MAIN STREET SOLUTION CENTER

MICHIGAN MAIN STREET
SOLUTION CENTER CATALOG | 1ST EDITION

Your complete resource library for downtown and commercial district revitalization and management in Michigan

2023

MAIN STREET SOLUTION CENTER CATALOG

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 assest. 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.**

SCAN ME

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**

MSSC

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

PERFORMANCE MEASURE	STARTING		EVOLVING		EXCELLING	
	0	1	2	3	4	5
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	○	○	○	○	○	○
2. A building and business inventory of the district has been completed for all properties and businesses within the district	○	○	○	○	○	○
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	○	○	○	○	○	○
4. The organization has programming and resources in place to actively assist small businesses and entrepreneurs in the district	○	○	○	○	○	○
5. The organization maintains current market information and a list of targeted business expansion and recruitment opportunities	○	○	○	○	○	○
6. Business development and recruitment collateral materials are in place and updated regularly or as needed	○	○	○	○	○	○
7. The organization hosts regular business owner meetings and/or communicates regularly with business owners to determine needs or challenges, and share successes	○	○	○	○	○	○

BUSINESS TOTAL SCORE

SCORING SCALE

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4—5 Excelling: Actively and consistently demonstrated or mastered with a high degree of proficiency and quality— commonly viewed among our greatest strengths.

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!

SCAN ME

MSSC

starting

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

evolving & excelling

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

coming in 2023

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 Rehabilitaiton | Property Redevelopment | Upper Floor Renovations

real estate solution scorecard

PERFORMANCE MEASURE	STARTING		EVOLVING		EXCELLING	
	0	1	2	3	4	5
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	◯	◯	◯	◯	◯	◯
2. Organization leaders are familiar with existing plans, market studies, zoning ordinances, and other district planning and development-related documents	◯	◯	◯	◯	◯	◯
3. Real estate-related projects and programming are aligned with, support and/or leverage existing plans, market studies, land use strategies, etc.	◯	◯	◯	◯	◯	◯
4. The organization actively assists and provides resources to promote and support real estate development activity in the district	◯	◯	◯	◯	◯	◯
5. The organization has programming and resources in place to actively assist property owners and to encourage development, building rehabilitation and/or facade improvements	◯	◯	◯	◯	◯	◯
6. The organization is well-versed in local development processes and has a strong rapport with development partners and officials	◯	◯	◯	◯	◯	◯

REAL ESTATE TOTAL SCORE

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SCAN ME

starting

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 resources 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

evolving & excelling

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

general resources for development

State Land Bank Authority
Historic Preservation Tax Credits
MEDC Incentive Programs

Michigan Main Street Four Point Approach

ECONOMIC VITALITY

ECONOMIC VITALITY focuses on capital, incentives, and other economic and financial tools to assist new and existing businesses, catalyze property development, and create a supportive environment for entrepreneurs and innovators that drive local economies.

This is one point of the Main Street Four Point Approach for comprehensive, incremental downtown and commercial district revitalization. This point should be implemented in tandem with the other Main Street Four Points, as each point works collectively to complement the others towards incremental downtown development.

KEY OBJECTIVES

Support existing economic base:
- Business retention and support programs *(MMS Service)*
- Identify business clusters
- Support business expansion and transition planning

Promote strategic use of space and development:
- Building and business inventory *(MMS Tool)*
- Real-estate development (addressing vacancies/ underutilized spaces, infill development)

- Market analysis *(MMS Service)*
- Small business journey mapping *(MMS Tool)*
- Business incubation/entrepreneurship development *(MMS Service)*
  » Pop-ups
  » Small batch manufacturing
  » Co-working and maker space
- Business recruitment *(MMS Service)*
  » Upper floor rehab
  » Housing
  » Office

Assemble resources:
- Develop business incentives
- Build partnerships
  » Small business service providers
  » Local financial institutions

HELPFUL TIPS
- Regularly update/ manage building and business inventory
- Ensure flexibility with grant money and budget appropriations to develop incentives
- Build relationships with business and property owners first and foremost

Important questions to ask
What is the zoning and other policies/ordinances that dictate development in the district?

What is the local process for starting a new business?

For real estate, what is the process for starting a development or building rehabilitation in the community?

What are the needs of the businesses?

Where is there potential for business growth and new development?

What are barriers to entering the real estate or local business market?

Looking for additional resources?
Check out the following:
- Michigan Main Street Resources
- Main Street America Revitalization Toolkits

Economic Vitality Overview

coming in 2023

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

PERFORMANCE MEASURE	STARTING		EVOLVING		EXCELLING	
	0	1	2	3	4	5
1. The organization produces, provides assistance and/or supports events that build brand equity for the district	○	○	○	○	○	○
2. The organization's annual events calendar includes a mix of special events, retail events, and image-building events with specific goals identified	○	○	○	○	○	○
3. An organized approach or program is in place and working effectively to procure and manage event sponsorships	○	○	○	○	○	○
4. The organization regularly (e.g. post-event or annually) completes an evaluation of events, including a cost-benefit analysis, and acts accordingly	○	○	○	○	○	○
EVENT TOTAL SCORE						

SCORING SCALE
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SCAN ME

Promotion Overview

Event Evaluation Tool

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

SELF ASSESSMENT

Michigan Main Street Four Point Approach

PROMOTION

PROMOTION positions the downtown or commercial district as the center of the community and hub of economic activity, while creating a positive image that showcases a community's unique characteristics.

This is one of the Main Street Four Point Approach for comprehensive, incremental downtown and commercial district revitalization. This point should be implemented in tandem with the other Main Street Four Points as each point works collectively to complement the others.

Market district assets:
• Asset mapping *(MMS Service)*
• Downtown directory
• Website (or portion of website to promote downtown)

KEY OBJECTIVES

Position district as center of activity:
• Community and special events
• Retail events
• Annual calendar of events
• Event evaluation *(MMS Tool)*

Enhance positive image:
• Community branding *(MMS Service)*
• Marketing plan (identify target audience)
  » Image building campaign
  » Advertising campaign
  » Social media

HELPFUL TIPS

Understand your retail/downtown niche and the assets your community has to promote—don't imitate; focus on your uniqueness

Annually evaluate events and adjust accordingly

Encourage cross-promotion and partnerships

HELPFUL TIPS

Important questions to ask

Who is your target audience? Are you being inclusive?
_____
_____

What are the most effective/efficient ways to promote downtown?
_____
_____

Are your events effective?
_____
_____

Looking for additional resources?
Check out the following:
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Event Evaluation
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.

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coming in 2023

Single-ask Sponsorship Campaigns/ Strategies

Best Practices - Retail Events

1-Page How-to's on Extended Hours Campaign

Post-event Impact Summary

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

PERFORMANCE MEASURE	STARTING		EVOLVING		EXCELLING	
	0	1	2	3	4	5
1. The organization orchestrates, provides assistance and/or supports place-based marketing programs and activities consistent with the district's brand	○	○	○	○	○	○
2. The organization effectively uses social media, advertising, materials, and/or other medium to tell a story, reach targeted audiences, and highlight district assets	○	○	○	○	○	○
3. A quality branding system for the district is in place and being implemented effectively across all medium to build brand equity	○	○	○	○	○	○
4. The organization has developed a communication plan outlining regular communication efforts with key stakeholders	○	○	○	○	○	○

MARKETING TOTAL SCORE

SCORING SCALE
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Promotion Overview

Community Storytelling Toolkit

Asset Mapping (Guide | Template)

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

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Michigan Main Street Four Point Approach

PROMOTION

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Position district as center of activity:
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• Retail events
• Annual calendar of events
• Event evaluation *(MMS Tool)*

Enhance positive image:
• Community branding *(MMS Service)*
• Marketing plan (identify target audience)
  » Image building campaign
  » Advertising campaign
  » Social media

HELPFUL TIPS

| Understand your retail/downtown niche and the assets your community has to promote—don't imitate; focus on your uniqueness | Annually evaluate events and adjust accordingly | Encourage cross-promotion and partnerships |

Important questions to ask

Who is your target audience? Are you being inclusive?
_____

What are the most effective/efficient ways to promote downtown?
_____

Are your events effective?
_____

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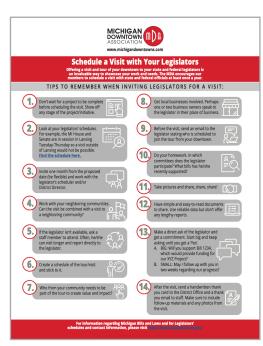
Arranging a Site Visit with Elected Officials
(Information | Webinar Recording)

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.

MICHIGAN DOWNTOWN ASSOCIATION
www.michigandowntowns.com

Schedule a Visit with Your Legislators
Offering a visit and tour of your downtown to your state and federal legislators is an invaluable way to showcase your work and needs. The MDA encourages our members to schedule a visit with state and federal officials at least once a year.

TIPS TO REMEMBER WHEN INVITING LEGISLATORS FOR A VISIT:

1. Don't wait for a project to be complete before scheduling the visit. Show off any stage of the project/initiative.

2. Look at your legislators' schedules. For example, the MI House and Senate are in session in Lansing Tuesday-Thursday so a visit outside of Lansing would not be possible. Find the schedule here.

3. Invite one month from the proposed date (be flexible) and work with the legislator's scheduler and/or District Director.

4. Work with your neighboring communities. Can the visit be combined with a visit to a neighboring community?

5. If the legislator isn't available, ask a staff member to attend. Often, he/she can visit longer and report directly to the legislator.

6. Create a schedule of the tour/visit and stick to it.

7. Who from your community needs to be part of the tour to create value and impact?

8. Get local businesses involved. Perhaps one or two business owners speak to the legislator in their place of business.

9. Before the visit, send an email to the legislator stating who is scheduled to join the tour from your downtown.

10. Do your homework. In which committees does the legislator participate? What bills has he/she recently supported?

11. Take pictures and share, share, share!

12. Have simple and easy-to-read documents to share. Use reliable data but don't offer any lengthy reports.

13. Make a direct ask of the legislator and get a commitment. Start big and keep asking until you get a 'yes'.
   A. BIG: Will you support Bill 1234, which would provide funding for our XYZ Project?
   B. SMALL: May I follow up with you in two weeks regarding our progress?

14. After the visit, send a handwritten thank you card to the District Office and a thank you email to staff. Make sure to include follow-up materials and any photos from the visit.

For information regarding Michigan Bills and Laws and for Legislators' schedules and contact information, please visit

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coming in 2023

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

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

perservation solution scorecard

PERFORMANCE MEASURE	STARTING		EVOLVING		EXCELLING	
	0	1	2	3	4	5
1. The organization has programming and resources in place to actively encourage appropriate building rehabilitation and façade improvements	◯	◯	◯	◯	◯	◯
2. The organization has strong relationships with local and/or state historic preservation partners and works actively to promote the benefits of preservation	◯	◯	◯	◯	◯	◯

PRESERVATION TOTAL SCORE

SCORING SCALE
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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

historic designation

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	STARTING		EVOLVING		EXCELLING	
	0	1	2	3	4	5
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	○	○	○	○	○	○
PLACE TOTAL SCORE						

SCORING SCALE

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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)

What is Placemaking?
This resources provides an overview on the key principles of placemaking and various tools and resources to integrate placemaking effectively into your downtown or district

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

coming in 2023

Public Art/Vibrancy Improvements

Clean up and Maintenance Standards/ Programs/Examples

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 | Spotlighting Volunteers
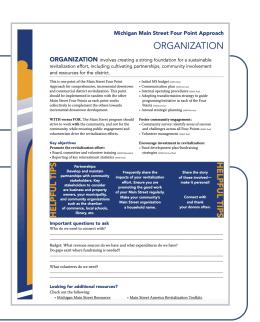
capacity solution scorecard

PERFORMANCE MEASURE	STARTING		EVOLVING		EXCELLING	
	0	1	2	3	4	5
1. The organization effectively engages and mobilizes volunteers to implement select projects and programs	○	○	○	○	○	○
2. The organization has specific protocols, tools, and/or programs in place - and makes an intentional effort - to cultivate a strong volunteer base	○	○	○	○	○	○
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	○	○	○	○	○	○
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	○	○	○	○	○	○
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	○	○	○	○	○	○
6. The organization is effective at identifying organizational capacity needs and in pursuing and leveraging resources and support, when and where needed	○	○	○	○	○	○
7. A budget and budgeting processes to support the organization and its programs and projects are in place and effectively administered	○	○	○	○	○	○
8. Line items in the organization's budget align with and support implementation of the organization's strategic plan	○	○	○	○	○	○
9. The organization has a plan in place and is working effectively to increase and diversify funding through fundraising, annual sponsorships, events, etc.	○	○	○	○	○	○

CAPACITY TOTAL SCORE

starting

Organization Overview

financial capacity building

Main Street Budget Worksheet

Main Street Campaign Worksheet

Main Street Communication Plan

Fund Development Toolkit

volunteer capacity building

Volunteer Toolkit

Volunteer Management and Recruitment (Slide Deck | Webinar)

Value of Volunteer Time

SCORING SCALE

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SOLUTION CENTER

SCAN ME

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!

Michigan Main Street Four Point Approach
ORGANIZATION

ORGANIZATION involves creating a strong foundation for a sustainable revitalization effort, including cultivating partnerships, community involvement and resources for the district.

Organization Overview

This one page summary describes how your organization can create a strong foundation through cultivating partnerships, engaging the community and building resources for revitalization and management efforts

VOLUNTEER TOOLKIT
MICHIGAN MAIN STREET

Volunteer Toolkit

This toolkit contains information that can guide your organization's efforts for volunteer management

coming in 2023

Friends of Downtown Fundraising Campaign

Best Practice - Single - Ask Sponsorship Campaign

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

PERFORMANCE MEASURE	STARTING		EVOLVING		EXCELLING	
	0	1	2	3	4	5
1. An organizational chart and clear management structure governing the organization's operations are in place	◯	◯	◯	◯	◯	◯
2. The composition of the organization's governing board or leadership team is diverse and representative of the district's stakeholders	◯	◯	◯	◯	◯	◯
3. The organization's day-to-day operations are effectively managed by professional, paid staff	◯	◯	◯	◯	◯	◯
4. Roles and responsibilities of the organization are well-defined, differentiated, and complementary to the work of other local organizations	◯	◯	◯	◯	◯	◯
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	◯	◯	◯	◯	◯	◯
6. The organization has a strategic plan and/or develops and implements projects and programs to support the vision and goals for the district	◯	◯	◯	◯	◯	◯
7. The organization annually plans projects and programs and uses a work plan to track progress and measure impacts	◯	◯	◯	◯	◯	◯

PEOPLE TOTAL SCORE

SCORING SCALE
0—1 Starting: Doesn't exist or we're just getting started (in the early discussion, research or planning stages) — or — underperforming and in need of a re-boot.

2—3 Evolving: Getting ready to launch or already in place, operating or programmed — but with opportunities for growth or enhancement.

4—5 Excelling: Actively and consistently demonstrated or mastered with a high degree of proficiency and quality— commonly viewed among our greatest strengths.

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SCAN ME

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

downtown/district executive director

Main Street Director Manual

Main Street Hiring Guide

Michigan Downtown Association Professional Downtown Management Certificate Program

Main Street America Institute

training & education

Michigan Downtown Association Downtown Management Training Series

Michigan Downtown Association Podcast

Michigan Association of Planning On-Site and Build Your Own Workshops

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

Events ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩ ⑪ ⑫ ⑬ ⑭ ⑮ ⑯ ⑰ ⑱ ⑲ ⑳

Marketing ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩ ⑪ ⑫ ⑬ ⑭ ⑮ ⑯ ⑰ ⑱ ⑲ ⑳

Preservation ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩

Place ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩ ⑪ ⑫ ⑬ ⑭ ⑮

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 ㊱ ㊲ ㊳ ㊴ ㊵ ㊶ ㊷ ㊸ ㊹ ㊺

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?

1.

2.

3.

4.

5.

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.