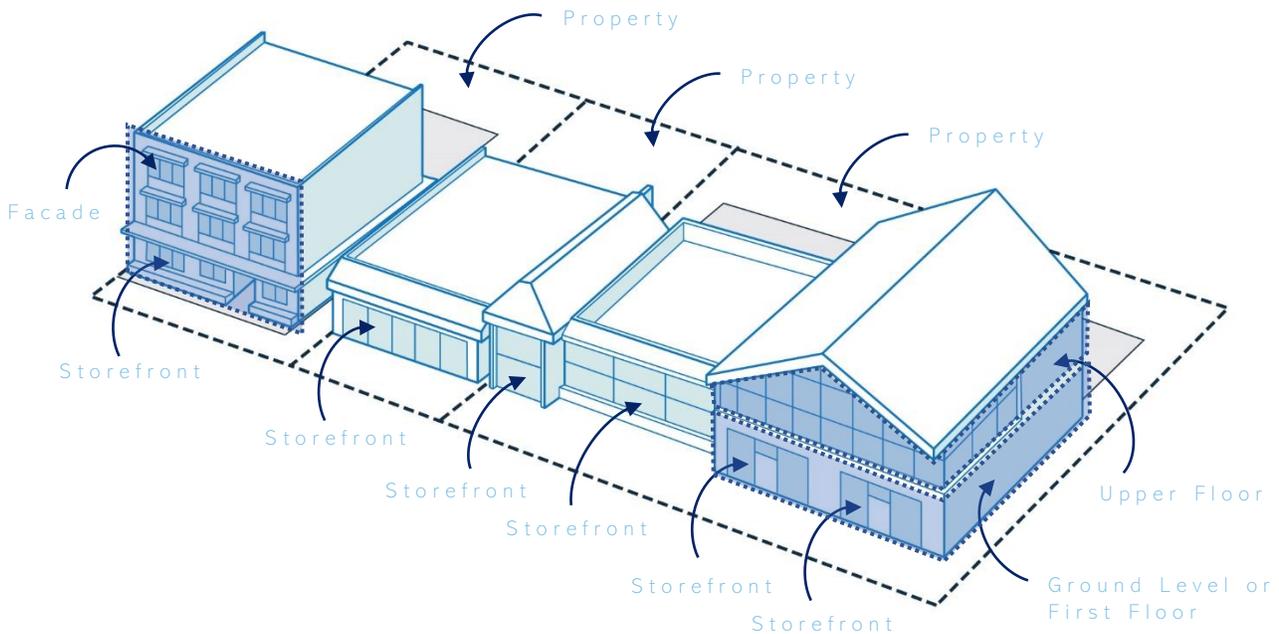
- Retail Rent per SF
- Office Rent per SF
- Residential Rent per SF

WHY COLLECT BUILDING AND PROPERTY DATA?

Building and property data can help Main Streets benchmark changes in the community over time. The change in value of your Main Street Area can help quantify the economic, fiscal, and community impact of your work. As a common example, if your Main Street is becoming a more active, vibrant place, it's likely that property values have increased in your Main Street Area.

With detailed knowledge of the buildings in your MSA, you can help locate potential redevelopment sites and strategically attract businesses to your Main Street.





PROPERTY VS. PARCEL

All buildings are located on property lots. Typically, in Main Streets, properties are slightly larger than just the building lines and may include alleys or parking in the rear of buildings. Municipalities refer to properties “parcels” or “tax lots”. Generally, all land is divided into properties except for public roads. Keep in mind, multiple buildings can be located on the same property.

WHAT’S A FAÇADE?

A “façade” is a common term used to define the front or face of a building. Think of a façade as the exterior shell of the building that’s visible from the street or alley.

WHAT’S A STOREFRONT?

A “storefront” refers to the ground level retail space. In most Main Street environments, each building that fronts the street has one storefront – or ground level retail space. However, for large buildings, there can be multiple storefronts in the same building. A helpful rule – typically each “storefront” has a set of doors from the street per business.

MAIN STREET AREA VALUE

METRIC	SOURCE	DEFINITION
Total Taxable Value of the Main Street Area		In Michigan, the taxable value is the figure used to calculate property taxes for the year. Annual taxable value can only increase by a maximum of 5% per year, unlike assessed values which are not capped.
Total Assessed Value (SEV) of the Main Street Area		By Michigan law, the assessed value of a building can be no more than 50% of its estimated market value. Assessed values become "State Equalized Values" once assessment figures are approved by local and state boards. While often listed separately, the "Assessed Value" and "SEV" are typically the same number.

TOTAL BUILDING SQUARE FOOTAGE

Total Building SF		Sum of the square footage of each building in the Main Street Area. The total building SF of your Main Street Area may not equal the sum of the total square footage of all of the first floors and upper floors if buildings have basements or below grade floors.
Total SF of First Floor		The total square footage of all first floors, or ground levels, of a building. If a building is only one story, this is the entire square footage of the building.
Total SF of Upper Floors		The total square footage of all upper floors in buildings, excluding the first floor or ground floor. Upper floor square footage does not include square footage of roofs or rooftop patios unless they are enclosed as building space.

Check out page 21 to learn about "net" vs. "gross" square footage.



RECOMMENDED DATA COLLECTION METHOD:



Ask your municipality to provide you a spreadsheet of the properties in your Main Street Area.

Your City or County planning or GIS mapping staff can often provide you with parcel and property information in an Excel spreadsheet. For many municipalities, they will be able to provide you with all of the information you need to track! You can also try contacting your City or County Clerk if you have additional questions about assessed or taxable property values.

You'll want to make sure you have this information available when you call or stop into the municipality offices:

- Boundary map, description, or list of addresses.
- GIS shapefile (if you have one)

Here are a few specific questions to ask your municipality:

- Can you provide a spreadsheet with property information for the parcels in my Main Street Area?
- What are the total number of properties in my Main Street Area?
- What is the total taxable value of properties in my Main Street Area?
- What is the total assessed value of properties in my Main Street Area?

Don't forget that you can use your MMS Building and Business Inventory spreadsheet to record building and property data!

Ask your municipality to provide you with the square footage of each building in your Main Street Area.

Most local or county government offices have the ability to pull data on building square footage. This is generally provided with the parcel and property data. Make sure to verify with your municipality if the building data includes the square footage of all floors or if each floor is listed separately. If you are inputting parcel and property data into the MMS Building & Business Inventory, use the "Additional Building Data Tab" to input the following data points:

- Total Square Feet
- Floor Area of the First Floor
- Floor Area of the Second Floor (if applicable)
- Floor Area of the Basement or Below Grade Space (if applicable)
- Floor Area of the Third+ Floor(s) (if applicable)

Once the data for each building is inputted into the database, calculate the sum of the square footage for all of the buildings to provide you with the total square footage in your Main Street Area. Repeat this for both the Floor Area of the First Floor and Floor Area of the Second Floor and up.



BUILDINGS

METRIC	SOURCE	DEFINITION
Total Buildings		A building is typically defined as a commercial or residential structure in your Main Street Area. Many Main Street buildings are attached structures rather than free-standing buildings. Buildings are generally visually distinct with changes in building materials, style, paint colors, roof details, and entry points. Do not confuse the total number of buildings with the total properties in your Main Street Area – many properties may not have a building such as parking lots, parks, vacant land, etc.
Number of First Floor Storefronts		A “storefront” refers to the ground level retail space. In most Main Street environments, each building that fronts the street has one storefront – or ground level retail space. However, for large buildings, each “bay” may be considered a storefront. A helpful rule – typically each “storefront” has a set of doors from the street per business.
Number of Buildings Over 1-Story		Total number of multi-story buildings in your Main Street Area.
Number of Buildings Owned by Local Owners		Total number of buildings that are owned by local owners. Local owners are defined as residing within the municipality.



Walk your Main Street Area to document buildings and storefronts.

Walking through your Main Street Area, you’ll be able to count the total number of buildings (which should align with information you receive from your municipality), the number of first floor storefronts, and number of buildings over one story. Feel free to print out the MMS Building & Business Inventory and manually take notes to input into the spreadsheet.



Refer to the Property Data obtained from your local municipality.

Check the mailing addresses for all building owners. This information is typically provided with parcel and property data from municipalities. If the owner’s address is located within your municipality they are considered a local building owner.

MARKET RENT PER SQUARE FOOTAGE

METRIC	SOURCE	DEFINITION
Retail Rent per SF		The current market rent per square foot of retail spaces in your Main Street Area. This metric is not the <i>average</i> rent being paid by existing tenants, but rather the rent that a new retail tenant would be expected to pay for a space. This is typically calculated per month.
Office Rent per SF		The current market rent per square foot of office spaces in your Main Street Area. This metric is not the <i>average</i> rent being paid by existing tenants, but rather the rent that a new office tenant would be expected to pay for a space. This is typically calculated per month.
Residential Rent per SF		Current market rent per square foot of residential units in your Main Street Area. This metric is not the <i>average</i> rent of units in your district, but rather the rent that a new tenant would be expected to pay per month.

RECOMMENDED DATA COLLECTION METHOD:



Survey property managers, tenants, real estate agents, and brokers to calculate the market rent per square foot.

The amount of rent a tenant pays varies based on the type of property, quality of space, size, provided amenities, location, and many more factors. Rent per square foot is a common metric for evaluating and comparing the market value of spaces. Conduct surveys with local brokers and real estate agents to determine the *current* market rate rent per square foot for each of the three types of land uses: retail, office, and residential. In other words, what rent per square foot would a space currently on the market typically expect to cost? Lease structures and terms of the lease can dramatically impact the rent per square foot. Commercial lease structures vary from Full-Service leases which includes all taxes, utilities, and fees to Triple Net, commonly called NNN, where the tenant pays all operating costs including taxes and utilities. Pay particular attention when comparing rents between different spaces to make sure you are comparing apples to apples.

Questions to ask local brokers and real estate agents in your Main Street Area:

- What is the typical market rate rent for retail space per SF?
- What is the typical market rate rent for office space per SF?
- If they can't provide you with averages, ask for the asking price of available spaces in your Main Street Area, the type of each, and the square footage for each.

Questions to ask residential property owners and managers:

- What is the rent per SF for currently available units in your building?
- If they can't provide you with the rent per SF, ask for the typical square footage of their units and the estimated rent for an available unit.



MARKET

ACTIVITY & USE DATA

Commercial, civic, and cultural spaces make up the lifeblood of your Main Street. They create jobs, attract visitors, and mold the character of a place.



ANNUAL DATA METRICS

Total Number of Businesses

Activity & Use Mix by Count and Square Footage

Underutilized First Floors

Underutilized Upper Floors

MONTHLY DATA METRICS

Number of Businesses that Opened

Number of Businesses that Closed

Number of Businesses that Moved Out of Your Main Street Area

Number of Existing Businesses that Expanded

Number of Existing Businesses that Contracted

WHY COLLECT ACTIVITY & USE DATA?

Tracking how space in your Main Street Area is being used allows you to understand its commercial composition, thereby making it easier to effectively market your district, assist business owners, and attract new establishments.

Tracking activity and use data increases your knowledge and understanding about the current conditions of your Main Street Area.

Knowing the number of businesses that have opened or expanded their operations in your Main Street Area allows you to quantify the impact of your program. These figures represent economic and fiscal impacts for your community.

Tracking the types of businesses and activities located in your Main Street Area, and the types of uses that your district is missing, can help you identify new opportunities for retail enhancement.



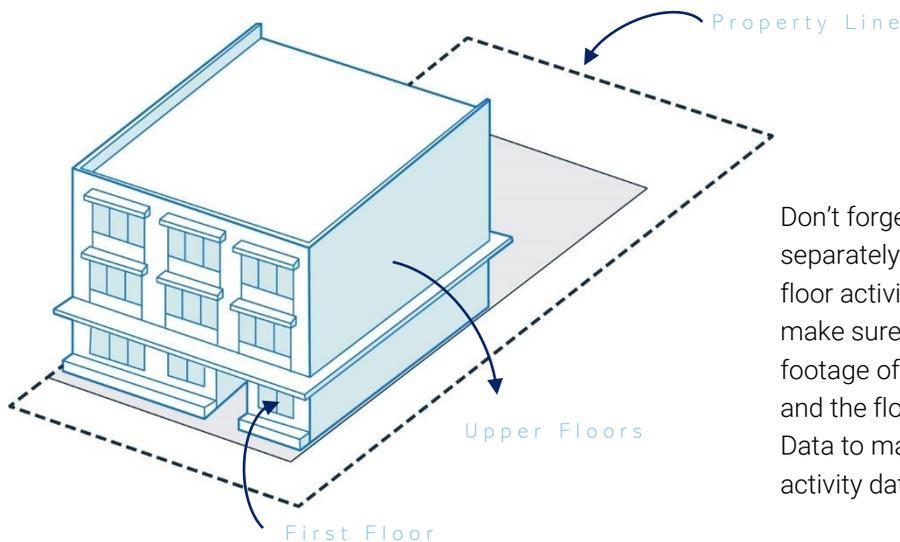
ANNUAL DATA

ACTIVITY MIX

METRIC	SOURCE	DEFINITION
Total Number of Businesses		Total number of businesses located in your Main Street Area. This includes businesses that have a storefront, as well as businesses located in a multi-tenant building. This figure should equate to the total number of businesses represented in the Activity & Use Mix.
Activity Mix by Count & Square Footage	  	Each space located in your Main Street Area must be categorized into one of 13 categories. Activity & Use Mix is calculated by both business count and square footage to determine the overall share of space in the Main Street Area by the 13 categories.
Underutilized First Floor Spaces		First floors are considered underutilized when they are vacant, primarily used for storage, or infrequently open to customers. For example, if storefront is technically leased, but it's not evident if a business is located inside, it is underutilized. Another example would be a "hobby business" that has inconsistent hours of operations.
Underutilized Upper Floor Spaces		Upper floors are considered underutilized when they are vacant or used primarily for storage. These spaces are typically not generating any revenue and could be activated with office or residential use.



FIRST FLOOR VS. UPPER FLOORS?



Don't forget to record your data separately for first floor and upper floor activities! You will want to make sure you know the square footage of each of the spaces and the floors from your Property Data to make recording your activity data easy.

RECOMMENDED ANNUAL DATA COLLECTION METHOD



Walk your Main Street Area and categorize your buildings and businesses.

Using your Michigan Main Street provided Building and Business Inventory Spreadsheet, walk your Main Street Area and record all of the businesses and other uses located within your Main Street Area. Pay particular attention to the storefronts, tenant signage, and displayed office directories. For each business, record the following information in your spreadsheet:

- Business Name
- Business Street Address
- Any General or Condition-Related Notes
- Any Underutilized First or Upper Floor Spaces

Categorize each business in your Main Street Area using the “Activity & Use Mix” definitions located in this Guide. Every business located in your Main Street Area must be sorted into one of the provided categories. Not sure how to classify a certain business? Reach out to Michigan Main Street.



Supplement your building and business inventory with parcel records from your local municipality.

Take a look back at the Parcel and Property data you previously collected. Use these property tax records as a starting point to determine business square footage. For example, if one business is operating in an entire building, the overall building square footage is the business square footage.



Ask businesses about square footage.

Surveying businesses in-person can be one of the easiest ways to collect square footage per business. Simply ask, “How many square feet in this building does your business occupy?” Business owners and often general managers will have access to this information. You can use your MMS Building and Business Inventory spreadsheet to keep track of the numbers.



ACTIVITY & USE MIX DEFINITIONS

GROCERY STORES

Sell a range of packaged foods and produce meant for consumption outside of the store. Stores categorized as “grocery” may range from corner markets to traditional grocery stores.

EATING & DRINKING

Offer eating and drinking on premises. Examples include specialty bakeries, diners, restaurants, coffeeshops, and bars.

RETAIL OCCUPIED

Goods for individual customers. Common retail spaces in Main Streets include gift shops, florists, clothing stores, hardware stores, specialty boutiques, and more.

HOSPITALITY

Establishments with the primary purpose of providing overnight accommodations for visitors. This may include hotels, motels, and bed and breakfasts.

SERVICE BUSINESSES

Establishments with the primary purpose of providing a service to customers. Service businesses often include dry cleaners, banks, funeral homes, yoga studios, gyms, salons, groomers, and repair shops.

OFFICE

All private, non-profit, and government offices. Common Main Street office uses include law, real estate, insurance, architecture and engineering, and coworking spaces.

CIVIC USES

May include public and private schools, fire and police stations, libraries, recreation centers, and community centers. This category does not include parks or other public spaces.

PLACES OF WORSHIP

Includes religious establishments with the primary purpose of worship. Ancillary uses within places of worship, such as office and recreational space should still be included as the place of worship.

AUTO BUSINESSES

Primarily sell, rent, or repair vehicles and parts, such as car dealerships, auto mechanics, rental car companies, tire and parts stores, and gas stations.

WAREHOUSES

Typically, large buildings where materials or goods are stored for future distribution or storage. Self-serve storage facilities are also classified in this category.

MANUFACTURING INDUSTRIES

Commercial enterprises where the production of physical goods take place on premises. This may range, for example, from small-scale t-shirt printing to heavy industrial uses.

ARTS & CULTURAL

Includes theaters, museums, and galleries, and any other establishments. Also includes venues and attractions that show movies, plays, comedy shows, and other performances.



TRACK RESIDENTIAL USES.

Count residential housing units when tracking your Activity and Use Mix. Flip to the Housing Data Section for more information.

VACANT

Refers to all commercial spaces, first-floor and upper-floor, that are not actively leased to a tenant. A space is no longer considered vacant if a new tenant has signed a lease and is preparing to move in. A vacant space may or may not be actively marketed for sale or lease. Retail spaces that lack a long-term tenant but feature temporary activities or establishments, such as pop-up shops, should not be classified as vacant.



UNDERUTILIZED PROPERTIES DEFINITIONS

UNDERUTILIZED FIRST FLOOR SPACES

First floors are considered underutilized when they are vacant, primarily used for storage, or infrequently open to customers. For example, if storefront is technically leased, but it's not evident if a business is located inside, it is underutilized. Another example would be a "hobby business" that has inconsistent hours of operations.



UNDERUTILIZED UPPER FLOOR SPACES

Upper floors are considered underutilized when they are vacant or used primarily for storage. These spaces are typically not generating any revenue and could be activated with office or residential use.



REMINDER:

*Underutilized spaces should be counted under **both** "Activity & Use Mix" and "Underutilized First Floor Spaces" or "Underutilized Upper Floor Spaces", since "Activity & Use Mix" should include every space in your Main Street Area.*



ACTIVITY & USE MIX FREQUENTLY ASKED QUESTIONS

WHAT IF A BUSINESS IN MY MAIN STREET AREA DOESN'T FIT INTO ANY OF THE CATEGORIES?

That's ok! First, double-check to see if the business in question can be classified as "Retail" (selling physical items) or "Service" (selling professional services). You can also contact Michigan Main Street with questions about business categorization.

WHAT IF A BUSINESS IN MY MAIN STREET AREA FITS INTO MULTIPLE CATEGORIES?

No business should be counted in multiple categories. Use your best judgement to decide which best characterizes its core service. For example, although a hair salon may sell products to clients, their primary revenue is generated from the *service* they provide their customers. Can't decide? Ask the business owner or manager – they'll be able to help you determine which is the best fit!

HOW DO I CLASSIFY NONPROFITS?

If a non-profit organization operates a storefront in your district, and sells goods or services to individual customers, then you should count them as a "Retail" or "Service" business. However, if a commercial space in your downtown is simply leased to a nonprofit for office use, count the organization in the "Office" category.

DO I NEED TO CLASSIFY EVERY BUSINESS?

Yes! It is very important that all businesses are classified. Feel free to contact Michigan Main Street if you have a question about classifying a specific business.

WHAT'S THE DIFFERENCE BETWEEN NET AND GROSS SQUARE FOOTAGE?

Every building has physical space inside, or square footage, that's not actually useable. This space often includes mechanical space, closets for water heaters, space under staircases, etc. "Gross" square footage includes all the physical space in a building regardless of whether it's usable, whereas "net" square footage refers to the usable space such as offices, bathrooms, stairs, kitchens, hallways, and more. Municipalities will typically provide you with "gross" square footage, and retailers will typically tell you "net" square footage – however, not to worry! What matters most is that you're tracking each business's square footage consistently (using either gross or net) year-to-year!



MONTHLY DATA

BUSINESS OPERATIONS

METRIC	SOURCE	DEFINITION
Number of Businesses that Opened		Total number of new businesses that opened within the past month.
Number of Businesses that Closed		Total number of businesses that are no longer operating in your Main Street Area.
Number of Businesses that Moved Out of your Program Area		Total number of businesses that are still operating as businesses but have moved out of your Main Street Area.
Number of Existing Businesses that Expanded		Total number of existing businesses that have significantly expanded their business operations or physical space.
Number of Existing Businesses that Contracted		Total number of existing businesses that have significantly reduced their business operations or physical space.

RECOMMENDED MONTHLY DATA COLLECTION METHOD:

-  **Walk your Main Street Area and look for business openings, closings, and expansions.**

Using your Michigan Main Street provided Building and Business Inventory Spreadsheet, tally how many businesses have opened or closed their doors, or added or reduced their square footage, over the past month. Having trouble finding information? Check out businesses' social media pages and websites to look for changes in operations.

CHECK OUT THE NEXT PAGE FOR A DEEP DIVE.



BUSINESS EXPANSION AND CONTRACTION

WHAT DOES IT MEAN FOR A BUSINESS TO EXPAND OR CONTRACT?

EXPANSION

A business expands when it increases its physical space and/or significantly changes its operations. Examples include:

- A business that used to only operate on the first floor, now expanded to the second floor.
- A restaurant added an outdoor patio space.
- A business that used to only operate one storefront, expanded and now operates two.
- A clothing store that previously only sold women's clothing now offers a men's line.
- A restaurant that now offers delivery service.

CONTRACTION

If a business reduces its physical space and/or operations, that business contracted. Examples include:

- A business that previously occupied two storefronts now only occupy one.
- A restaurant that used to operate a food truck in addition to their brick-and-mortar location now only operates the food truck.
- A business that used to be open for 7 days of the week is no longer open on Mondays.

WHAT ARE CONSIDERED SIGNIFICANT CHANGES IN BUSINESS OPERATIONS?

Changes are considered "significant" when it has a dramatic effect on employment, customer base, or amount of revenue generated. Don't worry about tracking nonsignificant changes such as minor tweaks to restaurant menus, adding a few sidewalk bistro tables, opening or closing an hour or two later or earlier, and adding a few new offerings at retailers.

EASY WAYS TO TELL IF A BUSINESS IS EXPANDING OR CONTRACTING:

Besides just asking businesses, look at your monthly employment data for significant changes! Increases or decreases in employment counts may indicate that a business has experienced a change. Keep an eye out on businesses' social media pages and website – new changes will often be announced and promoted!



EMPLOYMENT DATA

Main Streets help create jobs in the community. Local jobs foster community pride, increase the capacity of local spending, and increase the tax base of the municipality.

ANNUAL DATA METRICS

- Total Number of Full-Time Jobs
- Total Number of Part-Time Jobs
- Total Number of Full-Time Aggregated Jobs

MONTHLY DATA METRICS

FOR NEW BUSINESSES OR EXISTING BUSINESSES THAT EXPANDED:

- Number of Full-Time Jobs Added
- Number of Part-Time Jobs Added

FOR EXISTING BUSINESSES THAT CONTRACTED, MOVED, OR CLOSED:

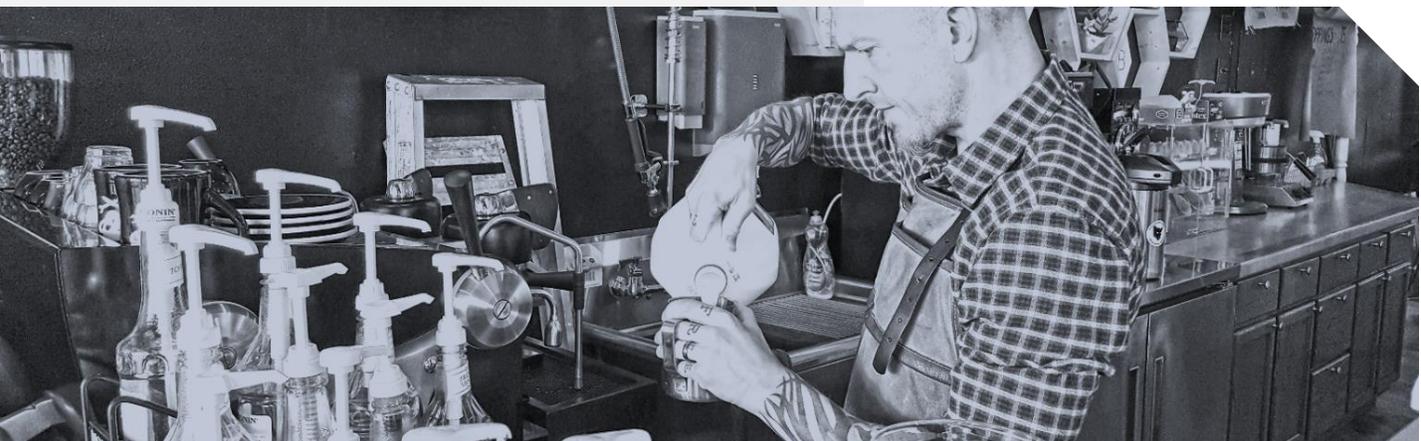
- Number of Full-Time Jobs Lost
- Number of Part-Time Jobs Lost

WHY COLLECT EMPLOYMENT DATA?

Employment data not only measures new jobs, but also communicates the fiscal impact of Main Street programs – more jobs often mean a stronger tax base for municipalities.

The number of employees in commercial areas is also a good indicator of the overall health of businesses. As businesses attract more and more customers they often need to hire more employees to match the demand.

Knowing the number of local employees can also help estimate the daytime population – a piece of data businesses typically look at before committing to a community.



ANNUAL DATA

METRIC	SOURCE	DEFINITION
Total Number of Full-Time Jobs		This data point represents the total number of part-time employees in your Main Street Area. Unlike the employment data you collect monthly, this data point does not measure change, but rather the total number of full-time jobs at the time of collection.
Total Number of Part-Time Jobs		This data point represents the total number of part-time employees in your Main Street Area. Unlike the employment data you collect monthly, this data point does not measure change, but rather the total number of part-time jobs at the time of collection.
Total Number of Full-Time Aggregate Jobs		This data point represents the total number of full-time <i>aggregated</i> jobs. Michigan Main Street follows the rule that two part-time jobs equal one full-time job.

RECOMMENDED ANNUAL DATA COLLECTION METHOD:



Use your monthly data to calculate your total employment counts.

When reporting your annual data, there is no need to survey businesses again. Simply look at your monthly employment data over the past month, compare it with the total employment counts of the previous year, and calculate how many full-time and part-time jobs have been added or lost.



TIP: HOW DO I AGGREGATE MY EMPLOYMENT?

When it comes to finding the “total number of full-time aggregate jobs” as part of your annual data, remember that Michigan Main Street follows the rule that two-part time jobs equal one-full time job. To calculate aggregated employment, use the following equation:

$$\text{Aggregated Employment} = \text{Total Full-Time Jobs} + (\text{Total Part-Time Jobs} / 2)$$

For example, if your Main Street program has 150 full-time jobs and 200 part-time jobs, your total aggregated employment is 250 jobs. This is a handy calculation to help compare employment figures.

MONTHLY DATA

FOR EXISTING BUSINESSES WHO EXPANDED OR NEW BUSINESSES:

METRIC	SOURCE	DEFINITION
Number of Full-Time Jobs Added		This data point represents the total <i>net gain</i> of new full-time jobs in your Main Street Area. For instance, if a business hired two new employees, but also fired one employee over the past month, the net gain would be one.
Number of Part-Time Jobs Added		This data point represents the <i>net gain</i> of new part-time jobs in your Main Street Area. For instance, if a business hired two new employees, but also fired one employee over the past month, the net gain would be one.

FOR EXISTING BUSINESSES WHO CONTRACTED, MOVED, OR CLOSED:

METRIC	SOURCE	DEFINITION
Number of Full-Time Jobs Lost		This data point represents the <i>net loss</i> of part-time jobs in your Main Street Area, including jobs lost due to a business closing or relocating outside your program boundary. For instance, if a business let go of four employees over the past month, but also hired two new employees, the net loss would be two.
Number of Part-Time Jobs Lost		This data point represents the <i>net loss</i> of part-time jobs in your Main Street Area, including jobs lost due to a business closing or relocating outside your program boundary. For instance, if a business let go of four employees over the past month, but also hired two new employees, the net loss would be two.

Flip to page 23 for detail on business expansion and contraction.

WHAT'S THE DIFFERENCE BETWEEN A FULL-TIME AND PART-TIME EMPLOYEE?

FULL-TIME EMPLOYEES

A full-time employee works 40 hours or more per week and is typically paid a set monthly or annual salary.

PART-TIME EMPLOYEES

A part-time employee works fewer than 40 hours per week and is typically paid at an hourly rate.

RECOMMENDED MONTHLY COLLECTION METHODS



Survey businesses and ask for employment figures.

If you haven't previously collected employment data from a business, make sure to collect their total number of employees, not simply the monthly change in employment. Keep track of this total employment data in a database, such as a Microsoft Excel spreadsheet, so that you can easily calculate the total number of employees in your Main Street Area at any given time and establish a baseline for future employment change.

Once you have established an employment baseline for each business, make monthly in-person visits to ask owners or managers how many full-time and part-time staff members have been added or lost over the past month, and update your data accordingly.



Supplement your locally collected data with online resources.

The Real Estate GIS Database found on the MEDC website is a helpful tool that allows the user to draw polygons on the map to see place-specific data, including the estimated number of employees by sector. This shouldn't replace your locally collected data but can be a good resource for programs looking to verify their numbers. (Flip to the next page for detailed instructions for how to use this database below)

CHECK
OUT THE
NEXT
PAGE
FOR A
DEEP
DIVE.



TIP: PROMISE CONFIDENTIALITY.

For various reasons, business can sometimes be hesitant to share employment data. Remember to always remind business owners or managers that these numbers will not be shared with any parties outside of Michigan Main Street and only used to help the Main Street program better serve local businesses and evaluate the impact and effectiveness of its own activities.



WHAT ABOUT SEASONAL EMPLOYEES?

If an employee is working 40 or more hours per week, but only on a seasonal basis, you should still count that as a full-time job.

Seasonality may explain why job counts may be higher during summer months. Main Streets with prominent seasonal economies may notice this increase followed by fewer jobs in the winter months, particularly with part-time employment. Tracking annual totals of employment help account for these changes.

FINDING LOCAL EMPLOYMENT THROUGH MEDC'S REAL ESTATE GIS DATABASE.

The Real Estate GIS database on the MEDC website is a helpful tool that can provide helpful business and employment data. Follow these steps to gain insights about your Main Street Area:

- Click on this link: <https://www.michiganbusiness.org/site-selection/commercial-real-estate-database/> or go to the Michigan Main Street website and under "Site Selection", select "Real Estate GIS Database"
- Select "Tools" and click on "Area Selection (Polygon)"
- Draw a polygon around your Main Street Area, clicking the polygon when you are finished.
- Under "View reports for this area", select "Business report"
- Scroll down to see the "# Est. Employees" in your district.





HOUSING DATA

Residential development is a critical piece of any effort to support local businesses. Residents provide a strong customer base for businesses and increase the livelihood of the district.

ANNUAL DATA METRICS

Total Number of Apartments / Lofts

Total Number of Condo Units

Total Number of Single-Family Houses

Total Owner-Occupied Units

Total Renter-Occupied Units

Total Upper Floor Housing Units (Rental or Owner)

MONTHLY DATA METRICS

NEW UNITS

Number of New Apartments / Lofts

Number of New Condo Units

Number of New Single-Family Houses

REHABILITATED UNITS

Number of Rehabilitated Apartments / Lofts

Number of Rehabilitated Condo Units

Number of Rehabilitated Single-Family Houses

WHY COLLECT HOUSING DATA?

Collecting the amount of new housing units in your district will help you quantify local demand for downtown living and demonstrate the viability of residential development, helping you attract additional projects.

Quantifying the number of new residents moving in to your area allows your program to demonstrate enhanced investment and consumer confidence in your Main Street Area.

Sharing the number of new housing units also helps you highlight your Main Street Area as a complete, mixed-use district.



ANNUAL DATA

TOTAL UNITS

METRIC	SOURCE	DEFINITION
Total Number of Apartments/Lofts		The total number of rental residential units located in multi-family buildings that are managed by a single entity, such as a corporation, and then leased to individual tenants.
Total Number of Condo Units		The total number of multi-family residential units that are owned by the resident rather than rented. Physically, a condo may look a lot like an apartment, or it can even be a townhouse - the important distinction is that each unit is owned individually and managed under a homeowner association (HOA). It's important to note, if a condo unit is rented, it is still counted as a condo rather than an apartment.
Total Number of Single-Family Units		The total number of properties in your Main Street Area that contain only one dwelling unit in the entire building. Single-family houses can be a free-standing house, or it can be an attached home like a townhouse with shared dividing walls.
Total Owner-Occupied Units		The sum of condo units and single-family houses in your Main Street Area.
Total Renter-Occupied Units		This metric will be equal to "Total Number of Apartments/Lofts", unless there is a condo building in your Main Street Area with a significant portion of units that are rented out. In this case, call the property manager of that building or contact your local municipality and ask how many units are rented out and add that figure to your apartment/loft count to get the total number of renter occupied units.
Total Upper Floor Housing (Rental or Owner)		"Upper Floor Housing" simply refers to the number of residential units in your Main Street Area located above a ground floor storefront.

Flip to page 34 for more detailed housing definitions!

RECOMMENDED ANNUAL COLLECTION METHODS



Use your monthly data to sum total housing units for annual reporting.

Look through the parcel and property data previously collected. Often the number of residential units are tracked in parcel data. Record this data in whatever database your program uses to track property data (remember that you can also use the MMS Building and Business Inventory spreadsheet to track this data). Pay particular attention to multifamily housing to determine if the units are condominiums or apartments. Generally, parcel data for condominiums will list multiple owners (one for each unit), which is a good indicator that they are condo units rather than apartments.

Make sure to include monthly data you collect for new units into the annually reported unit breakdown. Take demolitions and conversions into nonresidential use into account year to year so that you don't over report the number of residential units in your district.



Survey building owners, property managers, and occupants.

Building owners, property managers, and residents will be able to tell you if units are owner or renter occupied. For buildings that have housing units above storefronts, ask the owners, managers, or occupants the following questions:

- How many residential units are located above the storefront?
- How many of those units are owner-occupied and renter-occupied?



REMEMBER:

You can also use the MMS Building & Business Inventory to track this data.



MONTHLY DATA

NEW UNITS

METRIC	SOURCE	DEFINITION
Number of New Apartments/Lofts	 	Total number of brand new residential rental units that have been completed over the past month and ready to lease to tenants. These units can either be in brand new buildings or buildings that were not previously residential.
Number of New Condo Units	 	Total number of brand new condo units that have been completed over the past month and ready to be sold. These units can either be in brand new buildings or buildings that were not previously residential.
Number of New Single-Family Houses	 	Total number of brand new single-family homes that have been completed over the past month and ready to be rented or sold.

WHAT'S THE DIFFERENCE BETWEEN AN APARTMENT, CONDO, AND A SINGLE-FAMILY HOUSE?

APARTMENT

An apartment (or loft) is a rental residential unit. Buildings in Main Streets can have apartment units located above first floor retail spaces or apartment units can be in buildings or complexes that are entirely residential. Apartments in a building are managed by a single entity, such as a corporation, and then leased to individual tenants.

CONDO

A condo unit is a multi-family residential unit that is owned by the resident rather than rented. Physically, a condo may look a lot like an apartment, or it can even be a townhouse - the important distinction is that each unit is owned individually and managed under a homeowner association (HOA). It's important to note, if a condo unit is rented, it is still counted as a condo rather than an apartment.

SINGLE-FAMILY HOUSE

A single-family house is a property that contains only one dwelling unit in the entire building. Single-family houses can be a free-standing house, or it can be an attached home like a townhouse with shared dividing walls.



MONTHLY DATA

REHABILITATED UNITS

METRIC	SOURCE	DEFINITION
Number of Rehabbed Apartments/Lofts	 	The total number of rental units within buildings that have undergone significant interior improvements, resulting in an “overhaul” of the property.
Number of Rehabbed Condo Units	 	The total number of condo units within buildings that have undergone significant interior improvements, resulting in an “overhaul” of the property.
Number of Rehabbed Single-Family Houses		The total number of single-family houses that have undergone significant interior and/or exterior improvements, resulting in an “overhaul” or “flip”.

WHAT COUNTS AS A REHABILITATION?

Think substantial improvements to the units: was a home in poor condition ‘flipped’ to be sold? Did old apartments get renovated to attract higher rents? Rehabilitations typically result in an increase in property value and an improved aesthetic value from the street. A good indicator that buildings are being renovated is when there are large dumpsters located in the front or back of the property. For apartment and condo buildings, another indicator is a new promotional campaign, highlighting recent changes. Small modifications, such as new carpeting or lighting, should not be counted.



TIP:

To make sure not to double report, only count units once they are on the market to be rented or sold. This indicates that the project is complete and should be recorded.



RECOMMENDED MONTHLY DATA COLLECTION METHODS



Walk your Main Street district and look for construction.

If you see a building under construction, ask the owner or construction manager if it will have any residential units, and if so, the total number of units. If no one onsite can answer your question, contact information is usually displayed in windows or on signage. While you don't have to report the specific unit types (studio, two-bedroom, etc.) or square footage to Michigan Main Street, tracking such data in your Building & Business Inventory sheet (under "Residential Property Data") can help you get a strong sense of local housing trends.



Ask your municipality!

During the construction process for both new construction and major renovations, the unit count of the building is typically recorded to the local government during the permitting process. Check with your local government office, such as the planning and/or zoning department, for the number of units in the project. While you are speaking with your municipality, you might as well also ask about the estimated costs of the project, which you'll need for your "Private Investment" data.

Question to Ask:

- How many units are in the apartment or condo building at [address of site]?
- What is the total estimated cost of the project?
- Is the local or state government funding any portion of the project? If so, how much?



Supplement your data with online resources:

Many apartment and condo buildings nowadays have websites that detail the number of units. Feel free to call any leasing number and ask the representative for the number of units! www.Apartments.com and www.Zillow.com are also helpful sources to collect information on recently completed residential projects. Apartments.com typically provide snapshots of different apartments available to rent and the number of units in buildings. Zillow.com includes search functions to find both condominium and single-family homes that are new construction projects. These can be great resources to supplement the on-the-ground data collection.





INVESTMENT DATA

Want to measure the growing excitement and activity within your Main Street? Follow the money!

MONTHLY DATA METRICS

FAÇADE & EXTERIOR RENOVATIONS

Number of Renovations

Sum of Private Investment

Sum of Public Investment

PUBLIC IMPROVEMENT

Number of Public Improvement Projects

Sum of Private Investment

Sum of Public Investment

BUILDING REHABILITATION

Number of Building Rehabilitations

Sum of Private Investment

Sum of Public Investment

NEW CONSTRUCTION

Number of New Construction Projects

Sum of Private Investment

Sum of Public Investment

BUILDINGS SOLD

Number of Buildings Sold

WHY COLLECT INVESTMENT DATA?

Public investment demonstrates a commitment from the community to value and maintain your commercial district, while private investment demonstrates confidence in your Main Street as a strong place to do businesses and create jobs. Tracking public and private investment over time is a powerful way to tell the story of district revitalization.

Local and state municipalities typically place a high value on how much private investment is occurring in your district relative to public investment. Tracking public and private investment data is extremely valuable when advocating for the importance of your program and continued public investments in your Main Street Area.

ANNUAL INVESTMENT DATA

Your annual investment data includes private investment, public investment, and total investment in your Main Street Area.

To get this data, Michigan Main Street simply sums monthly data to provide Main Streets with annual investment totals.

Providing quality monthly data for Michigan Main Street ensures complete and accurate annual investment data.



COMMON DEFINITIONS

FAÇADE & EXTERIOR RENOVATIONS

A façade is the face of a building that looks onto a street or open space. Exterior renovations include an improvement to a building's exterior walls, roof, windows, or signage. Improvements could also include painting the exterior of the building, replacing awnings and exterior doors. If a project includes improvements to both the interior and exterior of a building, count that in the "Building Renovations & Rehabs" category.

PUBLIC IMPROVEMENTS

"Public improvements" are defined as any improvement to the public realm – or the spaces between the buildings including streets, sidewalks, parking lots, lighting, alleys, bike lanes, public signage, benches, trash cans, public arts, banners, and crosswalks.

BUILDING REHABILITATIONS

"Building renovations and rehabs" are defined as any repairing, renovating, or modifying of an existing building. This could include new carpeting, flooring, HVAC, or the installation of major appliances or interior structures. If a renovation or rehabilitation project includes improvements to both the interior and exterior of a building, classify that in this category, not in "Façade & Exterior Improvements".

NEW CONSTRUCTION

"New construction" is defined as the development of any entirely new building. This does not include small building additions, such as a patio or side deck.

BUILDINGS SOLD

"Buildings sold" refers to the number of properties in your Main Street Area that have been purchased by a new owner. This does not include the sale of any individual residential units.



TIP:

For each of the investment categories, except "Buildings Sold", Michigan Main Street requires you to track the following metrics each month:

- **Number of projects** - Total projects that have been fully completed over the past month.
- **Sum of private investment** - The total amount of dollars spent by business owners, property owners, real estate investors, or other non-governmental funders, such as philanthropies, on projects that were completed over the past month.
- **Sum of public investment** - The total amount of any state, local, or federal government funds spent on projects that were completed in the past month. This can also include a government-funded portion of a program or project. Government grants also count as a public investment.



MONTHLY DATA

FAÇADE & EXTERIOR RENOVATIONS

METRIC	SOURCE	DEFINITION
Number of Renovations	 	The total number of projects that enhance the face of a building that looks onto a street or open space. Exterior renovations include an improvement to a building's exterior walls, roof, windows, or signage. Improvements could also include painting the exterior of the building or replacing awnings and exterior doors.
Sum of Private Investment	 	Total dollar amount of façade and exterior improvements financed by business owners, property owners, real estate investors, or other non-governmental funders, such as philanthropies.
Sum of Public Investment		Total façade and exterior improvements financed using state, local, or federal government funds. This can also include a government-funded portion of a program or project. Government grants also count as a public investment.

PUBLIC IMPROVEMENTS

METRIC	SOURCE	DEFINITION
Number of Public Improvement Projects	 	"Public improvements" are defined as any improvement to the public realm – or the spaces between the buildings including streets, sidewalks, parking lots, lighting, alleys, bike lanes, public signage, benches, trash cans, public arts, banners, and crosswalks.
Sum of Private Investment	 	"Private investment" is defined as the dollars spent on any public improvement project that is financed in whole or in part by business owners, property owners, real estate investors, or other non-governmental funders, such as philanthropies.
Sum of Public Investment		"Public investment" is defined as the dollars spent on any public improvement project or program financed using state, local, or federal government funds. This can also include a government-funded portion of a program or project. Government grants also count as a public investment.



MONTHLY DATA

BUILDING REHABILITATIONS

METRIC	SOURCE	DEFINITION
Number of Building Rehabilitations	 	Building rehabilitations are defined as any repairing, renovating, or modifying of an existing building. This could include new carpeting, flooring, HVAC, or the installation of major appliances or interior structures. If a renovation or rehabilitation project includes improvements to both the interior and exterior of a building, classify that in this category, not in "Façade & Exterior Improvements".
Sum of Private Investment	 	"Private investment" is defined as the dollars spent on any renovation or rehabilitation project that is financed in whole or in part by business owners, property owners, real estate investors, or other non-governmental funders, such as philanthropies.
Sum of Public Investment		"Public investment" is defined as the dollars spent on any renovation or rehabilitation project or program financed using state, local, or federal government funds. This can also include a government-funded portion of a program or project. Government grants also count as a public investment.

NEW CONSTRUCTION

METRIC	SOURCE	DEFINITION
Number of New Construction Projects	 	"New construction" is defined as the development of any entirely new building. This does not include small building additions, such as a patio or side deck.
Sum of Private Investment	 	"Private investment" is defined as the dollars spent on any new construction project that is financed in whole or in part by business owners, property owners, real estate investors, or other non-governmental funders, such as philanthropies.
Sum of Public Investment		"Public investment" is defined as the dollars spent on any new construction project or program financed using state, local, or federal government funds. This can also include a government-funded portion of a program or project. Government grants also count as a public investment.

BUILDING SALES

METRIC	SOURCE	DEFINITION
Number of Buildings Sold		"Buildings sold" refers to the number of properties in your Main Street that have been purchased by a new owner. This does not include the sale of any residential units.



RECOMMENDED MONTHLY COLLECTION METHODS



Contact your local or state municipality.

To find the cost of publicly-funded projects and see how many buildings in your Main Street Area were sold, contact your local or state municipality. For many public enhancement projects, your department of transportation or local planning department will be the most appropriate offices to contact.

For privately-funded projects, contact your local municipality to see publicly available project permits, which typically include estimated project costs. Your local municipality should also be able to tell you the number of buildings sold in your Main Street Area over the past month.

Many public project costs are listed online, under your local or state municipality's website. Contact your local planning or zoning office to learn where your municipality stores this data.



Survey business and property owners.

For private investments, you will likely need to speak one-on-one with business or property owners to find out the cost of certain rehab or construction projects. You can typically find contact information on publicly available tax records and project permits.

Given the private nature of personal and business finances, it is important, before you begin asking questions, to remind survey responders that the information they provide will remain confidential and only be used for assessing and improving the activities of your Main Street program.



Walk your Main Street Area to look for improvements.

The easiest way to learn about physical improvements taking place in your Main Street Area is to simply walk through your district. Often you can ask for project information on the spot as a starting point to your data collection.



TIP:

Only count public or private investments upon completion of a project, to avoid double-counting. Ribbon-cutting ceremonies or the move-in date for new tenants indicate when a project is completed and thus should be recorded.



INVESTMENT DATA FREQUENTLY ASKED QUESTIONS

WHAT'S THE DIFFERENCE BETWEEN PRIVATE AND PUBLIC INVESTMENT?

PUBLIC INVESTMENT

Any project or program financed using state, local, or federal government funds. This can also include a government-funded portion of a program or project. Government grants also count as a public investment.

PRIVATE INVESTMENT

Any project or program financed by business owners, property owners, real estate investors, or other non-governmental funders, such as philanthropies.

WHAT DOES IT MEAN TO HAVE A “PUBLIC IMPROVEMENT” THAT’S PRIVATELY FUNDED?

Public improvements can be both publicly and privately funded. Public investment is generally allocated for spaces that are not privately owned, but many “public spaces” are privately owned. For example, a parking lot may be used by the public but privately owned, and therefore not a municipality’s responsibility for maintaining. When these parking lots need repaving and restriping, this is often through private investment.

Other examples may include landscaping in front of buildings and small outdoor spaces like gazebos and plazas. Oftentimes, public parks and plazas may be owned and operated by the municipality but receive sponsorships and private investment for maintenance, improvements such as new seating or playgrounds, and event programming – this is another example of a public improvement that’s privately funded.





MAIN STREET DATA



Main Street programs can't create great places on their own. Engaging the local community is a fundamental part of the Main Street Approach.

ANNUAL DATA METRICS

STAFFING

Full-Time Staff

Part-Time Staff

Executive Director Salary

Executive Director Benefits

Additional Staff Salary

Additional Staff Benefits

MONTHLY DATA METRICS

VOLUNTEERS

Total Board Volunteer Hours

Total Project (Non-Event) Volunteer Hours

Total Event Volunteer Hours

Total Volunteer Cost

TRAINING & PROFESSIONAL DEVELOPMENT

Total Training Sessions Attended

FUNDRAISING & MEMBERSHIP

Total Private

Total Public

Total In-Kind

Total Earned

EVENTS

Total Number of Events

Total Main Street Event Revenue

Sum of Gross Main Street Event Expenses

Number of Event Attendees

WHY COLLECT MAIN STREET DATA?

Tracking data such as volunteer hours, event attendees, and funds raised helps measure and convey your program's connection with the local community.

Tracking the attendees and revenue of Main Street events helps programs evaluate the success of its programming efforts.



ANNUAL DATA

STAFFING

METRIC	SOURCE	DEFINITION
Full-Time Staff		Number of staff members employed by your Main Street program who work at least 40 hours per week on average and receive an annual or monthly salary.
Part-Time Staff		Number of staff members employed by your Main Street program who work less than 40 hours per week. These staff members may be paid a salary or hourly wage.
Executive Director Salary		The annual salary of the top-ranking staff member of your program (typically the "Executive Director")
Executive Director Benefits		Employment benefits, such as health insurance or paid leave, received by the top-ranking staff member of your program.
Additional Staff Salary		The total dollar amount spent on staff member pay, excluding the salary of the Executive Director.
Additional Staff Benefits		Employment benefits received by staff members of your program.

RECOMMENDED DATA COLLECTION METHOD:



Use accounting software to report staffing data.

To accurately track the salary and benefits of your staff, use accounting software or your organization's official budget.



MONTHLY DATA

VOLUNTEERS

METRIC	SOURCE	DEFINITION
Total Board Volunteer Hours		Sum of hours spent by your program's board of directors at board meeting or advocating for your local program at meetings with partners and stakeholders. This does not include time spent on implementing projects or organizing and participating at Main Street events
Total Project (Non-Event) Volunteer Hours		Sum of hours spent by volunteers, including board and committee members, implementing your program's projects and programming, not including any hours spent organizing or at a Main Street Event.
Total Event Volunteer Hours		Sum of hours spent by volunteers, including board and committee members, at events organized or co-organized by your program. This can include time spent organizing the event prior to the day of the event, as well as time spent prepping or cleaning up on the day of the event. Total Event Volunteer Hours should only be reported once the event has been completed.
Total Volunteer Cost		The total dollars spent by your program associated with the organization and accommodation of Main Street volunteers. These costs can include, but are not limited to, food, drinks, t-shirts, and event space.

TRAINING & PROFESSIONAL DEVELOPMENT

METRIC	SOURCE	DEFINITION
Total Training Sessions Attended		Total number of training or professional development events attended by the Executive Director, board members, or volunteers.

RECOMMENDED DATA COLLECTION METHOD:



Use sign-in sheets to track volunteer hours and professional development.

For events and meetings, participants can use a volunteer log or simply fill out a sign-in/out sheet to easily track and manage hours. Keep a log at the front desk or near the door so that regular volunteers can simply fill in their time as they volunteer. Each hour spent by each volunteer counts as one volunteer hour. For example, a two-hour event with four volunteers would count as eight total volunteer hours.

Use sign in sheets to also track attendance of board members and volunteers at training and professional development events. Another way to track training and professional development could include looking back at calendars, invoices or expense reports, and verifying trainings attended by staff, board members and volunteers in the past month.



MONTHLY DATA

FUNDRAISING & MEMBERSHIP

METRIC	SOURCE	DEFINITION
Total Private		Funds raised through all private organizations and individuals including donations, sponsorships, and grants from non-government sources.
Total Public		Local, state or federal contributions including government grants.
Total In-Kind		Contributions or donations of goods or services that have a market value.
Total Earned		Funds raised from membership dues, merchandise sales, or any other goods or services offered by the organization.

RECOMMENDED DATA COLLECTION METHOD:



Use accounting software to track expenses, revenue, and fundraising.

Your program should have a system to track all expenses and revenue. Your Main Street data, such as event revenue, event expenses, private fundraising, and municipal contributions, should be pulled directly from this system. If you are having challenges tracking your organization's finances, contact Michigan Main Street for assistance.



MONTHLY DATA

EVENTS

METRIC	SOURCE	DEFINITION
Total Number of Events		The number of events that are organized or co-organized by your Main Street program. These can include general community events, retail or business promotional events, or fundraising events in your Main Street Area.
Total Main Street Event Revenue		Total revenue generated as a direct result of Main Street events. These can include ticket sales, or funds raised during events.
Sum of Gross Main Street Event Expenses		Total dollars spent as a direct result of Main Street events. These can include, but are not limited to, costs such as equipment, marketing, catering, and event space.
Number of Event Attendees		This data point tracks the number of attendees of events that are organized, or co-organized by the Main Street program itself. This could range from small business opening celebrations to large promotional events or festivals.

RECOMMENDED DATA COLLECTION METHOD:



Use work plans, calendar, and sign-in sheets to track event data.

Refer to event calendars and work plans to track the total number of events your organization is planning monthly. To track event attendance, be sure there are volunteers assigned to survey and track crowd size the day of the event.



Use accounting software and event budgets to track event revenue and event expenses each month.

When reporting the revenue and expenses of events, simply use the accounting or database management system your program already uses to keep track of finances and budgets. Make sure to consider the type of event when you record event data:

COMMUNITY EVENT

General or special event that brings activity to Main Street Area.

RETAIL EVENT

Event that drives traffic to specific businesses.

FUNDRAISING EVENT

Revenue-generating events that primarily serve as an Income source for Main Street Program.

See Page 47 for additional suggestions about tracking event attendance!



MAIN STREET DATA FREQUENTLY ASKED QUESTIONS

HOW DO I ESTIMATE EVENT ATTENDANCE?

Estimating how many people attend an event can be a difficult task, particularly for public, non-ticketed events. However, having accurate estimates is important for future event preparation, especially for businesses, who may need to add staff and inventory to handle increased event traffic.

The best way to measure event attendance is to distribute tickets to your event (even if it is free). You can use event-hosting websites, such as Eventbrite, to distribute and track tickets. If your event is not ticketed, the method for estimating the number of attendees varies depending on the size of the event:

SMALL EVENTS

(<100 attendees)

Consider creating a sign-in sheet for visitors and attendees. You can also create an event page on Facebook to track the number of RSVPs. Eventbrite can also easily track RSVPs (even for non-ticketed events).

MEDIUM EVENTS

(100-400 attendees)

Hand out raffle tickets or another small item to each attendee and then see how many items you have left at the end. For example, if you brought 200 flyers to an event, passed them out to each attendee, and had 25 remaining flyers at the end of the event, you'll know that the event had 175 attendees.

LARGE EVENTS

(>400 attendees)

Speak with your local police department, who can typically provide accurate size estimates of large crowds.

For additional resources and ideas around tracking event attendance, expenses, and other information, refer to the Michigan Main Street Event Evaluation Self-Assessment tool.



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Optional Deep Dive Resources

OPTIONAL DEEP-DIVE RESOURCES

The following sources are helpful resources for Main Street programs. Although these sources don't have boundary-specific data that can be used for monthly or annual data collection, they are valuable reference points when comparing your Main Street to city, county, and state statistics.

AMERICAN FACT FINDER

This user-friendly US Census portal combines dozens of annual demographic and business census surveys including American Community Survey, Economic Census, and Business Patterns data. This data can help Main Streets collect a range of information including employment, business information, demographics, housing and more. <https://factfinder.census.gov>

POLICY MAP

As an online portal, PolicyMap distributes demographic, real estate, and job data for communities across the country. <https://www.policymap.com/>

US BUREAU OF LABOR STATISTICS

Economic data such as employment rates, spending patterns, wages, and industries, are provided through the Bureau of Labor Statistics. Data is available at both the state and county-level and can provide reference for your Main Street compared to local benchmarks. www.bls.gov

UNITED STATES CENSUS BUREAU

Every decade, the Census releases data pertaining to a wide variety of topics including population, the economy, businesses, housing, and income. Data is available at a range of geographies including zip codes, municipalities, and Census blocks. Census data is available through American FactFinder as well as third-party data sources such as ESRI.

WALKSCORE

As the leading international measure of walkability, public transit accessibility, and proximity to community-serving amenities, WalkScore also provides real estate data, crime statistics, and commute travel time analysis in some markets. <https://www.walkscore.com/>

Communication Tools

To further capitalize on the monthly and annual data you collect, consider using the following tools to summarize and communicate quantitative findings about your program's operations and neighborhood's conditions.

FACE-TO-FACE MEETINGS

In-person conversations, meetings, or interviews with Main Street leadership are often the first time a community member learns about a program. Therefore, having a few key data points to share during face-to-face interactions can go a long way in building local support for your program.

ANNUAL REPORTS

Annual Reports can highlight the achievements and impacts your Main Street program each year. Consider including spotlights of success stories (such as a special event, new business, milestone achieved) and communicating your impact through Reinvestment Statistics and other performance indicators.

BOUNDARY MAP

Maintain a clear, visual boundary map of your program area to communicate to stakeholders and constituents the area of your program influences. Letter sized maps can easily be attached to grant applications and filed with Annual Reports.

MARKETING MATERIALS

Generic marketing materials such as flyers, brochures, and postcards can supply the public with a great overview of your Main Street program, significant events or achievements, and exciting news. Consider your audience for each of the materials. Are these materials to have on hand at the office? Are you trying to gain donors for a specific event? Are you updating businesses with new opportunities?

WEBSITE

Updating your program's website to include a section featuring your program's economic, fiscal, and community impacts help a diverse range of stakeholders understand the value of your program. Consider adding an "Impacts" Section or including metrics within the footer of your homepage with key statistics.

LOCAL PRESS RELEASES, ARTICLES, INTERVIEWS, AND SOCIAL MEDIA

Generating press releases and contacting local media can help generate a larger audience for your Main Street program. This can drive more participants to events or promotions, but also highlight significant impacts such as awarded grants and improved streetscapes.

SPECIAL EVENTS

Consider hosting special events such as dinners, socials, and happy hours to gather stakeholders and communicate success verbally. Think of how your event displays and vocalizes the impacts your Main Street program has generated.

ONE-PAGER

Program One-Pagers provide stakeholders with a clear snapshot of your program and its impacts. These can easily be attached to Grant Applications and fundraising efforts.

Tools to Assess Your Impact

To thoroughly quantify how your program has made an impact on your local community, economy, and fiscal strength, consider conducting the types of analyses listed below. These analyses are typically conducted by independent consultants. Contact Michigan Main Street to learn more about how to bring these additional services to your program.

ECONOMIC IMPACT ANALYSIS

An economic impact analysis can measure the economic gains, such as jobs, sales, and wages, generated by a program, or specific event or development. This can be a crucial resource when communicating the importance of your program or specific project to stakeholders. Regularly scheduled economic impact analyses can also shed light on how particular events, such as a festival or seasonal promotion, grow or decline over time, allowing programs to make more educated decisions on programming and marketing strategy.

FISCAL IMPACT ANALYSIS

A fiscal impact analysis measures the amount of tax revenue attributable to an event, development, or program. Like an economic impact analysis, this can be a valuable advocacy tool, particularly for programs that receive public dollars.

COMMUNITY IMPACT ANALYSIS

This type of analysis describes the impact programs have on their communities. These analyses typically focus on quality-of-life impacts such as social cohesion, historic preservation, safety, and design. Data for this type of impact analysis is typically more difficult to quantify but can produce results that have a wide range of appeal.

Real Estate & Market Tools

To deeply examine how real estate and market trends are impacting your businesses, or to craft materials specifically designed to attract new establishments to your commercial district, consider the tools listed below. These analyses are typically conducted by independent consultants. Contact Michigan Main Street to learn more about how to bring these additional services to your program.

MARKET ANALYSIS & RETAIL VIABILITY ASSESSMENT

Market analyses and retail viability assessments allow for a deeper understanding of local and regional economic and retail trends impacting communities, helping programs set the framework for future retail enhancement strategies. These studies also provide an opportunity to engage with local business owners and real estate professionals, helping Main Street staff build key relationships and better understand how market forces are being felt on the ground.

SALES GAP ANALYSIS

A sales gap analysis, also called a leakage analysis, measures the degree to which a commercial area is capturing retail demand in its surrounding area. For example, if a city's downtown had a leakage rate of only 5% for hardware stores, that would mean that it is almost completely capturing nearby demand. This helps paint a clear picture of how a commercial area can retain existing customers, attract new visitors, and better serve the needs of the local community. Often Leakage Analysis can be part of a Market Analysis for your Main Street. If you hire a consultant to conduct a Market Analysis, ask them to include this Leakage Analysis to help you get a better understanding of where residents and customers are spending their money.

RETAIL COMPETITIVE ADVANTAGES & RETAIL BROKER PITCH SHEET

When attracting new businesses or retaining existing ones, knowing your area's strongest competitive advantages, and having the data to support them, is an invaluable tool. Having concise "pitch sheets" on-hand, ready to give to retail brokers or prospective business owners considering a move to your district, can be the difference between a vacant storefront being filled or not.



LOOKING FOR MORE INFORMATION? Check out National Main Street Center's recent publication "*Market Analysis for Community Transformation: A Practitioner's Guide*".

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Value Statements



Every Main Street has a unique story to tell. Use your locally collected data to craft “Value Statements” to communicate your program’s impact in a concise, empirical way.

Consider using the following fill-in-the-blank Value Statements as a framework to craft statements that align with your program’s strategic objectives and historical data. Keep in mind that the specific length of time referenced in your value statements will vary depending on your historic data.

EACH TYPE OF COLLECTED DATA HELPS COMMUNICATE THE VALUE OF YOUR MAIN STREET:



BUILDING & PROPERTY

Communicates the physical characteristics of your Main Street and demonstrates the physical improvements the Main Street helps create.



ACTIVITY & USE

Highlights the vibrancy and character of your Main Street Area.



EMPLOYMENT

The number of jobs your Main Street helps support can quantify the economic and fiscal impact of your program.



HOUSING

Demonstrates your community is a place to *live, work, and play.*



INVESTMENT

Shows the value your Main Street brings to the community and quantifies the amount of investment into your Main Street.



MAIN STREET

Highlights stakeholder involvement and the activity Main Streets generates.

USE PROPERTY TAXABLE VALUE DATA
TO DEMONSTRATE INCREASED VALUE.

The property value of _____ (name of downtown)
increased ___% over the past ___ years.

Our Main Street program works directly with property owners and businesses to help increase the value of our downtown. This means more fiscal revenue for our town and a more resilient community.

USE BUILDING DATA TO COMMUNICATE
MAIN STREET COVERAGE AREA.

Our Main Street provides support and assistance to ___ (#) of
storefronts in downtown _____ (city name).

These storefronts help attract customers to our local businesses and improve the vibrancy of our downtown, making our Main Street a thriving place to eat, shop, and play.





_____ Main Street supports the development of our downtown businesses, creating a more vibrant and economically resilient place.



_____ (#) businesses have opened on our Main Street over the past ___ years.



_____ % decrease in vacancy since [insert year].



_____ (#) businesses have expanded over the past ___ years.

USE ACTIVITY & USE MIX DATA TO HIGHLIGHT COMMERCIAL DIVERSITY

Our downtown offers a little something for everyone.

With ___ retailers, ___ eating and drinking establishments, ___ service businesses, and ___ arts and cultural spaces, downtown _____ features a vibrant mix of commercial activity.





**USE EMPLOYMENT DATA TO DEMONSTRATE
LOCAL ECONOMIC GROWTH**

Our program helped restore confidence in downtown as a great place to live and do business.

Since _____ [year] our district has seen a ___% increase in new jobs, creating more economic opportunities for local residents.



_____ **Main Street helps support small business growth and job creation in our community.**



Since [insert year]:
_____ Full-Time Jobs



_____ Part-Time Jobs

USE HOUSING UNITS TO SHOW COMMITMENT TO YOUR COMMUNITY.

Take off your coat and stay awhile!

_____ (#) of households who have purchased new or renovated housing units in our Main Street since _____ (year).

With _____ (#) units of new housing, downtown _____ is becoming a better place to shop and live.

USE HOUSING UNITS TO HIGHLIGHT LOCAL CUSTOMERS TO BUSINESSES.

With _____ (#) of new housing units, businesses in our Main Street are enjoying a growing local customer base.

More nearby customers often leads to higher customer traffic and more frequent customers – making our downtown an even better option for your business.





**USE RENOVATIONS AND IMPROVEMENT DATA TO
SHOWCASE INVESTMENT IN YOUR MAIN STREET.**

Our Main Street continues to become a more attractive community.

Since _____ [year], our Main Street has seen _____ (#) of public improvement projects,
_____ (#) of façade renovations for our downtown buildings, _____ (#) of
renovations, and _____ (#) new buildings.

**USE BUSINESS, EMPLOYMENT, HOUSING &
PRIVATE INVESTMENT DATA TO DEMONSTRATE
LOCAL ECONOMIC GROWTH**

**Our program helped restore confidence that downtown as a great
place to live and do business.**

Since _____ [year] our district has seen a ___% increase in private investment, with
_____ new businesses, _____ new jobs, and _____ new or rehabbed housing units.



**Since [insert year], a total of \$ _____
have been invested in our Main Street area.**

\$ _____ Private Investment

\$ _____ Public Investment



_____ **Main Street programming engages residents and cultivates a vibrant downtown atmosphere.**

Since [insert year]:



_____ Volunteer Hours



_____ Events



_____ Event Attendees

USE EVENT DATA TO SHOWCASE DOWNTOWN VIBRANCY.

_____ **Main Street is helping make downtown _____ a fun place to be!**

In [year], _____ Main Street organized ___ [number of events], attracting over ___ [number of event attendees] to downtown _____, boosting local business sales and creating a welcoming downtown atmosphere.

USE VOLUNTEER DATA TO ILLUSTRATE COMMUNITY BUY-IN.

Our program's ground-up approach to economic development lets community members help shape the future of their downtown.

Since [year], volunteers have spent ___ hours helping support local businesses and making their downtown a better place to live.

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