



Agenda

City of Charlevoix Downtown Development Authority and Main Street Meeting

Monday, May 23, 2022 - 5:30 PM

Council Chambers, City Hall

- 1. Call to Order**
- 2. Pledge of Allegiance**
- 3. Roll Call**
- 4. Inquiry Regarding Conflicts of Interest**
- 5. Consent Agenda**
 - A. Minutes
 - B. Monthly Report
- 6. Reports**
 - A. Director's Report
Lindsey Dotson, Main Street DDA Director
- 7. Old Business**
 - A. Election of Officers
Lindsey Dotson, Main Street DDA Director
 - B. Charlevoix DDA Board Goals Recap
Lindsey Dotson, Main Street DDA Director
- 8. New Business**
 - A. Accreditation - Self Assessment
Lindsey Dotson, Main Street DDA Director
- 9. Public Comment**
- 10. Request for Future Agenda Items**
- 11. Board Comments**
- 12. Adjourn**

Persons with disabilities who need an accommodation to fully participate in these meetings

should contact the City Clerk's Office at 231-547-3250 or by email clerk@charlevoixmi.gov. A 24-hour notice may be needed for certain accommodations. An attempt will be made to grant all reasonable accommodations requests.

Charlevoix Downtown Development Authority and Main Street Consent Agenda

Title: Minutes

Date: May 23, 2022

Presented By:

Background:

Recommendation:

Attachments:

1. Regular Meeting - 04.25.2022 DRAFT
2. DDA Work Session Meeting 5-4-2022

CITY OF CHARLEVOIX
DOWNTOWN DEVELOPMENT AUTHORITY AND MAIN STREET MEETING
Tuesday, April 25, 2022 at 5:30 p.m.
Council Chambers, City Hall

1. **Call to Order**

2. **Pledge of Allegiance**

3. **Roll Call**

Chair: Maureen Owens
Members Present: Sean Bradley – participated remotely, Liam Dreyer, Luther Kurtz, Anne Oosthuizen, Paul Silva – participated remotely, Ron Way
Members Absent: Sam Bingham, Kirby Dipert
City Staff: Lindsey Dotson, Executive Director

4. **Inquiry Regarding Potential Conflicts of Interest**

Chair Owens welcomed Liam Dreyer as the newest full member of the DDA Board.

5. **Consent Agenda**

- A. Minutes
- B. Committee Minutes
- C. Monthly Report
- D. DDA Financials
- E. Michigan Main Street Program Community Requirements and Expectations Agreement
- F. Contract with Jon Mon for Cooperative Ad Film and Video

Chair Owens stated that she wanted to move Item E from the Consent Agenda to Item C under New Business. Member Dreyer stated that his last name was spelled “Dreyer” not “Dryer”.

Motion by Mayor Kurtz, second by Member Way to approve the Consent Agenda as revised. **Motion carried by unanimous voice vote.**

6. **Reports**

A. Director's Report

Bi-Annual Report - Director Dotson in accordance with PA57 of 2018 gave a brief presentation outlining recent accomplishments and future goals of the DDA for members to the public.

Member Silva joined the meeting remotely at this time.

B. Destination Creation Course Report Out

Director Dotson presented a report and feedback collected from the “first class” of the Destination Creation Course which included seven (7) Charlevoix businesses.

7. **Old Business**

A. 109 Bridge Park Drive Update

Chair Owens stated that she spoke earlier with John Murray and That French Place who had some items in the space will have those items removed by May 9th. Chari Owens stated that Mr. Murray had been approached by BIBCO who also passed along the potential of an opportunity to “Nomi Maids” who were interested in securing a lease for office space. Mr. Murray also approached JBird to discuss some minor configurations to better use of the space for the two (2) dynamically different businesses.

Motion by Mayor Kurtz, second by Member Oosthuizen to give John Murray permission to enter into a lease for space in the Bridge Park building with Nomi Maids using his best discretion as of May 1st or May 10th. **Motion carried by unanimous voice vote.**

Director Dotson stated Zoning Administrator Scheel had suggested the DDA ask the Planning Commission to consider specific signage requirements for the Bridge Park building.

Motion by Member Dreyer, second by Member Way to request the Planning Commission consider adjusting signage requirements for the Bridge Park Building to improve visibility of commercial tenants. **Motion carried by unanimous voice vote.**

B. Downtown Maps Discussion

Director Dotson stated that the subcommittee met on April 5th and reviewed two (2) proposals for the maps including Mitchell Graphics for \$2,500 and Harbor House Publishers for \$5,346. The subcommittee reviewed the options and recommended the DDA work with Mitchell Graphics.

Amanda Wilkin stated the kiosks were not included in the \$2,500 quote and she estimated a cost of \$1,000 for the kiosks.

Motion by Member Dreyer, second by Member Oosthuizen to work with Mitchell Graphics on the 2022 Downtown Charlevoix Map.
Motion carried by unanimous voice vote.

C. Public Restroom Discussion

Director Dotson stated during the March regular meeting she was instructed to research modular restroom options that could be considered in lieu of the restroom trailer option that had been explored in recent months. She reviewed the specifics of the three (3) estimates she had obtained. City Manager Mark Heydlauff stated that there were two (2) things to consider including that the restrooms in City Hall could potentially be opened to the public, but if the consideration was geographic in nature the location was quite limited. Discussion followed regarding possible locations either on public or private property.

8. New Business

A. Election of Officers

Mayor Kurtz proposed that the election of officers be tabled until the May meeting and the Board members concurred.

Amanda Wilkin stated that she wanted to let the Board know that she appreciated being on the DDA Board and working with everyone for the past three (3) years.

B. Closed Session: Executive Director Evaluation MCL 15.268(a)

Chair Owens announced that it was time for Director Dotson's annual personnel evaluation and pursuant to her right under the Michigan Open Meetings Act, she has requested that the DDA Board of Directors enter a closed session for purposes of conducting a periodic personnel evaluation of a public officer. The Board entered closed session, and the members of the public left the meeting (6:22 p.m.)

Motion by Mayor Kurtz, seconded by Member Way to return to open session (7:50 p.m.). **Motion carried by unanimous voice vote.**

C. Michigan Main Street Program Community Requirements and Expectations Agreement

Motion by Member Way, second by Member Oosthuizen to sign the Master Level Agreement with Michigan Main Street. **Motion carried by unanimous voice vote.**

9. Public Comments

10. Request for Future Agenda Items

11. Board Comments

12. Adjourn

Meeting adjourned at 7:57p.m.

Sarah J. Dvoracek/fgm

Maureen Owens

Chair



**CITY OF CHARLEVOIX
DOWNTOWN DEVELOPMENT AUTHORITY AND MAIN STREET WORK SESSION**

Wednesday, May 4, 2022 at 11:30 a.m.
2nd Floor Conference Room, City Hall

1. Call to Order

2.. Roll Call

Chair: Maureen Owens
Members Present: Liam Dreyer, Luther Kurtz, Anne Oosthuizen, Paul Silva, Ron Way, Sam Bingham
Members Absent: Sean Bradley
City Staff: Lindsey Dotson, Executive Director
Others Present: Shirley Gibson, Mark Heydlauff

3. Inquiry Regarding Potential Conflicts of Interest

4. New Business

A. Charlevoix DDA Goals

Director Dotson shared a goals sheet that she had worked on for the meeting. Chair Owens led a discussion about the goals presented and asked each Board member to share ideas for possible new initiatives to consider. In addition to the items included in the goals sheet, Board members discussed things such as exploring the parking structure recommended by the Alleyway Improvement Plan, increased recycling in the downtown, a combined/shared dumpster for downtown businesses, an ice rink, increasing rideshare opportunities or investigating downtown transit, and more persistent strategic conversations with developers and property owners.

Members of the Board then discussed the Mason Street Infrastructure and Parking Lot project and its relationship to the Alleyway Corridor Improvement Plan and expressed interest in exploring the Alley and Corridor Implementation of Designs document that was approved by City Council to pursue an aspect of recommendations that corresponds with other work that is already scheduled to take place.

Other topics included exploring a redevelopment project that would be tied to a work requirement to aid in the shortage of employees for downtown businesses with a focus on supporting year-round workforce housing, working with employers to create new housing units with a work requirement, and the possibility of investing in a property to achieve these goals in partnership with entities such as Housing North and Charlevoix Area Chamber of Commerce.

5. Public Comments

Shirley Gibson expressed confusion around the discussion about downtown housing and public transportation options.

7. Adjourn

Meeting adjourned at 1:17 p.m.

Charlevoix Downtown Development Authority and Main Street Consent Agenda

Title: Monthly Report

Date: May 23, 2022

Presented By:

Background:

Recommendation:

Attachments:

1. April Report to MEDC

M-0000129960 City of Charlevoix

Main Street Progress Report

 Submitted

Reporting Period: Apr 1, 2022 To Apr 30, 2022

Submitted

12

May 2022

For more information about how to collect these reinvestment statistics please see the [Data Resource Guide](#). Report only those items occurring in your specific Main Street project area for this month.

Once updates are complete, submit the Main Street Progress Report from the "Additional Details" tab.

Business and Employment Data

New Businesses Opened

New businesses that opened in your Main Street Area within the past month.

NoMi Maids
111 Bridge Park Drive
Office

FTE Jobs Added

2

Part-time Jobs Added

5

Businesses Closed

Businesses that are no longer operating in your Main Street Area.

Bentley Hill Bakehouse
113 Antrim Street
Eating & Drinking

FTE Jobs Lost

1

Part-time Jobs Lost

1

Businesses that Moved out of Downtown

Businesses that are still operating as businesses but have moved out of your Main Street Area.

Existing Downtown Businesses that Expanded

Existing businesses in your Main Street Area that have significantly expanded their business operations or physical space.

Smoke on the Water
103 Park Avenue
Eating & Drinking

Type of Expansion

Square Footage

FTE Jobs Added

2

Part-time Jobs Added

4

Existing Downtown Businesses that Contracted

Existing businesses in your Main Street Area that have significantly reduced their business operations or physical space.

Housing Data

Housing

Enter information related to new and/or rehabbed housing units within the Main Street Area.

Investment Data

Façade & Exterior Renovations

Only count upon completion of a project, to avoid double-counting. 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 Rehabilitation” category.

Public Improvements

Only count upon completion of a project, to avoid double-counting. “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.

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.

Building Rehabilitation

Only count upon completion of a project, to avoid double-counting. “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 Renovations”.

Smoke on the Water 103 Park Avenue
Private Investment \$5,000.00
Public Investment \$25,000.00
Source of Public Fund State

New Construction

Only count upon completion of a project, to avoid double-counting. “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.

Main Street Data

Volunteer Hours

Enter all volunteer hours related to project (non-event) and board volunteer hours.

Volunteer Hours

Number of Board Volunteer Hours

29

Volunteer Cost

\$0.00

Number of Project (Non-Event) Volunteer Hours

14

Training Sessions

Total number of training or professional development events attended by the Executive Director, board members, or volunteers.

Ohlay Workshop

4/19/2022

Who Attended

Lindsey Dotson

Topic

Courageous Conversations

Fundraising

All funds raised by the organization for projects, programming, events, operations, etc. Private - Funds raised through all private organizations and individuals including donations, sponsorships, and grants from non-government sources; Public - Local, state or federal contributions including government grants; In-kind donations - contributions or donations of goods or services that have a market value; Earned - Funds raised from membership dues, merchandise sales, or any other goods or services offered by the organization.

Public

Amount of Fundraising

\$25,000.00

Private

Amount of Fundraising

\$273.00

Earned

Amount of Fundraising

\$320.00

Downtown Events & Activities

Enter event information for all events that take place in the Main Street Area including event attendees, event expenses and revenues, and event volunteer hours.

Board Member Changes

Board Member Changes

Position, Names Leaving and Names Arriving.

Additional Details

Other News or Commentary

A historic building façade was uncovered last week that revealed the original design of the structure was still intact and in great condition (part of the redevelopment project happening at 211 Bridge Street). We are back to having only 1 rentable space in the downtown that is vacant, the rest have been spoken for, including a vacant restaurant that has been empty for a few years at this point. We have a Design & Build underway with MEDC/MML for one of our redevelopment priority sites and predevelopment assistance for another redevelopment priority site as well.

Program & Outlook

We had a recent work session to discuss strategies and goals of the board and had a fruitful discussion about our current lineup of programming/projects and had a nice brain storming session related to other initiatives that board hopes to take on in the years leading up to our TIF renewal. It was productive and effectively got members of the board and the director back onto the same page again.

Suggestions for State and National Staff

n/a

Attachments



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Charlevoix Downtown Development Authority and Main Street Reports

Title: Director's Report

Date: May 23, 2022

Presented By: Lindsey Dotson, Main Street DDA Director

Background:

Media Mentions

- [Charlevoix Engages Youth in Placemaking](#) - The Review Magazine, Michigan Municipal League
- [Magical, Tiny Doors Popping Up Around Downtown Charlevoix...](#) -The Four, 9 & 10 News
- [Downtown Charlevoix Wraps up 'First Fridays'](#) - 9 & 10 News
- [Downtown Charlevoix Update and MDA Summer Workshop Preview](#) - In MI Downtown Podcast by Michigan Downtown Association
- [Sparking start ups a whole new way](#) - Northern Lights, a monthly publication by Venture North Funding and Development

Director Planned Out of Office

May 16 - 19th - National Main Street Conference in Richmond, VA

May 30th - Memorial Day

June 13 - 14th - Vacation (tentative)

June 22 & 23rd - Vacation

July 4th - Independence Day

SBEI Round Three

Sustainable Built Environment Initiative - Design Input Workshop

Join us for the final meeting of a three-part visioning series: a design input workshop at the Charlevoix Public Library.

Time & Location

Thursday, May 26, 5:30 PM – 7:30 PM

Charlevoix Public Library

220 Clinton St, Charlevoix, MI 49720, USA

About the Event

Join us for the final meeting of a three-part visioning series: a design input workshop at the Charlevoix Public Library. At meetings one and two, participants shared their concerns and visions for the area and provided feedback to preliminary concepts and renderings. Now, share your feedback on proposed improvements reflective of input gathered at the first two meetings. Help shape the future of downtown Charlevoix. [RSVP here.](#)

Downtown Dollars Update

34 participating businesses and we have now sold \$7,945 in gift cards! [Click here to purchase an e-gift card.](#)

Downtown Occupancy Update

The downtown is back to having only one vacancy for commercial space - the former dentist's office behind Bridge Street Tap Room. A new restaurant named "On the Edge" will open in the space

formerly occupied by French Quarter Bistro, and a new retail business named Ahneen Memories and More will open in the former Brian's Ice Cream Experience space. The space where Bentley Hill Bakehouse was will soon be occupied by a bakery (name unknown), and Affordable Flooring is renting the former McLane Blatchford office on Antrim. **99% occupied!**

Cooperative Ad Campaign Update

Attached is the performance report for [The Clothing Company ads](#) that ran in April. [That French Place](#) is currently running, and Beaver Island Boat Company will run in June.

Goodbye Novus, hello CivicClerk!

The City is transitioning over to a new agenda management system called CivicClerk and the official kickoff will be May 1, 2022. After this meeting, I will set up each of your user accounts which will prompt an email directly from the system that will allow you to setup your username and password. Once you gain access to the system, they have a brief video to serve as a primer. The Board Portal is very easy to use, and usually can be explained with this video and some minor guidance by staff.

You can access the video here:

Board Training: <https://boardsync.vids.io/videos/709ddebd1719eacaf8/board-portal-overview>

o Password: **Clerk8**

Then, during our May meeting, if folks still have questions, we can go over them as a group.

New Grant: Resilient Lakeshore Heritage Grant Program

The Michigan State Historic Preservation Office (SHPO) is pleased to announce that program guidelines are now available for the **Resilient Lakeshore Heritage Grant Program**, which will provide funding for building rehabilitation (i.e., “bricks and mortar”) projects and associated pre-development work (e.g., plans and specifications) in select communities in proximity to the Great Lakes that participate in SHPO’s Certified Local Government program and the Michigan Economic Development Corporation’s Michigan Main Street and Redevelopment Ready Communities programs. Eligible grant applicants in these communities include local units of government, non-profits, public entities, business owners, and private property owners who own a qualifying property. **Applicants may apply for between \$30,000 and \$100,000 in grant funding.** The program places a particular focus on projects that positively contribute to the economic, social, and/or cultural life of Michigan's lakeshore communities and promote continued or new investment in historic properties. **The application window is expected to open June 1.** Program guidelines, preliminary application materials, and a frequently asked questions document are now available to assist applicants in gathering necessary materials in advance of the application window: <https://www.miplace.org/historic-preservation/programs-and-services/lakeshore-heritage-grant/>. This opportunity is being shared with property owners that have expressed interest in restoring their historic buildings who would qualify for funding. More to come soon!

Downtown Charlevoix National Register Historic District Nomination Update

The State Historic Preservation Office has been assisting Charlevoix through a Community Partnership program affiliated with being a Certified Local Government to nominate the downtown to the National Register of Historic Places. During the course of this partnership, CLG Coordinator Alan Higgins has since determined that the district could include the bulk of our downtown instead of just the 200 block as we were told in years past. As a reminder - the National Register is an honorary designation only, not a regulatory one. Property owners will still have full ability to do whatever they wish with their buildings, but could benefit from a Federal and State Historic Tax Credit if they'd like to. Alan

Higgins from the SHPO was in Charlevoix on **Monday, May 9th** for a meeting with property owners to discuss what the district will mean for them and to answer questions they had. A recording of the meeting can be found [here](#).

CPR/AED Training

On Wednesday, May 11th, two CPR/AED classes were offered; one at 9am and the other at 3:30pm. This was offered by the Lake Charlevoix EMS Authority free of charge for downtown business owners and their staff.

Downtown Maps Update

Per the update given at the April meeting, the maps committee started to work with Mitchell Graphics to design the downtown maps. Due to unforeseen circumstances, there were delays at their end, so we reengaged with Harbor House Publishers for this year. Otherwise, the map would not have been ready by Memorial Day! It still might be a bit late, but not as much at this point. We will continue to work with Mitchell Graphics this summer and fall so that we can be ready to go with them in the spring of 2023. Since we already budgeted for these maps at the Harbor House price, there is no need for an amendment.

Match on Main Check Presentation

Smoke on the Water

Thanks to all who joined in on the photo opp check presentation after the work session.



Main Street Now Conference

I attended the Main Street Now conference May 14th - May 19th and attended as many sessions I could that were related to housing and redevelopment. I've attached a few of the notes I took.

Michigan Downtown Association's Summer Workshop

Since we sponsored the event that will be taking place in Charlevoix on Friday, June 3rd, we have **two complimentary registrations** that could be used by Board members. I am already comped as a speaker. Please let me know if you would like to attend. The draft agenda for the event is as follows:

8:30: am- 9:00 am

Registration

Be sure to visit our sponsors.

9:00 a.m. – 9:15 am

Welcome

	<i>Cristina Sheppard-Decius, Chair, Michigan Downtown Association</i>
9:15 am – 9:30 am	Attendee and Vendor Introductions
9:30 am – 9:45 am	Welcome to Charlevoix
	Mark & Luther
9:50 am -10:20 am	MEDC – Future of The Main Street Program
	The Mission of the Michigan Main Street program is to work with communities and neighborhood districts to create high-quality places that build stronger communities and neighborhood districts through preservation-based economic development. In this session you will learn about Michigan Main Streets focus for 2022 and upcoming plans for the Downtown Resource Center.
	<i>Leigh Young Senior Main Street Specialist, Michigan Economic Development Corporation</i>
10:20 am- 10:35 am	Interacting Break
10:35 am – 11:30 am	First Floor Residential! Innovative Zoning and Funding Options for Downtown Spaces
	What does it take to create residential units in your downtown's first floor spaces? Is this type of use right for your downtown? What are possible funding sources that make renovating a historical building realistic for a downtown building owner or developer? Bruce, owner of Revitalize, LLC has been providing economic development opportunities in downtowns throughout Michigan for over 20 years. In this session, Bruce will discuss the possibilities for turning vacant first floor commercial space into thriving commercial/residential opportunities. How to determine if your downtown can support this type of initiative, and the funding sources available for a project including both Federal and State programs.
	<i>Bruce Johnson, Founder, Revitalize LLC</i>
11:35- 12:20 pm	Destination Creation- Investing in Your Downtown’s Retail Sector
	Lindsey Dotson
	Jon Schallert
12:20 pm- 1:15 pm	Lunch & Interacting on Site
1:15- 1:30pm	Legislative Update
	<i>Nate Mack, MDA Legislative Committee</i>
1:30 pm- 2:15 pm	Stronger Together: Cultivating Impactful Relationships with Your Downtown Management
	What does a municipality want and need a DDA to understand about its organization and how do you build a positive working relationship? The answers might surprise you! In this session, learn how to build a collaborative relationship between the municipality and the downtown management organization through effective communication and common goals.
2:15- 3:05pm	Round Table Discussions, Sharing Ideas and Inspirations with Your Peers
	• Landscape/ Snow Removal- <i>Jill Bahm, Giffels Webster</i> • Social Districts- Kelly Allen, Partner, Adkison, Need, Allen & Rentrop, P.L.L.C. • DDA Administration- <i>Ann Barnett & Member of MDA Leg. Committee</i> • Grants available to Downtown Organizations- <i>MEDC Rep</i> • Latest Covid Trends and Downtown Responses- <i>Eric Pratt</i>
3:10 pm – 4:20 pm	Business Retention and Recruitment

Erick Phillips, Oakland County
Michael Abdallah, Oakland County

MIPDM credit available.

4:20 pm

Closing Remarks

Dana Walker, Director, Michigan Downtown Association

Live on the Lake Summer Concerts Update

More info at:

<https://charlevoixmainstre.wixsite.com/downtowncharlevoix/summer-concerts>

Expense

Main Acts	4000
Buskers	1350
FB	200
Rack Cards	421
Posters	420
Recycle Bins	109
TOTAL	6500

Funding

DDA	5000
Concert*	1500
TOTAL	6500

June 30	The Ukulele Kings	Ukulele - Sponsored by J. Bird Provisions
July 7	Olivia Dear	Chill Acoustic - Sponsored by Charlevoix Wear
July 14	Levigator	Rock - Sponsored by The Clothing Company
July 28	Jeff Tucker Music	Sponsored by ReNew It Deck
August 4	Blue Water Ramblers	Americana - Sponsored by Kilwin's of Charlevoix
August 11	Delilah DeWylde	Rockabilly - Sponsored by Round Lake Legal, PLLC.

Recommendation:

Attachments:

1. Ad Performance Report - April
2. National Conference 2022
3. SBEI Event Flyer - May 26, 2022

Downtown Cooperative Ad Campaign Performance Report

April 2022 | The Clothing Company

Push Notifications in the Life in Charlevoix app:

DELIVERED 04/14/2022 02:54:39 PM The Clothing Company turns 47 this weekend!

To celebrate 47 years in business, on Friday 4/15 they are giving away locally embroidered ball caps with each purchase (while supplies last)! In addition, Friday 4/15 & Saturday 4/16 anyone can enter to win \$250 to spend at The Clothing Company (one entry per day, please). Thank you for 47 years of business, and to many more! 1299

DELIVERED 04/05/2022 09:12:35 AM New blog alert! The Clothing Company - learn more by reading this month's blog feature by clicking the blog icon on the home screen.

1295

DELIVERED 04/19/2022 11:41:03 AM Connect with The Clothing Company Visit The Clothing Company in the Business Directory to learn how to stay connected and in the know.

1297

DELIVERED 04/28/2022 03:18:36 PM To properly embrace the elements, you need the right gear... Visit The Clothing Company today for quality clothing that suits the Up North lifestyle. 1298

Tickets sold at Charlevoix Cinema III: ?

Social Media Ad Performance: Reach: 9,862 | Post engagement: 1097 | Post reactions: 526 | Link clicks: 54 | largest age group: 55+ | Cost per Post Engagement: 14 cents

Downtown Charlevoix is at The Clothing Company.
Published by Lindsey Dotson · April 1 · Charlevoix ·

The Clothing Company, open 362 days a year, is Charlevoix's only multi-generational clothing store! To learn more about the business that has been Charlevoix's cornerstone store since 1975, read our latest blog here: <https://charlevoixmainstre.wixsite.com/.../the-clothing...>



[See Insights](#) [Boost again](#)

352 11 Comments 22 Shares

Like Comment Share

Most relevant ▾

 Write a comment...

 **Kathy Miller**
One of my favorites when we are visiting Charlevoix

Like Reply Hide 5w 2

Blog Views: 212



Mar 31 • 5 min



The Clothing Company

The Clothing Company, open 362 days a year, is Charlevoix's only multi-generational clothing store! Family-owned and operated, we are...

212 views 0 comments



Website Traffic: 512 visitors in May

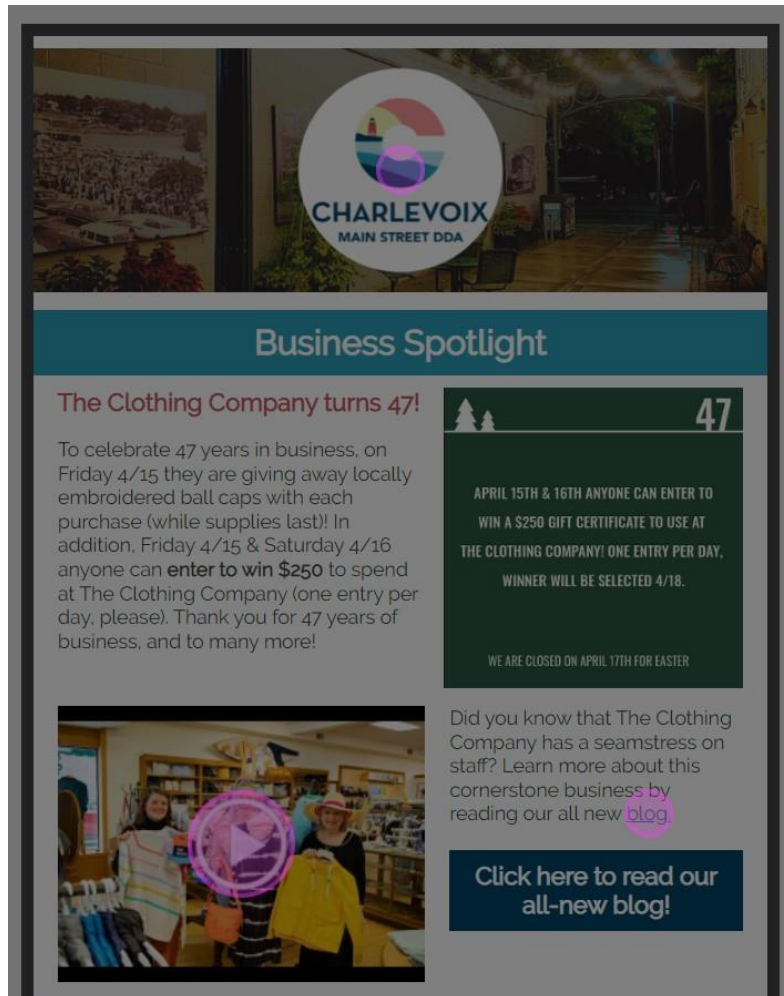
The Clothing Company

CHARLEVOIX'S CORNERSTONE STORE SINCE 1975



Email Newsletter Performance:

Opens: 627 | Clicks: 67 | CTR: 6.5%



MyNorth Vacation Guide Ad Placement: 200,000 printed copies distributed
| 100,000 digital copies distributed

Northern Express Ad Placement: 90,000 readers

EXPERIENCE THE CLASSIC BEAUTY OF CHARLEVOIX!

NEW FOR 2022
CAFE Meria
101 MARION ST. CHARLEVOIX, MI

BEST 25 THINGS TO DO IN CHARLEVOIX

1. Watch the sunrise over Round Lake from a bench in East Park
2. Attend the Charlevoix Farmers Market
3. Rent bikes
4. Grab a coffee & light bite at **Café Meria**
5. Play chess in Hoop Skirt Alley
6. Experience local art at Charlevoix Circle of Arts
7. Visit the Harsha House Museum
8. Shop at **The Clothing Company** for brands that suit the Up North lifestyle
9. Stroll Bridge Street to enjoy countless shops
10. Search for all the Magical Tiny Doors in town
11. Watch the bridge go up
12. Take a **Mushroom House Tour** & visit over 26 houses built by Earl Young
13. Feed the fish in the Trout Pond in East Park
14. Take the kids to the Splash Pad at the Marina
15. Attend a Live on the Lake concert at the bandshell
16. Have lunch or dinner at **Bridge Street Tap Room**
17. Visit the Charlevoix Library to borrow a hammock
18. Relax at the Pine River Hammock Park
19. Discover the history of Charlevoix by finding all the historical signs
20. Load up on taffy + other confections at **The Taffy Barrel**
21. Walk the pier and visit the lighthouse
22. Find a Petoskey stone at Michigan Beach Park
23. Watch the sunset over Lake Michigan
24. Ride the ferry with **Beaver Island Boat Company**
25. Take an evening stroll to enjoy the lights on the trees and bridge

CHARLEVOIX
MORE INFO AT
DOWNTOWNCHARLEVOIX.COM

The Clothing Company

USEFUL GEAR FOR EVERY DAY

THE CLOTHING COMPANY

downtowncharlevoix.com

TOTAL IMPRESSIONS: 406,000+

Monday, May 16th - Market Data w/ Jay

- Business survey
 - Revenue increase from 2020 - 2021?
 - Outlook?
 - How long have you been open?
 - Business support and assistance
 - Business succession and planning
 - Social media
 - E commerce
 - Marketing
 - Customer service and hospitality
 - Do you plan to change or modify your business in any of the following ways?
 - Expand services or product lines
 - Low interest building improvement loans
 - Low interest business expansion loans
 - One on one business counseling
 - Put consumer and business owner surveys side by side to compare
- Online spending increased 75 percent
 - 13% of small businesses sell online
- [Business Startup Guide - Downtown Waterloo Iowa](#)

DELEGATE, don't take on projects I can't handle, work with my board
89% of board presidents perceive the directors job can be done in paid hours
57% of directors perceive work can be done within paid hours

Reasons why directors leave:

100% inadequate salary
60% burn out
40% lack of support staff
40% lack of vacation and personal time

Compensation should be compared to other professionals like you

Economic Development Director, Chamber Director

SOLUTIONS:

Director Action Plan

1. Keep a list of Main Street successes for the year
2. Make sure you are a vital part of budgeting process
3. Include a raise in the budget for yourself
4. Use the main street success list for why you deserve a raise

5. Reference communities around you on payment/benefits of chamber, economic development. These people are your direct colleagues locally and regionally so you should be on par with them.

Board action plan:

1. Work on a budget by saying what an activity event is worth to the organization not how much they cost
2. Know comparable salaries
3. Make fundraising a priority of the board
4. Get creative with director benefits

Board

1. Attend events and be involved with committees
2. Volunteer in the office to give staff time to work on something else get to know the org better
3. Surprise recognition and simple thank you
4. Advocate for the director

City:

1. City officials work with organization and help with funding gaps
2. Offer city services to help events, projects, etc. be successful
3. Address mistakes diplomatically

BE POSITIVE AND UPLIFTING, NOT NEGATIVE.

LETS ROLL:

Somehow address cash sales of housing - no cash sales must finance to buy for condos

That is the only way we can make the opportunity to live in Charlevoix equitable and possible for anyone.

Stop telling people how bad things are

Tell them why you need them as partners in the work

Negative info does not increase sense of urgency - instead they shut down. They get nervous and anxious. They avoid things.

Talk about opportunity and successes.

Climate migration

Economics

Is your coast a recreational or working coast?

What is the basis of your economy?
Is it high or low carbon-intense?
What are the workforce skills of those likely to migrate?

Housing

What are the foundational elements required before you swing a hammer?

- What does your infrastructure look like?
- What are the local barriers to entry?
- Local governing bodies, Other organizations
- Do you have a plan (CID)?
- Who owns your buildings?
- Personality versus profit
- Do you understand development?
- What are your available incentives?

Help Create a Vision for Downtown Charlevoix!

Sustainable Built Environment Initiative

Hosted by Charlevoix DDA



Location:

**Charlevoix Public Library
Community Room,
220 Clinton Street, Charlevoix**

**Thursday, May 26th
5:30- 7:30 pm**

Proposed Project

Develop a future vision for the streetscape corridor of downtown along Bridge Street between Antrim Street and Park Ave.

Project Objectives

- Reimagine the pedestrian experience downtown
- Enhance outdoor space within the streetscape
- Consider walkability and placemaking approaches
- Emphasize safe pedestrian movements and crossing points

What is the SBEI?

The Sustainable Built Environment Initiative (SBEI) is a project through the Michigan State University School of Planning, Design, and Construction and MSU Extension that assists communities to address physical planning, design, and land use issues.

Design Input Workshop

Join us for the final meeting of a three part visioning series: a design input workshop at the Charlevoix Public Library. At meetings one and two, participants shared their concerns and visions for the area and provided feedback to preliminary concepts and renderings. Now, share your feedback on proposed improvements reflective of input gathered at the first two meetings. Help shape the future of downtown Charlevoix.



Charlevoix Downtown Development Authority and Main Street Old Business

Title: Election of Officers

Date: May 23, 2022

Presented By: Lindsey Dotson, Main Street DDA Director

Background:

It is time to elect officers. From the DDA Bylaws below describes the duties of Chair and Vice Chair.

SECTION 1. - OFFICERS: The officers of the Authority shall be a Chair, and a Vice Chair.

SECTION 2. - TERM OF OFFICE: Officers shall be appointed for a term of one year at the annual meeting and shall remain in office until the next annual meeting.

SECTION 3. - REMOVAL OF OFFICERS: An officer may be removed by the Board whenever, in its judgment, the best interests of the Authority would be served.

SECTION 4. - FILLING OF VACANCIES: An officer vacancy may be filled by the Board for the unexpired portion of the term.

SECTION 5. - CHAIR: The Chair shall preside at all meetings of the Board and shall discharge the duties of a presiding officer. The Chair shall preserve decorum and decide all questions of order and the interpretation of these rules.

SECTION 6. - VICE CHAIR: In the absence of a Chair or in the event of his inability or refusal to act, the Vice Chair shall perform the duties of the Chair and when so acting shall have all the powers and be subject to all the restrictions of the Chair.

Recommendation:

Motion to nominate _____ for Vice Chair for a one-year term ending in April of 2023.

Motion to nominate/elect _____ for Chair for a one-year term ending in April of 2023.

Attachments:

None

Charlevoix Downtown Development Authority and Main Street Old Business

Title: Charlevoix DDA Board Goals Recap

Date: May 23, 2022

Presented By: Lindsey Dotson, Main Street DDA Director

Background:

Attached is an updated version of the outline of goals used during the recent Work Session along with the Alley and Corridor Implementation of Designs report approved by the City Council.

Recommendation:

Board discussion and direction.

Motion to adopt DDA goals and programming as presented and review progress bi-annually.

Attachments:

1. Charlevoix DDA Goals
2. Alley and Corridor Implementation of Designs

Charlevoix DDA Goals:

Walkability (SBEI) & Sustainability

Current/recent initiatives:

- Big Belly
- Recycling at Summer Concerts
- SBEI – Alleys:
 - o Hoop Skirt Alley
 - o Alleyway Improvement Grant
 - o Seeking funding to support Mason Street project
- SBEI – Bridge Street: underway

Future considerations:

- More bike racks or amenities like repair stations, signage, etc.
- Improve snow removal downtown
- Fund pre-engineering of Alleyway Improvement
- TIF Plan renewal to implement SBEI recommendations
- Public Restrooms
- Parking Structure from SBEI
- Recycling
- Combined/Shared Dumpsters
- Coordinate with Infrastructure Improvements using the Alley and Corridor Implementation of Designs report as guidance

OTHER:

- Volunteer Recruitment
- Live on the Lake Concerts
- Junior Main Street
- Tree lights

Year-Round Housing

Current/recent Initiatives:

- Downtown Housing Incentive/Deed Restriction Program
- RRC Priority Sites
 - o #1: Design/Build Service
 - o #2: Housing development moving forward + \$18,000 in funding to support pre-development work
 - o #3: Construction estimates to complete a Design Service
 - o #4 & #5 in the hopper for this year
- Property Owner Assistance:
 - o Grants
- Tax incentives
- Public survey about housing

Future considerations:

- Policy changes in the CBD
- TIF Plan Renewal – consider building a space that would include more retail + housing
- Strategic conversations with developers
- Investigate investing in a property for housing that would be tied to a year-round work requirement.
- Look at partnerships with area employers to create new housing units
- Continue to engage with Housing North and Chamber

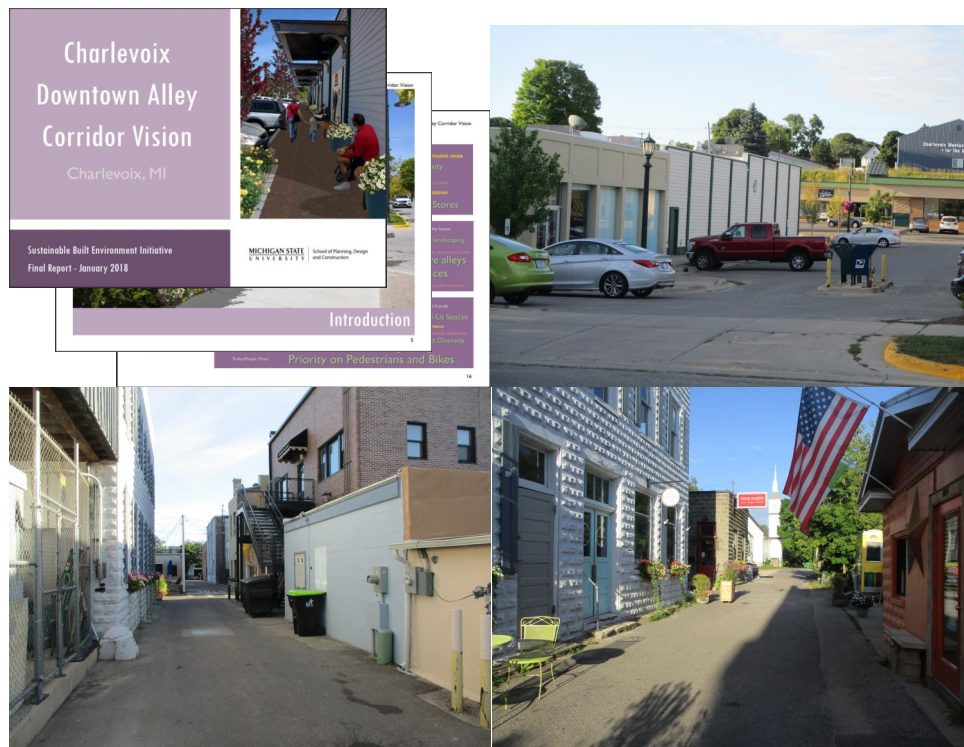
Year-Round Economy

Current/recent Initiatives:

- Business retention efforts:
 - o Business Training/Education
 - o Cooperative ads/promotion
 - o Technical assistance (Initiate, SBDC)
 - o Grants for expansion or start ups (Match on Main, Optimize Main Street, Elevate)
 - o Market analysis – product expansion + consumer behavior
 - o Business Owner Meetings
 - o Downtown Dollars Gift Cards
 - o Business Directory/Maps
 - o Gift Local Holiday Shopping Contest
- Business recruitment efforts:
 - o Market Analysis
 - o Regular community surveys
 - o Available space promo
- Placemaking/Winter Activities
 - o Igloo Island/Sledding
 - o First Fridays

Future Considerations:

- Do away with time intensive activities (or make them volunteer driven vs staff driven)



Alley and Corridor Implementation of Designs

MEMO

TO: Mayor Kurtz and the Charlevoix City Council
FROM: Mark L. Heydlauff, City Manager
RE: Implementation Strategy for the 2018 Downtown Alley Corridor Vision
DATE: May 17, 2021

In 2018, the City of Charlevoix received the services of the Sustainable Built Environment Initiative at Michigan State University to assist us in developing a consensus vision for the alleys and parking areas to the west of our downtown. In the intervening couple of years, some aspects of this report have been implemented such as the Junior Main Street improvements to Hoop Skirt Alley, the pilot implementation of pedestrian-only portions of Van Pelt Alley this summer, and façade guidelines.

In order to continue the progress toward improvements and implementation of the Alley Corridor Vision, this following document has been created to supplement the original 2018 document and also to give Council and stakeholder clearer guidance on the next steps needed. Primarily, we have added rough budget estimates for engineering, considerations for how underground utilities should be upgraded in concert with above-ground modifications, and broken the project down into segments to guide decision-making for budgeting, capital improvement planning, and the potential of private and grant-supported funding. With surfacing and utility engineering to be completed in 2021, this implementation strategy will make immediate impact by guiding our engineering consultants towards the direction sought for these downtown corridors. The plans created in this process ensure our infrastructure improvement projects are shovel-ready, competitive for state-funding, and compatible with the vision presented in this strategy.

This vision began as a collaborative project with the Planning Commission, Shade Tree and Parks Commission, DDA, City Council and downtown business owners. These groups continued to be engaged throughout the implementation strategy process. Following City Council review of this draft strategy in late 2020, the plans were then presented to the Planning Commission and Downtown Development Authority for review and comment. The strategy received support, and is now prepared as a finalized framework for implementation.

In preparing this document, I appreciate the thoughtful and skillful work of Dean Martin, our Community Development Fellow who managed the process of pulling various documents, diagrams and input together from various staff and sources. I also thank Pat Elliott for his knowledge of our infrastructure and construction projects; Joe Lavender for assisting with maps and plans; and, Lindsey Dotson whose work with our Main Street businesses and programs gives life to the built environment we discuss.

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Cost Breakdowns

Unit Cost Breakdown

- | | | |
|---|--|---|
| <ul style="list-style-type: none">Bike Racks:<ul style="list-style-type: none">\$386.76 (single stand)\$1500 (large stand)Planters:<ul style="list-style-type: none">\$360.39 (small)\$2,513.94 (medium)\$3,041.34 (large, long)Outdoor Dining:<ul style="list-style-type: none">\$1,089.96 (tables)\$615.30 (chairs)Benches:<ul style="list-style-type: none">\$2,074.44 (Gretchen)\$1,195.44 (Wellspring) | <ul style="list-style-type: none">Light Pole: \$6,000/unitBig Belly Units: \$8,000/2 unitsElectric Car Charger: \$5,000Water Main: \$110/Linear FootSanitary Sewer: \$900/Linear FootSubgrade Undercut: \$27/ Square YardHot Mix Asphalt (HMA): \$240/ tonBrick Pavers: \$35/Square Foot (including HMA removal)Water Service Upgrade: \$2,500 | <ul style="list-style-type: none">Dumpster Enclosure: \$30,000Tree Planting: \$600Porous Pave: \$200/TreeLandscaping: \$20/Square FootCement Surfacing: \$500 for the Van Pelt Bike AreaBrick Wall: \$172/Linear FootSnowmelt System (not including HMA removal and replacement):<ul style="list-style-type: none">\$4-6/Square Foot (Electric)\$5-10/Square Foot (Hydronic)Tree Lights: \$750/Tree |
|---|--|---|

Total Costs: \$1,861,636.69 (just highlighted changes) - \$3,079,877.81 (complete alley & lot rework)

Currently excluding snowmelt system – total for this system detailed later

- | | | |
|---|---|---|
| <ul style="list-style-type: none">Bike Racks:<ul style="list-style-type: none">\$386.76 (single stand) x12<u>\$4,641.12</u>OR\$1500 (large stand) x3<u>\$4,500</u>Planters:<ul style="list-style-type: none">\$360.39 (small) x7\$2,513.94 (medium) x1\$3,041.34 (large, long) x5<u>\$20,242.37</u>Outdoor Dining:<ul style="list-style-type: none">\$1,089.96 (tables) x5\$615.30 (chairs) x20<u>\$17,755.80</u>Benches:<ul style="list-style-type: none">\$2,074.44 (Gretchen) x5\$1,195.44 (Wellspring) x3<u>\$13,958.52</u> | <ul style="list-style-type: none">Light Pole: <u>\$6,000</u>Water Main: \$110/Linear Foot
840 linear feet <u>\$92,400</u>Sanitary and Storm Sewer: \$900/Linear Foot
270 linear feet <u>\$330,000</u>Subgrade Undercut: \$27/ Square YardHot Mix Asphalt (HMA): \$240/ tonBrick Pavers: \$35/Square Foot (including HMA removal)
Total resurface:
69,800 square feet <u>\$2,443,000</u>
Highlighted areas:
35,500 <u>\$1,242,500</u> | <ul style="list-style-type: none">Water Service Upgrade: \$2,500 x2 <u>\$5,000</u>Dumpster Enclosure: \$30,000 x2 <u>\$60,000</u>Electric Car Charger: <u>\$5,000</u>Big Belly Units: <u>\$8,000</u>/2 unitsTree Planting: \$600 x9 - x31
<u>\$5,400 - \$18,600</u>Porous Pave: \$200 x9 - x31
<u>\$1,800 - \$6,200</u>Landscaping: \$20/square foot
1,483 square feet <u>\$29,660</u>Cement Surfacing: <u>\$500</u>Brick Wall: \$172 / linear foot
110 linear feet <u>\$18,920</u> |
|---|---|---|

Implementation Sequencing

Listed below are a few possible means of implementing the Corridor and Alley Vision. These methods can be viewed as independent projects, with no commitment to further development, or the launching point of a total alley and corridor overhaul. For complete detail on the visual aides, please view the sections of recommended improvements located in the strategy's appendix.

North of Hoopskirt Alley

\$885,000

The benefit of addressing the areas north of Hoopskirt Alley first (lot behind Rexall, Clinton to Park Street) comes in that no underground utility work is currently needed, allowing for a faster impact on the relevant alleys and corridors.

The bulk of streetscape amenities displayed in the renderings of our Alley and Corridor Vision are present in the areas north of Hoopskirt Alley. These streetscape improvements include seating alongside the back of the 200 block of Bridge Street, 2 parklets, 1 of which is used for outdoor dinning, and adjacent to Van Pelt Alley, bike racks and increased lighting. Purchasing street furniture for these areas could serve to increase the speed at which pedestrians frequent the areas next to the US 31 corridor, establishing a base pedestrian flow for future improvements to come.



Hoopskirt Alley and South

\$578,000 (+ \$427,400 in utility work)

Hoopskirt Alley and the areas to the South (lot near Pedals, lot & alleyway near the Cinema) should be considered at the same or similar times due to the infrastructure requirements that need to occur underground. New water mains will need to be installed beneath the Mason and Antrim Street parking lots, as well as under Mason Street (with new Sanitary and Storm sewers in addition). Antrim Street will undergo complete resurfacing and utility improvements in coming years, though that is not considered in these costs.

Following the best practice of integrated infrastructure asset management, resurfacing of lots and alleys to brick pavers will occur most efficiently occur in line with the infrastructure maintenance and addition. Doing so will prevent any unnecessary or redundant labor and supplies in removing hot mix asphalt multiple times for different purposes.

The highlighted areas for resurfacing hold less square footage than North of Hoopskirt Alley, reflecting the lower cost. The parking lots in these photos could also be resurfaced to brick pavers, resulting in a far great stormwater runoff impact, but with it greater costs. These higher costs are reflected in the individual breakdowns, and in the Cost Totals section.



Implementation Sequencing

Targeting Potential Pedestrian-Vehicle Overlapping Areas

\$969,000+ (\$427,400 in utility work)

A possible start of implementation, bringing the streetscape improvements to areas with both pedestrian and vehicular traffic first might be beneficial for multiple reasons. The first is that these areas tend to need improvement the most. The alleys that hold the greatest share of pedestrian traffic, Van Pelt and Hoopskirt, both recently had improvements and street furniture additions that are well used and visually appealing. Improving the corridors connecting to these alleys would help create a consistent experience for downtown patrons exploring the Central Business District. Another benefit is found in the current lack of utilization. With less pedestrians and furniture in these corridors, the construction processes will be less invasive to those shopping or recreating in downtown areas. Another impact to consider is the traffic calming abilities that could apply to vehicular traffic in improved areas. With the addition of brick pavers (a different road surface than hot mix asphalt), decorations, and street furniture, drivers will understand that the corridors are pedestrian spaces as well, and treat driving down these corridors more greater caution.



Completing the Investment in Pedestrian Alleys

\$435,000

Alternatively, investment in the corridors and alleys could begin with Hoopskirt Alley and Van Pelt Alley as the first targets. Previous alley investment has proven successful, with these public spaces quickly becoming a cornerstone of downtown. Shoppers can often be seen resting with their bought wares, and businesses have opened with store fronts directly serving customers through the alley. Finishing the alleys with brick pavers and better lighting could make the most immediate impact, as these corridors already have a high extent of pedestrian traffic. The addition of bike racks in the Van Pelt Alley would serve as a hub for cyclists, promoting connectivity to the city's downtown by those living distances inconvenient for walking. Seasonality should be considered when conducting the improvements to pedestrian alleys to coincide with times that pedestrian and business use will be least obstructed.

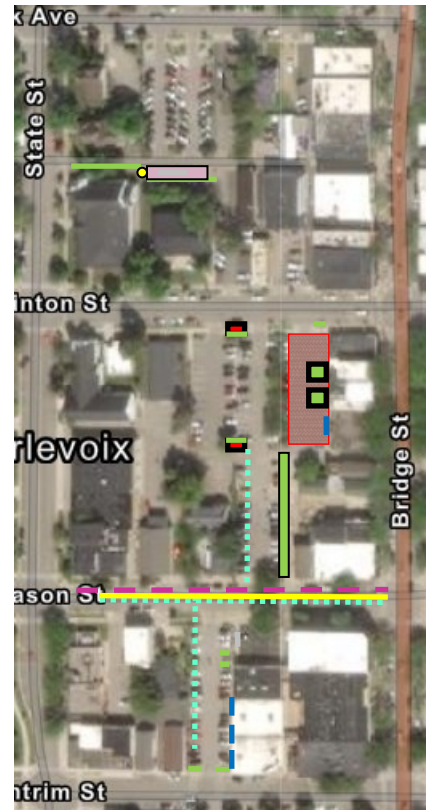


Implementation Sequencing

Focus on High-Use Additions—\$543,000 + (\$427,400 in utility work)

As the brick-pavers account for 66.8% of the alley and corridor improvement costs in plans encompassing just the highlighted areas, it may be more convincing to improve the functional use of the corridors before tackling the surfacing. This low-cost method would also decrease the time needed to bring impact to the downtown system, as the physical changes would involve securing the purchased street furniture, making the needed underground utility improvements, and creating partnerships for the items that require private investment. However, this route still might want to consider some resurfacing improvements; the parklets by the back side of the 200 Bridge Street buildings will not see great use if the surface remains a parking lot with a curb leading to the buildings (however, this resurface makes up the bulk of the estimated costs. Without resurfacing, the estimate drops to \$176,635). Further, while landscaping doesn't provide "use", improving the green infrastructure in these lots will complement the functionality of the alleys and corridors well for the costs involved.

This method of implementation is generally cheaper, but as such the drawbacks of this approach should be clearly stated. Vertical connectivity will be less realized than first planned in the Corridor and Alley Vision, as the lack of brick pavers will not serve to guide pedestrians North-South. The corridor cutting Van Pelt North-South will have no improvements unless amenities are looked at outside of this report, such as small improvements to the back side façade or enhance lighting. Lastly, if resurfacing to pavers does occur after the utility additions are utilized, the money spent on HMA patching will be redundant.



Infrastructure Overhaul— \$1,699,560 (includes utilities work)

Concentrating current funding opportunities on the infrastructure of our corridors and alleys would frontload a majority of the costs, and instantly elevate the aesthetic value of these areas. As mentioned many times prior, resurfacing these lots provides an implicit direction to pedestrians venturing off the US 31 corridor, and would serve to promote private improvements and increase use of the rear entrances to Bridge Street businesses. This implementation sequence also promotes integrated infrastructure management, and will have resurfacing occur during underground utility additions, reducing waste and redundancies. The brick pavers again work as a traffic calming tool, signaling to drivers that these are areas to expect greater pedestrian travel.

A focus on the infrastructure improvements would still have to be segmented rather than attempted all at once, likely considering the utility work as interacting pieces.

The drawbacks to this approach is the strength of the previous; creating a sense of place out of the usage of the area. Improving the infrastructure in this fashion would be great for keeping the charm of Charlevoix consistent in its downtown areas, but the corridors and alleys would still serve as a simple pathway from the parking lots to downtown, much like their current use. Streetscape furniture and amenities are the items that transform a corridor from a pass-through area to a destination. It is highly recommended that the creation of place is considered along with infrastructure improvements.



Snowmelt System Implementation–Memo

Snowmelt Info for Corridor and Alley packet to Council

Prepared by Lindsey Dotson in October 2020

Dating back to recommendations made in the Market Analysis conducted in 2016, heated sidewalks have been on Charlevoix's wish list for some time. To consider all potential when it comes to the implementation of the Downtown Alley Corridor Vision we are including the estimates affiliated with installation of a snowmelt system in conjunction with other possible improvements that would be made. After all, if we are going to be in the business of tearing up sidewalks/concrete, we might as well do this work too.

In 2017 the DDA explored the potential of "testing" snowmelt on Antrim Street during some infrastructure improvements that were being performed by the Department of Public Works. We worked with Nealis Engineering in Traverse City because of their experience doing snowmelt installations there to come up with a rough estimate at that time without knowing what the energy source would be.

At that time it was estimated that in order to install a system it would cost approximately \$164,700 with an estimated annual operating expense of about \$55,000. These figures did not include maintenance expenses. At the time the DDA voted to not make that investment.

Then in 2019 GMB Architecture + Engineering in Holland, MI was engaged to conduct a site visit of Charlevoix to start the process of conducting a feasibility study of snowmelt in our downtown. This firm was selected because of their experience with both the Holland and Grand Haven snowmelt systems. The feasibility study alone would cost \$13,200 which the DDA voted not to spend at that time in order to seek out possible other sources to fund the study.

The feasibility study would help identify a more specific cost associated with installation and operation, comparing both gas and electricity options based on weather data and expected performance. It would also propose locations of the installation, possible phases of the project to consider, sources of heat for the system, etc.

Referring to information shared by Nealis Engineering re: snowmelt installation and combining that with information gathered by our GIS Coordinator on the approximate square footage of sidewalk in the downtown (126,060 – see map on next page for areas included) the following figures have been reached:

- Electric snowmelt installation (\$4-6 average cost per sq. ft.): \$756,360
- Hydronic (gas) snowmelt installation (\$5-10 average cost per sq. ft.): \$1,260,600

While electric seems to be the more reasonable choice at first glance, these systems can be extremely costly to operate annually.

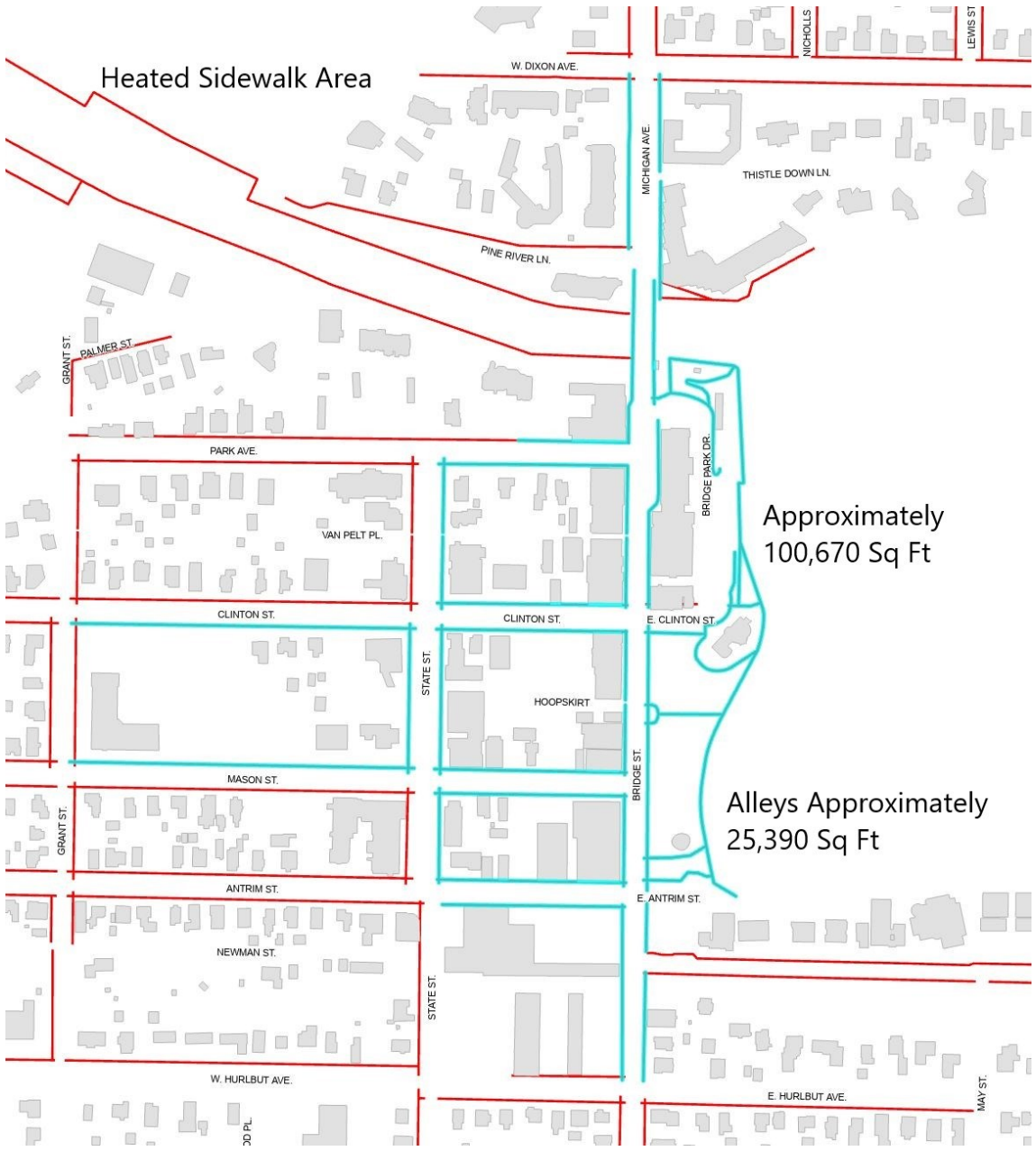
- Electric snowmelt annual operation/utility costs (based on our local commercial utility rates): \$145,000
- Hydronic snowmelt annual operation cost (gas): \$26,000

One thing worthy of note is that the Hydronic Snowmelt systems are able to use whichever power source is available whether it be natural gas, propane, solar, or even electric. This flexibility is afforded by the design of the system, which are tubes that hold propylene glycol fluid. Electric systems are limited to using electricity as a heat source.

All of the aforementioned numbers are rough estimates without complete information about heat source. While electric systems just plug into junction boxes, a hydronic system needs to have a nearby boiler, circulating pump, and manifold to operate. The further the heat source is from the system the more costly the snowmelt installation and operation will be. In Charlevoix the likely most long-term cost effective scenario is to build a new dedicated boiler plant in the downtown.

While that seems to be outlandish, if we consider the fact that this system could be built into a new mixed use development in the center of town, vs. being a standalone structure, it could be a bit more obtainable.

Snowmelt System Implementation–Memo



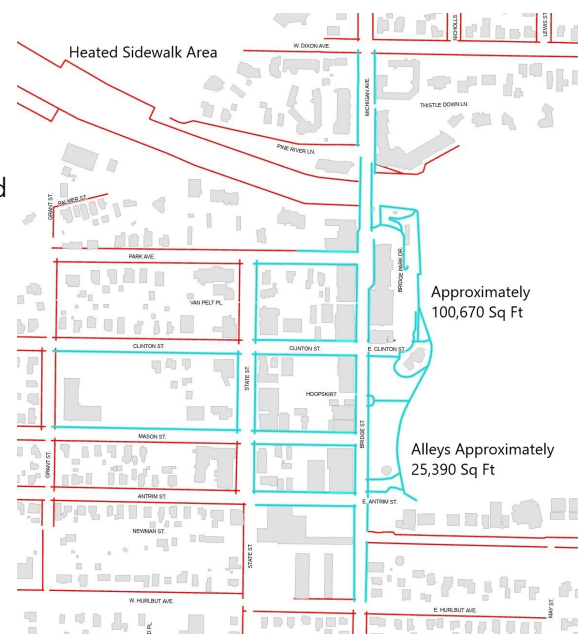
Snowmelt System Implementation

Adding an in-ground snowmelt system has widely been discussed in the past couple of years. It would provide many advantages to the downtown area and various considerations are given below on the inclusion of the framework for a snowmelt system in case sidewalks, alleys and other walkways are improved. However, none of this yet identifies a heat source to power the snowmelt system. This is intended to highlight how thinking ahead of the snowmelt system makes more sense when doing other walkway work than to install piping or wiring later.

Complete Snowmelt System Addition

Adding a complete Snowmelt System in the downtown would have tremendous impact not just to the viability of businesses in the winter, but to pedestrians and residents through the retention of East Park's walking amenities. Further, this complete schematic has paths to the library cleared for winter use, integrating this public asset to the downtown businesses and parks.

Covering the highest area, this design is the most costly to install and operate. Installation per square foot could be higher in areas that are not receiving other work, such as brick paver resurfacing or water main installations.



Bridge Street Storefronts

The least costly strategy while still seeking economic development, adding sidewalk heating to the front of businesses on Bridge Street could serve to retain some of the lost consumption that occurs as the peak and shoulder seasons end. With proper marketing to let visitors know that Charlevoix holds a winter-friendly downtown, our seasonal and short-term guests could continue to patronize our businesses in a period which economic activity typically drops for the city.

This being the smallest build, the operation cost too would be the lowest. However, further economic analysis (likely in an feasibility or engineering study) is needed to determine the type of system that would be best implemented in a build of this size. Discussed in the memo, the hydronic method of heating is far cheaper to operate but carries greater fixed costs in both install price (nearly double), and the supplementary equipment and space needed for operation.

There may be concerns of connectability with this design; while the businesses will be clear of snow the walkways directing residents from the neighborhoods and visitors from the parking lots will not be. Patrons will be able to move from store to store free of winter inconvenience, but extra snow removal work could entail to promote organic transitions from the lots, alleys, and corridors to the US 31 business strip.



Snowmelt System Implementation

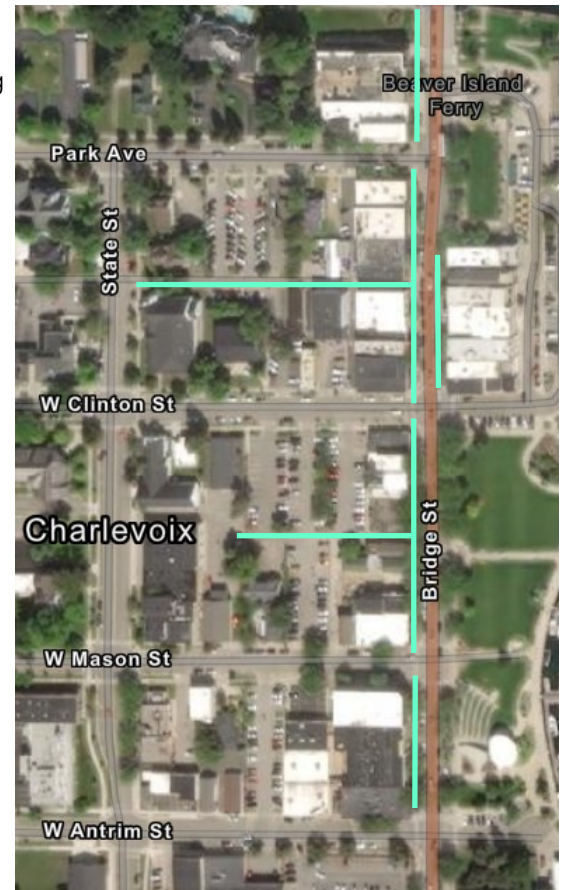
Bridge Street Storefronts and Prominent Alleys

Following the economic focus of a municipal snowmelt system but doing so in a way that features our prominent alleys (Van Pelt and Hoopskirt) adds an estimated 11,700 square feet for renovation.

The benefits of these additions cover some of what is lacked in the previous design; connection. In this scheme, those who use vehicles to travel to downtown will have an easier time accessing the main economic corridor of Downtown Charlevoix, as pedestrian walkways connecting 2 of the 3 main parking lots will have snow removal systems. Benefit is further found in the seasonal viability of businesses that use these corridors, namely the few that are operating in Van Pelt alley.

One point of consideration is the additional cost for the alleyway components. Square footage of install is increased by 61.5% if opting to cover the alleys, while the additional number of businesses served does not reach that percentage increase. However, a point could be made that the snowmelt system is ineffective if not serving those from the start of their downtown experience.

Lastly, the average cost of installation for the alleys may be drastically lower than that other areas if brick paver resurfacing occurs at the same time. The dig and pour that would encompass the snowmelt system could be as high as 3x the cost of the system; if this is already occurring, the snowmelt system in these areas becomes much cheaper.

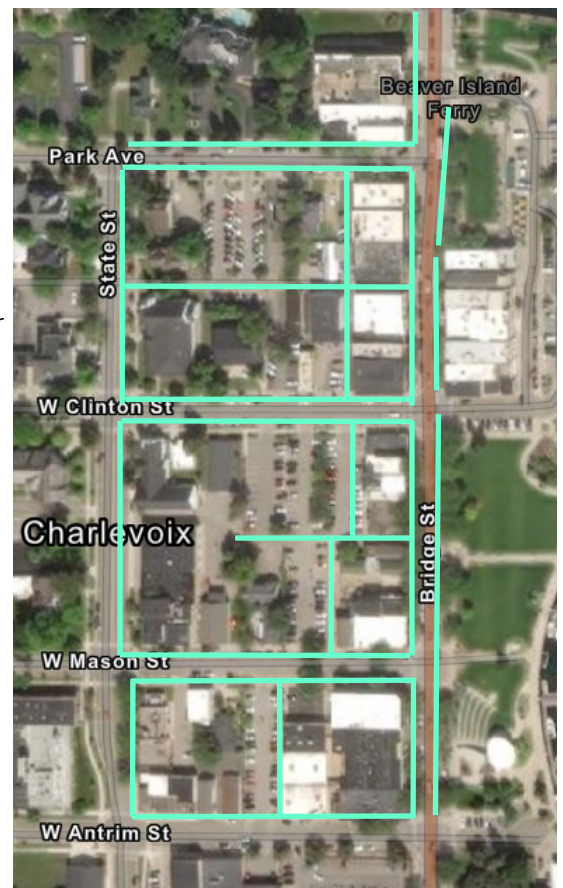


Downtown Alley and Corridor Project Scope

This sequence would ensure complete winter use for our downtown businesses, alleys, corridors, and lots, while offering partial snowmelt services for the cultural corridor on State Street.

Notable additions from the last sequence include vertical pedestrian flow opportunities in line with infrastructure and streetscape recommendations. The North-South unnamed corridors from Antrim Street to Park Avenue may be a priority for improvement if resurfacing or utility work is already occurring, or if seasonal programming occurs to utilize these areas more in the offseason.

In this schematic, an estimated 23,630 (high-level estimate) square feet of highlighted area (the alleys and corridors) is designated to also have resurfacing occur. This is roughly 26.22% of the total highlighted area. As a result, the implementation of the snowmelt system is higher per average square foot than the "Bridge Street Storefronts and Prominent Alleys" plan, but less so than the "Bridge Street Storefronts" and "Complete Snowmelt System Addition" plans. This is assuming that the highlighted areas for resurfacing occurs; if not, than the averaged per square foot cost of a snowmelt system is the same across all plans.



Corridor Funding Opportunities

GENERAL

USDA Rural Business Development Grant

This grant offers a wide variety of potential uses for our corridor improvement vision, with the relevant ones listed below.

- *Acquisition or development of land, easements, or rights of way; construction, conversion, renovation of buildings; plants, machinery, equipment, access for streets and roads; parking areas and utilities.*
- *Pollution control and abatement.*
- *The capitalization of revolving loan funds, including funds that will make loans for start-ups and working capital.*
- *Community economic development.*
- *Technology-based economic development.*
- *Feasibility studies and business plans.*

There is no maximum award amount, but preference is given to smaller award requests.

MDARD 2021 Rural Development Grants

This state grant provides up to \$100,000 for infrastructure projects (including both transportation and waste water purposes), business development, and rural capacity building (such as tourism and cultural initiatives). A 30% match is required. Applications are due November 19th.

INFRASTRUCTURE

Transportation Alternatives Program

- A grant focused on pedestrian/bicycle usage, there are features to our corridor plans that could develop a competitive TAP grant. Some aspects that increase competitiveness include "(Benefiting) state tourism or economic development initiatives, (including) amenities that increase usability of bicycle and pedestrian facilities, and (addressing) pedestrian safety deficiencies in traditional/historic downtowns." Other actions that could increase the competitiveness of our grant including connecting our downtown and corridors with MDOT and MDNR priority trails and matching over the minimum requirement for the grant. The minimum amount to be applied for is \$200,000, and the minimum match is 20%.

Transportation Economic Development Fund (TEDF), Michigan Department of Transportation

- **Category B Villages and Small Cities** a grant with the maximum match (50%) of \$250,000, this program can be used for any extent of resurfacing beyond regular maintenance. While the program is solely for road infrastructure/resurfacing, our project will be considered more competitive if the construction overlaps with necessary utility work (funded separately).

Community Development Block Grant

Corridor and alley improvement provides both economic and community development impacts. Economically, drawing investment into the areas surrounding the US 31 corridor will permit our downtown corridor to expand into adjacent streets, making surrounding businesses more viable. The business located in our Central Business District provide competitive and viable job opportunities for low-to-moderate income individuals, providing tangible economic benefits for those in our workforce with hospitality, food, and retail skills. Entrepreneurially, the investment can make surrounding properties more attractive and viable for those looking to start businesses, and with more eyes and great public access, prospective businesses will have more opportunities to find a successful storefront (such as those who are currently launching their start-ups from the city-managed business incubator. From a community development perspective, this project will provide more place-oriented space and offer connectors to our R2 district neighborhood, which contains many LMI individuals this grant and the City of Charlevoix seek to serve.

Corridor Funding Opportunities

Infrastructure Improvement Fund

As stated in the 2019-2020 Annual Budget, the cash balance for the this fund is growing and could be allocated for future projects. Currently, \$547,120 sits in the fund, with transfers regularly occurring for major street improvements and debt servicing. Draining this fund would be ill-advised, so perhaps this could be used for funding gaps or some scale iterations of the project.

Clean Water State Revolving Fund

This fund provides low-interest loans for improving systems and infrastructure as related to wastewater treatment improvement, storm water treatment improvement, and non-point pollution control. \$300 million is available, and at this time there is no required min or max for the loan. This funding source could be used for brick pavers, should we display non-point pollution benefits from this infrastructure design element. The first step to participating in this program is having a pre-application meeting with the Michigan Department of Environment, Great Lakes, and Energy.

Water & Waste Disposal Loan & Grant Program

A long-term, low-interest (based on AMI) loan opportunity for rural communities below 10,000 in population. Loans can be used for storm and waster water collection, transmission, and disposal. Granting may be available based on project need.

STREETSCAPE

Public Spaces, Community Places

Used prior for Hoop Skirt Alley, precedent was created in helping fund streetscape improvements through crowdfunding. With the MEDC matching up to \$50,000 of private donations, this would be a good tool to address any funding gaps in streetscape furniture or amenities. Private interest of alley investment has already been noted, and this could serve to essentially double their investment, while encouraging others.

USDA Rural Economic Development Grant and Loan Program

- The Rural Economic Development Grant and Loan Program can be used as a revolving loan fund that is administered to local businesses through the utility companies. The "grant" is given to the utilities to provide loans at 0% interest for the first round of loans, but interest can be added after. The grant amount must be returned to the USDA at the end of 10 years. The uses for these loans include community development assistance to public bodies or nonprofits for job creation or enhancement, business expansion, and financing fixed assets such as real estate, buildings, equipment, or working capital.

Placemaking Micro-Grants, National Association of Realtors

- **Level 1, \$1,500** This grant can be used on temporary design and demonstration of place-making. The specific activities it can be used on include site preparation, barricades, street furniture, public art, street signs, landscaping, murals, paint, and other amenities. The REALTOR association must be engaged on the project. This could be useful for the Clinton Street Parking Lot outdoor seating area behind restaurants, or for objects needed to promote outdoor vending of retail.
- **Level 2, \$5,000** This grant is less specific on what can be funded, stating that parklets, dog parks, alley activation, plazas, community gardens, and play/fitness areas can all use this grant. As above, the REALTOR association must be engaged or lead this project. There are specific items that the grant cannot be used for, such as infrastructure, sidewalks, restoration, repair, or replacement, singe-activity recreation, building construction, landscaping, or projects over \$200,000. This grant could be pursued for additions to Hoopskirt Alley, the parklets proposed in the schematic plan, or improving the spaces behind the Bridge Street Buildings. 10% match required by the REALTOR Association. Reimbursement must occur within a year of grant approval.

APPENDIX

Corridor and Alley Inventory and Progress Report

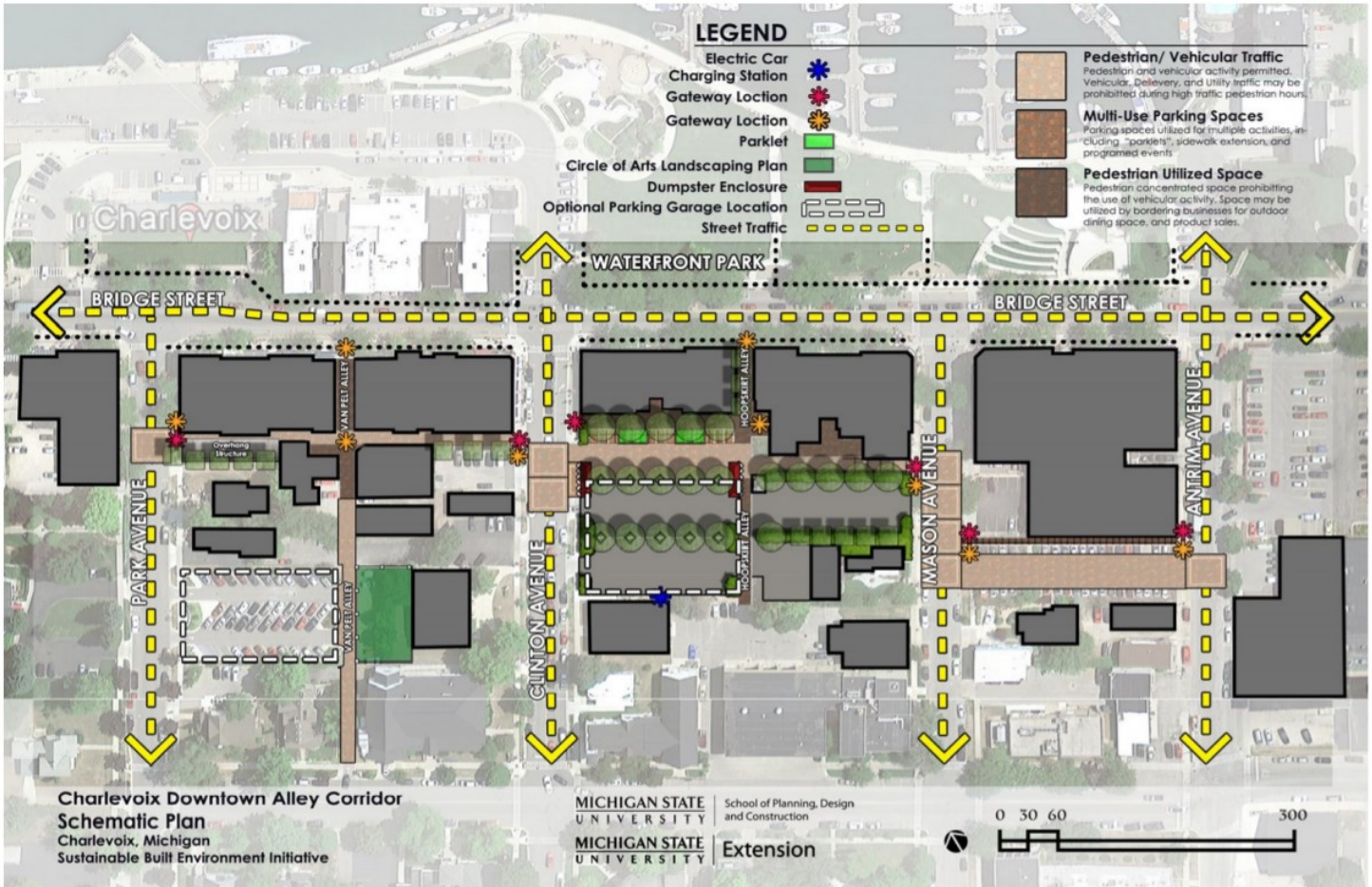
This following section focuses on 3 features of our corridor and alley improvement process: The amenities our alleys currently have, the identified improvements proposed that the city could possibly implement, and the *regional* costs and implementation of these improvements, with regions being different downtown blocks. The regional implementation and costs should be viewed more as itemized descriptors of what was previously presented; implementing these changes sequentially by region may not be viable due to infrastructure and utility additions that need to occur simultaneously across blocks. For better information on implementing alley and corridor changes, please refer back to the core report.

Geographically, this inventory is split into 3 large sections of our alleys and corridors, represented by the boundaries formed from the cross-cutting streets. The sections, from South to North, are Antrim to Mason, Mason to Clinton, and Clinton to Park. All sections are bounded by State to the west and Bridge to the east.

Throughout the appendix, pictures and renderings are presented that display an angled perspective on the specific area of the corridors, alleys, streets, and parking lots being discussed. At the start of each section, there will be a map of the specific block, with circles designating the location of the perspective and arrows giving directionality to the angle that the photo was taken. Each set of pictures and renderings has a colored line to the left of the section, which matches the color of the perspective given at the start of each section.

The implementation report at the end of each section will display the itemized changes recommended in prior design studies. As noted in the letter to council, these changes are not mandatory for corridor or alley use, and can be altered as seen fit. The implementation is simply the itemization and cost descriptions of the changed assets displayed in the alley and corridor renderings.

Schematic Plan



An Overview of Recommended Physical Changes:

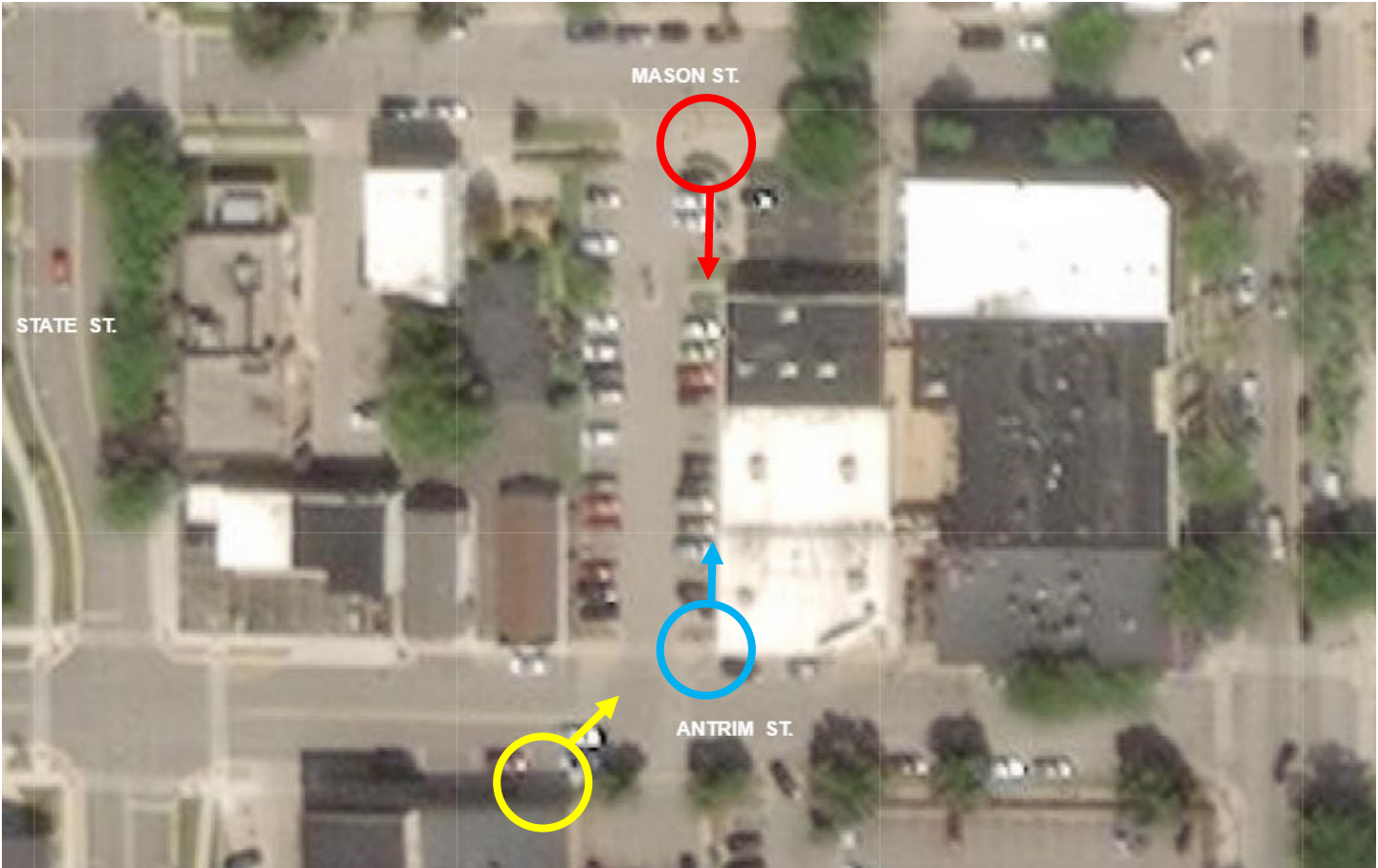
The Schematic Plan, presented on page 11 of the Corridor and Alley Vision Final Report document, offers recommendations to the infrastructure and usage of the corridors being studied. Place-making features are displayed, with gateway entrances noted on all North and South* corridors, and on the East* side of both the Van Pelt and Hoop Skirt Alley Corridors. Parklets are also highlighted; two are proposed in the block between Clinton Avenue and Mason Avenue. Some landscaping features appear overlaying current lots; the Clinton-Mason block has trees/shrubs that would serve as dividers, sectioning off the numerous wide pieces. Further landscaping changes exist by the Circle of Arts building; however these changes are actions that the nonprofit is responsible for rather than the city. Dumpster enclosures are proposed in the Clinton Street lot, on both Southeast* and Northeast sides. The plan also displays an electric car charging station on the West* side of the Clinton Street lot.

Larger physical recommendations include changes to the street infrastructure and parking garages. A wide investment in street pavers is recommended in the schematic plan, with a paver design present on every corridor, and in areas of pedestrian only, street traffic only, and mixed traffic. Two locations are outlined for a potential parking garage, with one over the current Park Avenue parking lot, and the other over the Clinton Lot. If the Clinton lot were to be pursued, the lot would be in conflict with the landscape and enclosed dumpster ideas also proposed.

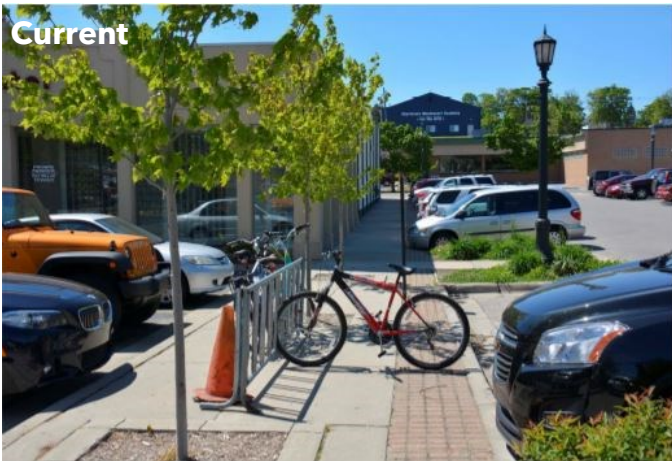
No significant traffic flow changes were presented in the schematic plan; the only change proposed was closing down vehicular traffic prior to the West* gateway on the Van Pelt Alley, which has occurred since the Vision was created.

*The Schematic Map provided is rotated counter-clockwise 90 degrees. As such, north on the map is east, east is south, south is west, and west is north.

Antrim to Mason Street - Design



Current



Proposed



South from the middle of the Mason St. 100 block, there currently exists parking and an underutilized pedestrian walkway. The purpose of this path is to accompany the parking lots while connecting the back/sides of the commercial buildings in these blocks. However, as it currently stands, the path serves no purpose other than as a corridor to exit the area to the north or south. Aesthetically, travelers are better served walking east and traveling north through the vibrant downtown or west and using the cultural corridor of state street. Full utilization of the central business district necessitates a change in this corridor, transforming it beyond a place to park cars to a place for residents to gather. The goal is to do this while still keeping the practicality and use of the lots.

The proposed changes to this pedestrian walkway include resurfacing the path from standard concrete to brick pavers, adding additional benches, and planting flowers in the grass easements by the sidewalks leading to the parking lot. Adding these features would increase usage of this corridor as a connector and a plaza for public space, further amplifying the changes found in the next perspective.

Antrim to Mason Street - Design

Current



Proposed



Looking north from the 100 block of Antrim Street, the corridor leading to Mason street holds opportunity for utilization that would promote both place-making and the business functions of the property occupying 107 Antrim Street. The Vision study saw opportunity for the movie theater to promote films currently airing, providing marketing to those who may be using the space to park downtown, or to walk through to an unrelated business downtown. The movie posters bring a greater sense of vibrancy and activity to the corridor, making those who use this space more comfortable. The intentional marketing of the theater's product to the side street indicates that it is a space where people are, and helps to promote the image

that people belong in this space. Other prescribed amenities include greater foliage, replacing the cement with brick pavers, and building awnings on the theater's side façade. The foliage noted includes additional trees adjacent to the pedestrian path, and flowers, planted both in ground and in fixtures. The brick pavers bring greater aesthetic quality than standard cement sidewalks, are easier to replace, and provide greater water permeability to decrease water runoff and stormwater needs. The awnings can provide light fixtures to make the area safer at night, give shelter to pedestrians during rains, and promote the downtown appeal of the corridor.

Current



Proposed



A perspective from the south side of Antrim

Street, next to the entrance to Oleson's Food Store, provides a larger inventory of the proposed changes to the built environment of this corridor. There are 4 awnings designed into the side façade of the Charlevoix Cinema, with the movie displays and lights located beneath each. Flowers are planted into soil adjacent (north) of the sidewalk on Antrim street. 3 trees are added following the corridor along the cinema's side. Shrubs are also planted on the west side of the parking lot, next to the Village Graphics building.

The largest infrastructure change seen here is the addition of pavers resurfacing a square of Antrim avenue. This plaza-style brickwork could push the downtown visuals further south, further incorporating Antrim street into destination atmosphere found in the other areas of the central business district. Other benefits to this resurfacing can be found in water permeability, which will decrease strain on the wastewater management system, its repairability over standard concrete, and can serve as a visual cue to vehicle operators to slow down for greater pedestrian activity.

Antrim to Mason Street - Implementation



Antrim to Mason Street - Implementation

INVENTORY & COSTS ESTIMATES - Total regional costs - \$209,049.71 - \$217,649.71

Water Main: 270 linear feet | \$110/LF | total cost: **\$35,100**

Water Service Upgrades: number: 2 | \$2,500 per unit | total cost: **\$5,000**

Move Mailbox Dropoff: **\$1,500** (**\$4,500** if this is standalone)

Brick Pavers:

(Highlighted Areas only): 3,970 square feet | \$35 per square foot | total cost: **\$138,950**

(Parking Lot only): 13,000 square feet | \$35 per square foot | total cost: **\$455,000**

(Highlighted Areas Plus Parking): 16,970 square feet | \$35 per square foot | total cost: **\$593,950**

Landscaping: 400 square feet | \$20 per square foot | total cost: **\$8000**

Trees: number: 3-15 | \$600 per item | total cost: **\$1,800 - \$9,000**

Porous Pave each Tree: number: 3-15 | \$200 per unit | total cost: **\$600 - \$3,000**

Planter (Small): number: x5 | \$360.39 per item | total cost: **\$1,801.95**

Awning Façade & Movie Display: number: 4 | \$ per unit | total cost: (This would likely be private investment)

Bike Rack: number: 1–5 (depends on model) | \$1,500 per unit | total cost: **\$3,000**

Bench: number: x4 | \$2,074.44 per item | total cost: **\$8297.76**

Electric Car Charger: number: 1 | \$5,000 per item | total cost: **\$5,000**

Mason to Clinton Street - Design



Mason to Clinton Street - Design



Hoopskirt Alley, the corridor centrally located in the 300 block of Bridge Street, was severely underutilized at the time of the Corridor and Alley Vision. With its placement in the center of downtown and beautiful gateway signage, the alley had the capacity to serve as a small plaza complimenting the small businesses and East Park. The visualization called for increased vegetation both in infrastructure and potted, a painted mural and suspended hoops to make the alley more lively in its theme, and benches to transition the alley from an extension of the parking lot to its own place for public gathering. A larger change, the report visualized the surface of the corridor changed to brick pavers and extended down to the end of the parking lot.

Many changes have occurred in line with the SBEI recommendations. In 2019 the Junior Main Street Committee of Charlevoix High School Students partnered with the Downtown Development Authority to bring some of the proposed amenities to life. With crowdfunding and matching support from the DDA and the Michigan Economic Development Corporations, the alley was revitalized. Vegetation was added, as were benches on the left side of the alley and a table on the right. Pictures of historic Charlevoix now line the right side of the corridor, and string lights dangle above. Recycling and Trash receptacles have been added to avoid litter. Stained glass art representing Charlevoix was added to the top of the gateway, and a photo standup sits at the front of the corridor matching its theme.

Mason to Clinton Street - Design



Looking north from Hoopskirt Alley at the backside of the Bridge Street businesses there is opportunity to improve the experiences of both downtown patrons and visitors. An added emphasis on backside facades provides multiple points of contacts for potential customers, allowing business to strengthen their place downtown and optimizing an unused back corridor. The rendering displays the clothing store J Phillips using the corridor as for merchant activity, increasing the life and market feel of this area. As with other renderings, there is an increased focus on adding greenery, with small trees and flowers planted into the infrastructure and potted plants adorning the backside walls and roofs of the businesses. The corridor is resurfaced with brick pavers in the rendering, signaling a more pedestrian aesthetic and providing a greater small town vibrancy. Seating is also added near each of the trees, again to strengthen that this corridor is for pedestrian gathering and use, not just travel. On the very left of the proposed rendering, there appears to be a planter or two extended out of the corridor, with a man sitting. This is likely a representation of the parklet noted in the schematic plan. The parklets serve to give downtown visitors a dedicated space for unwinding, unlike the benches in the corridor, which can be utilized by those shopping or participating in passive recreation.

Mason to Clinton Street - Design



Viewing the immediate rear of the south 300 Bridge Street block, the Vision proposed improvements that would increase utilization for the occupants while improving walkability for pedestrians. Currently, the corridor looks oriented towards vehicular travel, with cracked cement and loose sediment serving as the traveling surface. Likewise, while the guard rail on the right informs parkers of the boundaries of parking, it comes with the unintended consequence of segmenting the parking lot and serving as a barrier to mobility for pedestrian walkers.

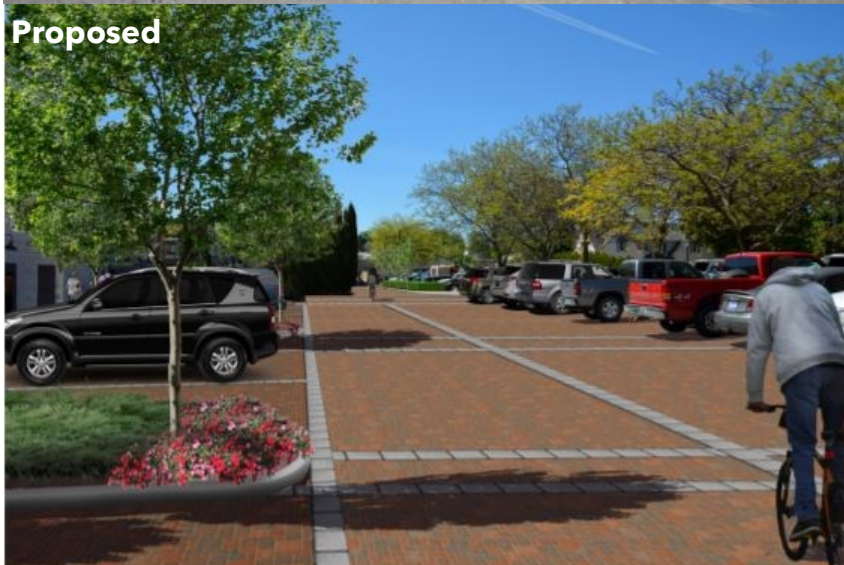
A major change recommended by the study is the resurfacing of this corridor to brick pavers. The pavers will provide a visual cue to drivers that this is a space for pedestrian as well as vehicles, and those partaking in non-motorized transportation will feel more comfortable using this area. Other changes include new fencing, seating and hanging flowers near the privately owned building to increase the vibrancy of the corridor, and replacing the metal guard rail with green infrastructure such as trees, shrubs and flowers. This will require modifying the surface under the barrier to soil to accommodating the plants.

Mason to Clinton Street - Design

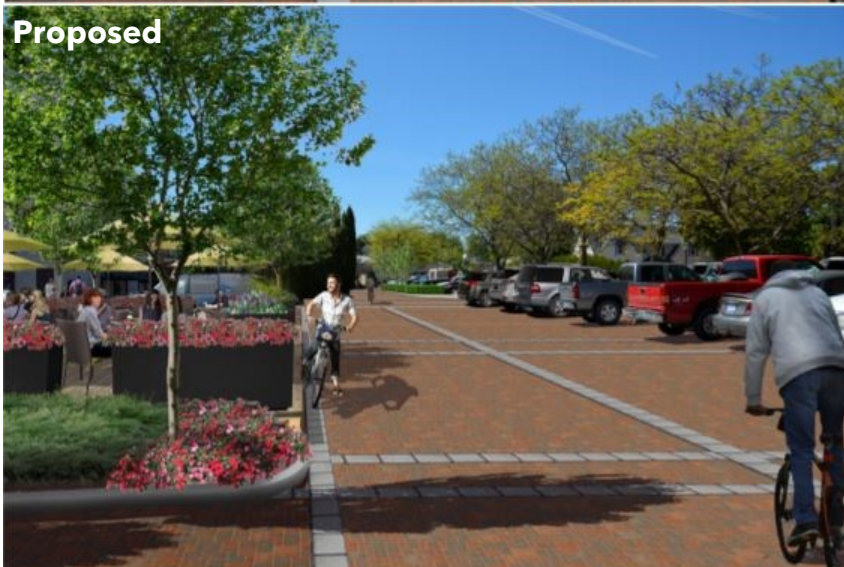
Current



Proposed



Proposed



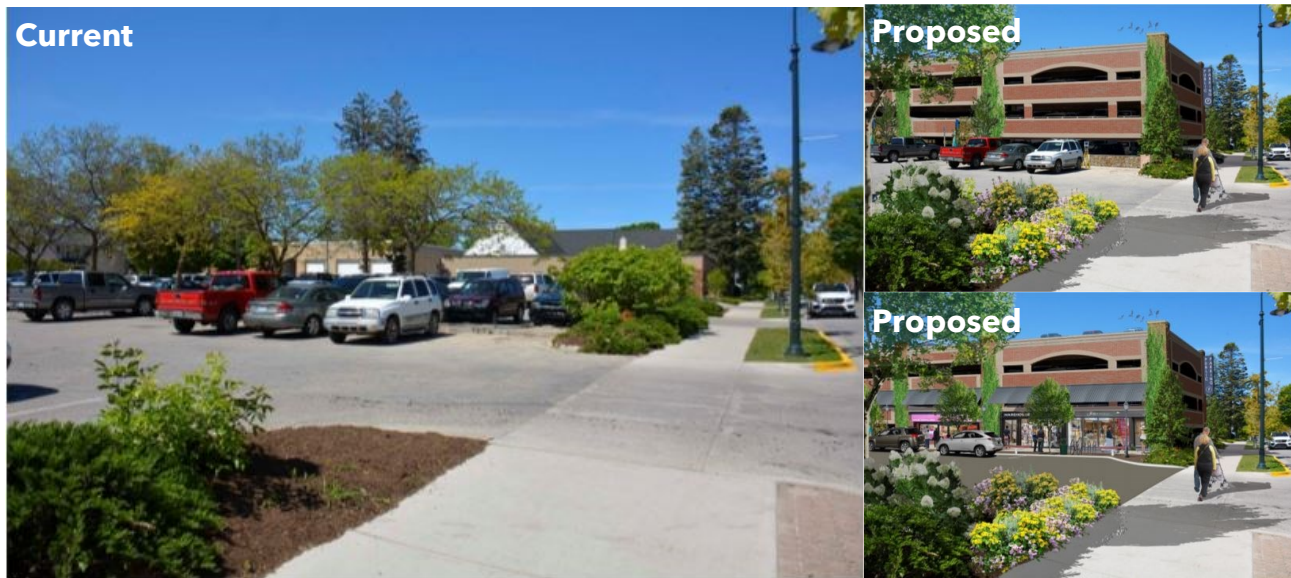
The east side of the Clinton Street Parking Lot

, nearest to the Bridge Street Buildings, is an ideal place in the city to park. With access to the downtown retail environment to the east and city hall, churches, and professional offices to the west, this lot serves a necessary function that compliments the city well. Apparent in the current picture however, is a disconnect from the cultural and thriving atmosphere found elsewhere in Charlevoix's downtown. The activity and wonder of downtown is what makes Charlevoix valuable to all visitors, whether they live 5 minutes away or 5 hours. It doesn't serve the city well if the magical feeling a small town emanates is lost before the visitors leave the parking lot.

To create a consist atmosphere with the downtown and cultural corridors, the Vision study determined that renovations targeting the aesthetic should occur. These improvements include islands with mixed vegetation and a resurfacing of the lot to brick pavers. The brick pavers could serve to not only enhance the visual appeal, but offer environmental benefit in preventing water runoff. When rainfall or spills occur to an impermeable surface, the water can collect harmful chemicals or waste before entering the stormwater collection system. Brick pavers, offering permeability at the joints, can successfully trap and filter water before the contaminants can enter the local water supplies.

Another feature, noted in the second design, is the removal on parking spots to accommodate for patio dining behind the buildings. This can increase the capacity of restaurant dining, provide greater choice for patrons, and increase the vibrancy of the corridor.

Mason to Clinton Street - Design



The Clinton Street parking lot is a location that is visualized with great potential. Currently, the lot often sits below maximum capacity, only filling up during events or during peak seasons. As a result, the parking lot occupies amount of land, underutilized and visually unappealing just seconds away from a thriving downtown.

Two separate views of what the Clinton Street parking lot could be are seen on the right. The first, on the top right, displays a full, 3 (4 if utilizing the roof) floor parking garage in the Western most region of the parking lot. This design would add greater capacity to parking for businesses, visitors, and downtown residents of Charlevoix. Having the full structure available for parking could likely free up spaces in other lots (later described in this report) for development, extending the core of downtown.

The second picture (bottom right) provides retail business opportunities as well as parking. While less spaces would be available than in the first design, it could still increase the capacity of the parking lot compared to where it currently stands. In this design, the parking lot in front of the development has also been resurfaced. A non-built environment benefit of this visualization is the extension of the downtown; by offering businesses a block away from the core retail environment, pedestrian traffic can be dispersed, making other properties more valuable and economically viable for retail practices. Further, the amenities proposed in other sections (such as seating, parklets, pedestrian walkways, and public art) would find greater use if the blocks behind bridge street there were business to pull customers in a east-west direction, rather than the north-south as is the currently the strongest directional flow of pedestrians in the central business district.

One improvement can be found across both renderings: the inclusion of greater vegetation in the parking lot. With the site's current utilitarian purpose of parking and then leaving, it's easy to ignore the aesthetic elements that can give an additional sense of place to the lot. The Vision included a greater emphasis on adding perennial wildflowers to the curbside, smaller trees dotting the front of store entrances, and larger trees climbing the sides of the parking structure.

Mason to Clinton Street - Design



The island in the middle of the Clinton Street parking lot connected to Hoopskirt Alley has been identified as a possible point for shared dumpster use by the businesses of the Bridge Street 300 block. Here, an open brick enclosure could be erected, extending more towards Hoopskirt Alley than the island currently does. Two sets of wooden large wooden double doors would secure the enclosure, reducing the safety risk of dumpster diving. This visualization is also consistent with the perspective looking down Hoopskirt alley, with resurfacing of brick pavers extend through the parking lot. New shrubs are planted on the back side to continue the effort of increase vegetation.

The Vision report does not mention how this would impact the fire hydrant that is placed on the island, or, if it remains, emergency responder's ability to access it. Further, efforts would need to occur to ensure the smell of the dumpsters do not impact the increased traffic on Hoopskirt Alley.

A similar dumpster enclosure is noted on the schematic plan in the same lot, north of this location.

Mason to Clinton Street - Implementation



LEGEND			
 Water Main	 Landscaping	 Outdoor Dining	 Façade
 Storm Sewer	 Tree	 Dumpster Enclosure	
 Sanitary Sewer	 Planter (Small)	 Fencing (private)	 Potential Parking Garage
 Brick Pavers	 Planter (Large)	 Bench	

Mason to Clinton Street - Implementation

INVENTORY & COSTS—Total regional costs (highlighted) – \$1,112,172.81– \$1,115,792.81

Full rehab, water, sanitary, storm, sidewalk, curb (doesn't include electric bury/370', only conduit): \$330,000

Brick Pavers:

(Hoopskirt Alley) - 5,000 square feet | \$35 per square foot | total cost: **\$175,000**

(Alley South of Hoopskirt) - 4,000 square feet | \$35 per square foot | total cost: **\$140,000**

(Parking Lot North-East of Hoopskirt) - 9,900 square feet | \$35 per square foot | total cost: **\$346,500**

(Total highlighted) - 18,900 square feet | \$35 per square foot | total cost: **\$661,500**

(Parking Lot by Petals) - 11,400 square feet | \$35 per square foot | total cost: **\$399,000**

(Parking Lot North-West of Hoopskirt) - 9,900 square feet | \$35 per square foot | total cost: **\$346,500**

(Complete brick paver resurfacing) - 40,200 square feet | \$35 per square foot | total cost: **\$1,407,000**

Landscaping: 669 square feet | \$20 per square foot | **\$13,380**

Trees: number: 5-15 | \$600 per item | total cost: **\$3,000–\$9,000**

Planter (Small): number: 2 | \$360.39 per item | total cost: **\$1,081.17**

Planter (Large): number: 6 | \$2,513.94–3,041.34 per item | total cost: **\$17,720.64**

Awning Façade: number: 2 | \$ per item | total cost: ((This would likely be private investment)

Bench: number: 5 (2 Gretchens, 3 Wellspring | \$1,195.44–\$2,074.44 per item | total cost: **\$7,735.20**

Outdoor Dining Table: number: 5 | \$1,089.96 per item | total cost: **\$5,449.80**

Outdoor Dining Seats: number: 20 | \$615.30 per item | total cost: **\$12,306.00**

Dumpster Enclosure Build: number: 2 | \$30,000 per enclosure | total cost: **\$60,000**

Clinton Street to Park Avenue- Design



Clinton Street to Park Avenue- Design



Van Pelt Alley serves as a connecting corridor between the downtown and Charlevoix's upper South-side residences. The goal of corridor and rear building improvement is not just to create space for visitors, but to encourage increased downtown use from residents as well. As such, improvements made to our alleys and connecting paths should not just target the areas between the parking lots and Bridge Street, but extend all the way to our medium density neighborhoods as well. 61% of residents in the market snapshot responded that they visit downtown at least once a week, with a majority saying they visit frequently. Improving our corridors could make the downtown experience more enjoyable for those that use the paths often, and could possibly expand usage among the minority that don't often visit downtown (20.2% - every couple of weeks, 18.1% - less often).

Multiple changes to the built environment are recommended to make Van Pelt more desirable to pedestrian traffic. The first is the addition of brick pavers from State Street to Bridge Street. The pavers serve to better inform vehicular drivers that it is a shared space with pedestrians, increasing safety, while also amplifying the downtown aesthetic of the path, increasing visual appeal. Further enhancements to visual appeal include planted flowers lining the south side of the path, and a light pole just past the United Methodist Church. More focused on utility, the Corridor Vision also includes bicycling parking area behind the Circle of Arts building, giving those who preferred non-motorized transportation to driving or walking a formal place to park their bikes. This area would be separated from the present parking lot and white a stone wall, as seen just past the bicycles in the rendering.

Clinton Street to Park Avenue- Design



Van Pelt Alley between the Park Street Parking lot and Bridge Street has relatively high activity compared to other areas behind the Bridge Street buildings. While the businesses that inhabit this corridor (currently the Cantina, True North Interior Design, Salon Beautiful You, the Salad Fork, and Cherry Republic) can account for most of the high activity, it does serve a demonstrative purpose in that if there are activities and place-oriented amenities in our alleys, visitors and residents will better use them. Further, the success of these business away from US 31 also proves the viability of commercial expansion; the focus of downtown Charlevoix does not have to lay solely on Bridge Street.

At the time of studying our corridor and alley needs, Van Pelt Alley was severely underutilized and unattractive. There was little in the way of streetscape, with the only objects occupying the corridor including traffic cones, fencing and fencing. The sides of buildings ranged from lacking decoration to near blighted, with 217 Bridge Street (building on the left) lacking any facades or exterior improvements, and 221 Bridge Street (on the right) having boarded windows.

Improvements have occurred that vastly increased the condition of the alley since the first corridor vision. Planter boxes holding flowers now block the alley before the 4 way intersection, designating it as a zone for pedestrians (however, deliveries are still possible north-south through the corridor). A back-side façade has been added to 217 Bridge Street, and flags are now adorned on the side of this building. Since the previous photo, a pick-up eatery was added to the building, and tables in the alley allow for outdoor seating. 221 Bridge street also has a side façade, and serves as the exit for the Cherry Republic store. A pole with hanging string lights stands near the outdoor eating section of the Cantina. Changes proposed that are yet to be made include resurfacing to brick pavers,, and adding wooden beams over the alley between the two bridge street buildings.

Clinton Street to Park Avenue- Implementation



LEGEND

	Brick Pavers		Landscaping		Bike Rack
	Brick Wall		Tree		Potential Parking Garage
	Cement Surfacing		Street Light		

INVENTORY & COSTS - Complete regional cost - \$477,850

Brick Pavers: (6,630 EW, + 6,000 NS) 12,630 square feet | \$35 per square foot | total cost: **\$442,050**

Landscaping: 414 Square Feet | \$20 per square foot | **\$8,280**

Trees: number: 1 | \$600 per item | total cost: **\$600**

Brick Wall: 110 linear feet | \$172 per linear foot | total cost: **\$18,920**

Cement Surfacing: total cost: **\$500**

Street Light: number: 1 | \$6,000 per item | total cost: **\$6,000**

Bike Rack: number: (depends on model) | \$1500 per item | total cost: **\$1500**

Charlevoix Downtown Development Authority and Main Street New Business

Title: Accreditation - Self Assessment

Date: May 23, 2022

Presented By: Lindsey Dotson, Main Street DDA Director

Background:

Becoming a designated Main Street America program is a mark of distinction that reflects a commitment and dedicated efforts to building, growing, and sustaining successful district revitalization.

The MSA Community Evaluation process is a very important opportunity for local Main Street programs to review the progress made towards building a comprehensive revitalization program.

Here is a link to the recorded session that can be shared with board members:

<https://youtu.be/6XSAv6wKrY8>

This is the timeline we will use for the accreditation process:

Self-Assessment (All on one form) – Due August 31, 2022

MMS Review Self-Evaluations/Feedback – October 31, 2022

-Check-ins with the Executive Committee

MMS Application Based Service – November 30, 2022

I have attached the self-assessment form and took a stab at scoring our organization in each section. Please review and let me know if you agree or think a number needs to be adjusted.

Recommendation:

Board discussion.

Attachments:

1. Community Self-Assessment Tool
2. Instructions for Communities



THE MAIN STREET AMERICA EVALUATION FRAMEWORK

COMMUNITY SELF-ASSESSMENT TOOL - *Version 1.0 - January 2022*

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COMMUNITY SELF-ASSESSMENT TOOL

3

For over 40 years, Main Street programs across the country have used the Main Street Approach™ to support revitalization and catalyze positive transformation of their downtowns and neighborhood commercial corridors. Through grassroots leadership, partnership building, community engagement, and a commitment to holistic preservation-based economic development, thousands of Accredited and Affiliate Main Street programs have created lasting impact for their local economies and communities as a whole.

AN EMPOWERING MODEL FOR REVITALIZATION

The new Main Street America Evaluation Framework, developed by Main Street America (MSA) in close partnership with Main Street Coordinating Programs, outlines what it means to be a highly successful Main Street program and sets a path for growth and development for newer programs. Depending on achievement, score, and maturity, programs will either be designated as Affiliate or Accredited.

Annual program assessments are an important opportunity for local Main Street leaders, volunteers, partners, and Coordinating Programs to come together to reflect on the progress of a program's efforts and identify opportunities to build and grow.

The following Self-Assessment has been developed as a tool to help Main Street leaders recognize how their program's efforts already align with the new standards and identify areas for deeper focus and prioritization. The tool will also serve as a basis for local leaders to work with their Coordinating Program on identifying areas for capacity building, program development, and training needs. This process will also inform Main Street America on our network's strengths, greatest needs and opportunities.

We encourage you to look at this tool as a working model – one that will adapt and grow as we test it in the field before full implementation at the end of 2023. We invite you to be in close communication with Main Street America staff and your Coordinating Program to explore how these new standards and measures are working for your organization, what might be missing or unclear, and how Main Street America can support your efforts. Once you've spent time with the new standards and the self-assessment tool, **we invite you to submit feedback [here](#).**

WHO SHOULD USE THIS TOOL

- Currently and previously Accredited programs
- Affiliate-level programs wanting to become Accredited in the future
- New communities could also consider the content of the self-assessment as a guide to establish a strong foundation for their revitalization programs with the vision of becoming Accredited or Affiliate in the future.

WHEN TO USE THIS TOOL

- Get started now! There's a lot of content to dig in to, but you also have plenty of time to familiarize yourself with these new Standards and Indicators before we move to full integration by the end of 2023.
- Understanding that communities are working hard at implementing their program's efforts, consider dedicating time at each of your board and committees' meetings to become more familiar with the new standards (we'll be providing discussion guides to help frame these conversations).

HOW GRADING WORKS

Within each Standard in the new Self-Assessment Tool, you will be able to score yourself on the indicators listed based on a scale of 1-5. Each number represents the following:

1	2	3	4	5
Not being addressed.	Minimal work but needs more effort.	Evidence of satisfactory progress.	Has achieved success within this indicator	Outstanding achievement. One that other programs could replicate.

For each indicator, we encourage communities to explore areas of strength and opportunities for growth by discussing (1) What actions and next steps can you take to strengthen your efforts? (2) How can you build upon your work or take it to the next level?

Ultimately, when these new standards are implemented, your Coordinator will review your self-assessment and provide their own score and feedback. **Communities will need to average at least three (3) points per standard to achieve accreditation.**

BASELINE REQUIREMENTS

As detailed within the tool, some indicators are required as important baseline (starting point) for a program to qualify for Accreditation. In later iterations of the standards, we expect there will be additional minimum requirements. The current requirements are:

- A Board of Directors formed by a representative base of the district stakeholders and community members, dedicated to leading the district's Main Street program.
- Communities over 5,000 in population must employ a FTE program director. Communities under 5,000 in population must employ a 20-hour minimum per week program director.
- Identified Transformation Strategy to direct the work of the program, based on community input and market understanding.
- Detailed work plans aligned with the selected Transformation Strategy that outline programming across the Main Street Four Points. Work plans include: the project, expected (measurable) outcomes, specific tasks needed to accomplish the project, assignments of those tasks showing volunteer and staff responsibilities, timelines, and budgets.
- A dedicated budget for the district's revitalization programming and the Main Street program's operations.
- Demonstrated support from municipality for the Main Street program. This can include leadership participation, funding, in-kind, and philosophical support.
- Reinvestment statistics reported as required by Coordinating program (monthly, quarterly, or annually.)
- Be a member in good standing with Main Street America and use the Main Street America logo on its web-page and/or social media as well as the coordinating program logo.

Programs that do not meet these baseline requirements are not eligible for Accreditation, though they may qualify for designation at the Affiliate status.

Please submit feedback [here](#).

STANDARD I

BROAD-BASED COMMUNITY COMMITMENT TO REVITALIZATION

Standard One reflects that successful and sustainable revitalization efforts are not just the work of a single organization but should be the result of a community-wide effort that brings the public and private sectors together with a strong sense of ownership in their downtown or commercial district. This Standard reviews the Main Street organizations' essential role in fostering a culture of inclusion, engagement, collaboration, and commitment from all sectors of the community. Launching a program, growing it incrementally from one year to the next, and sustaining success for the long run are only possible through a diversity of strong partnerships and collaborations, continued outreach, and communication.

FOCUS AREAS

Communities engaged in the Main Street Approach understand how essential these key areas of focus are for an organization's success: **I) Partnerships and Collaborations, II) District and Community Outreach, and III) Communication and Public Relations.**

KEY INDICATORS

The following indicators provide important guidance on how Main Street programs, the public sector, district stakeholders, and the community at large can work together to develop strong partnerships and collaborations. Each indicator serves as an example of how your Main Street program is effectively meeting the Standard of building and fostering a broad community commitment to revitalization.

I. PARTNERSHIPS AND COLLABORATIONS

INDICATOR I: Main Street has developed partnerships and collaborations with local governments that demonstrate shared responsibilities for the district's revitalization and its program. Examples of how these partnerships are demonstrated include:

- a. Participation in strategy development and planning.
- b. Collaborations in the implementation of programming or work plans.
- c. Monetary and non-monetary resources for the Main Street program.
- d. Engagement of elected officials and/or staff in the Main Street program Board and committees.
- e. Promoting the district revitalization and their partnership with Main Street.

Score 1 - 5: 4

INDICATOR II: Main Street has developed partnerships and collaborations with both nonprofit organizations and private sector entities that demonstrate shared responsibilities for the district's revitalization and its program. Examples of how these partnerships are demonstrated include:

- a. Participation in strategy development and planning.
- b. Collaborations in the implementation of programming or work plans.

- c. Monetary and non-monetary resources for the Main Street program.
- d. Engagement with the Main Street program Board and committees.
- e. Promoting district revitalization and their partnership with Main Street.

Score 1 - 5: 5

II. COMMUNITY OUTREACH

INDICATOR I: Main Street has expanded its reach to connect and engage with all sectors of the community (businesses, property owners, workforce, other organizations, residents). Examples of how outreach efforts are demonstrated include:

- a. A variety of communication tools (online and printed materials) used to reach a broad group of district stakeholders.
- b. Workplans that outline how activities planned intend to reach the diverse make-up of the community.

Score 1 - 5: 5

III. COMMUNICATION AND PUBLIC RELATIONS

INDICATOR I: Main Street has maintained communication and implemented public relations that inform and educate the community and district stakeholders about the district and the Main Street program. Examples of how these efforts are demonstrated include:

- a. The program's external marketing (online, printed, social media, etc.) clearly promotes the role and impact of the Main Street program.
- b. Main Street's leadership and staff are actively engaged in public relations activities that educate, build awareness, and promote the Main Street program.
- c. Main Street highlights positive stories about the district through a variety of media tools.

Score 1 - 5: 5

INDICATOR II: Main Street has maintained communication and implemented public relations that inform and educate the public sector or local government about the district and the Main Street program. Examples of how these efforts are demonstrated include:

- a. Main Street meets with local government officials or attends council meetings to share progress and impact (at least every quarter).
- b. Main Street invites participation of local government officials and staff to meetings and encourages visits to the district and programming activities.
- c. Main Street promotes the impact of local government investments and participation.

Score 1 - 5: 3

INDICATOR III: Main Street has promoted the district's positive image, brand identity, and assets. Examples of how these efforts are demonstrated include:

- a. A distinctive brand has been created and implemented for the district.
- b. A distinctive brand has been created and implemented for the organization.
- c. Social media platforms are used to promote the value of the district and the Main Street program.
- d. An annual report is produced noting successes across the Four Points.

Score 1 - 5: 5

STANDARD II

INCLUSIVE LEADERSHIP AND ORGANIZATIONAL CAPACITY

Strong, thriving communities don't just happen. They need effective leaders at all levels, from a broad base of committed volunteers to dedicated professional staff offering their time, talents, and passion for this work. Standard Two reflects the value we place on PEOPLE as Main Street's greatest resource and our belief that everyone in the community has a place in Main Street. This Standard encourages Main Street programs to place a strong priority on human capital and develop a clear operational structure and practices that increase the organization's capacity to engage all sectors of the community and leverage their participation in their revitalization efforts.

FOCUS AREAS

Communities engaged in the Main Street Approach understand how essential these key areas of focus are for an organization's success: **I) Inclusive Organizational Culture and Diverse Volunteer Engagement, II) Active Board Leadership and Supporting Volunteer Base, III) Professional Staff Management, and IV) Effective Operational Structure**

KEY INDICATORS

The following indicators provide important guidelines on how Main Street programs can become proactive and effective agents for inclusive community engagement and leadership development, ensuring that the investment of time and talents is a rewarding experience. Each indicator serves as an example of how a Main Street program is effectively meeting the Standard of building and fostering broad community commitment to revitalization.

I. INCLUSIVE ORGANIZATIONAL CULTURE AND DIVERSE VOLUNTEER ENGAGEMENT

INDICATOR I: The Main Street organization has demonstrated its commitment to diverse, inclusive, and equitable district and community engagement. Examples of how these efforts are demonstrated include:

- a. The organization's stated mission and core values show a commitment to engaging all sectors of the community it serves.
- b. Internal and external messaging promotes that Main Street has a place for everyone in the community and that diverse engagement is welcomed and valued. Communication tools address language barriers as appropriate.
- c. Work plans and programming activities address accessibility and inclusive design for all community members.
- d. The organization's policies address equitable access for all district and community stakeholders in the organization's leadership structure (Board and committees) as well as in specific projects and activities.

Score 1 - 5: 4

INDICATOR II: The Main Street organization has implemented an inclusive volunteer program that demonstrates the capacity to implement approved annual work plans and programming for the district. Examples of how these efforts are demonstrated include:

- a. Clearly outlined volunteer needs for approved work plans or programming activities are in place and promoted broadly.
- b. A proactive effort to recruit diverse volunteers representing the entire community in a culturally competent way.
- c. Active volunteer coordination throughout the year that ensures attention to thoughtful placement, rotation, and retention of new and existing volunteers within the organization.
- d. Initiatives, activities, or events are taking place throughout the year to recognize and/or demonstrate appreciation for Main Street volunteers.
- e. Volunteers at all levels have access to and receive appropriate orientation, trainings, and leadership development throughout the year.

Score 1 - 5: 2

INDICATOR III: The Main Street Board of Directors is formed with a diverse and balanced representation of district and community stakeholders. The following participation is recommended:

- a. District business owners
- b. District property owners
- c. District and community residents
- d. Community businesses/corporations
- e. Institutions (schools, universities, foundations, nonprofits, government)

Score 1 - 5: 4

INDICATOR IV: The Main Street organization has developed a leadership base (Board, staff, committee members, and volunteers) that reflects the district and the community it serves. The leadership base should be open, inclusive, and representative of the entire community, taking into account a broad range of dimensions of diversity, including race, ethnicity, gender, education, physical and mental ability, veteran status, and income level. The program should take proactive measures to ensure under-represented groups are included as part of Main Street's leadership base.

- a. Looking at the community's most recent population data, Main Street leadership base reflects a balanced level of participation of all age groups.
- b. Looking at the community's most recent population data, the Main Street leadership base reflects the racial and ethnic diversity of the community,
- c. Looking at the community's most recent population data, the Main Street leadership base reflects gender balance.

- d. Considering the Main Street Approach, the organization's leadership base demonstrates a wide range of skills, experiences, and perspectives.

Score 1 - 5: 3

II. ACTIVE BOARD LEADERSHIP AND SUPPORTING VOLUNTEER BASE

INDICATOR I*: Board members have demonstrated active engagement in the Main Street program throughout the year. Ideally, 100 percent but no less than 75 percent of Board members have:

- a. Attended Board meetings 75 percent of the time throughout the year.
- b. New Board members participated in Board orientation and existing Board members participated in at least one training offered by the Coordinating program.
- c. Played an active role on the Board by leading a committee, a task force, or key initiative.
- d. Advocated for the program and the district within the community, in coordination with Main Street staff and the rest of the board.

****Meeting this Indicator is a requirement and must be met to achieve Accreditation.***

INDICATOR II*: Board members have demonstrated active leadership and support to ensuring the program is appropriately funded to meet its operational responsibilities and programming goals. Ideally, 100 percent but no less than 75 percent of Board members have:

- a. Made a personal financial investment in the program.
- b. Participated in the development of fundraising goals.
- c. Led or participated in a key fundraising activity of the organization.
- d. Made direct solicitations.
- e. Supported donor relationship, retention, and/or recruitment.

INDICATOR III: The Main Street program has developed an active, supporting volunteer structure to ensure capacity to plan and implement the approved work plans. Examples of how these efforts are demonstrated include:

- a. Established committees or teams that follow the program's selected Transformation Strategies, Board's outlined priorities, and/or the Main Street Four Points.
- b. Each volunteer committee or team has an active leader, chair, or co-chairs.
- c. Each volunteer committee has an appropriate number of members to plan the approved number of projects or initiatives it intends to implement. Ideally, there is a leader or champion for every project.

- d. Committees or teams participate in trainings that support their roles at least annually.

Score 1 - 5: 2

III. PROFESSIONAL STAFF MANAGEMENT

INDICATOR I*: The Main Street organization has maintained the level of professional staff necessary to achieve its mission, goals, and annual work. These efforts are demonstrated by fulfillment of all the following:

- a. The Main Street program meets the minimum staffing requirements established by the Coordinating program. At a minimum, Main Street America requires part-time staffing for cities under 5,000 population and 1 FTE for cities over 5,000 population.
- b. Main Street staff have job descriptions and defined performance expectations.
- c. Main Street staff participates in trainings required by the Coordinating program.
- d. Main Street staff participates in professional development offerings provided by Main Street America, Coordinating Program, etc.
- e. Main Street staff communicates regularly with the Board and specifically with the Board Chair and offers regular monthly reports to the Board.

****Meeting this Indicator is a requirement and must be met to achieve Accreditation.***

INDICATOR II: The Main Street Board of Directors has managed and provided guidance to its Main Street Director throughout the year. Understanding that organizational formats vary, this is demonstrated by:

- a. The Board, through its Board chair or president provides regular guidance and feedback to the program's director.
- b. A formal performance review process is conducted at least once annually. The Board Executive Committee, with participation of Board members, leads the director's performance review.
- c. The Board ensures that the annual budget provides a competitive compensation package (pay and benefits) and opportunity for appropriate merit increases.
- d. The Board ensures that the annual budget offers staff with professional development and trainings, including travel.
- e. Staff management policies and procedures are in place and reviewed annually. Appropriate procedures ensure clearly established communication lines and roles and responsibilities between Board and staff.
- f. The Board has developed a plan to manage succession or the director's transition and recruitment.

Score 1 - 5: 4

IV. EFFECTIVE OPERATIONAL STRUCTURE

INDICATOR I*: The Main Street organization has developed appropriate operational and organizational practices to manage effectively. This must include the following:

- a. A clearly defined mission statement that confirms the purpose of the organization.
- b. Established by-laws, which are reviewed annually and revised appropriately to carry out the program's mission for the district.
- c. Operating policies and procedures that outline internal and external communication practices, conflicts of interest, personnel management, leadership selections, elections, and terms, Board roles and responsibilities, etc.
- d. Appropriate insurance for the organization, Board/staff, and its programming.
- e. Legal and fiscal requirements are met and maintained as required with its tax status or operation structure.

****Meeting this Indicator is a requirement and must be met to achieve Accreditation.***

STANDARD III

DIVERSIFIED FUNDING AND SUSTAINABLE PROGRAM OPERATIONS

A successful revitalization program must have the financial resources necessary to carry out its work and sustain its operations. Program sustainability relies on diversity of revenue streams as dependency on one primary or only source could jeopardize the program's operations. Through this Standard, Main Street programs demonstrate a priority for ensuring that the community is investing in the Main Street organization and programming efforts through a comprehensive and balanced funding structure that ensures successful and sustainable revitalization efforts.

FOCUS AREAS

Communities engaged in the Main Street Approach understand how essential these key areas of focus are for an organization's success: **I) Balanced Funding Structure, II) Strategic Revenue Development and Fundraising, III) Budget and Work Plan Alignment and IV) Financial Management and Best Practices**

KEY INDICATORS

Understanding that funding is an essential resource to accomplish the work of revitalization, the following indicators included under this Standard can guide Main Street programs in building, growing, and sustaining diverse and balanced mix of investment in the revitalization efforts and the Main Street program from the start and throughout the years.

I. BALANCED FUNDING STRUCTURE

INDICATOR I: The Main Street organization's budget demonstrates a balanced funding structure with a diverse mix of public and private sector sources. Examples of how these efforts are demonstrated include:

- a. Contributions from private sector: e.g., businesses, community members and/or partner organizations.
- b. Special taxing district.
- c. Sponsorships.
- d. Earned revenues.
- e. Memberships.
- f. Local Government.
- g. Grants.

Score 1 - 5: 4

INDICATOR II: The private sector is investing in the district's revitalization efforts and the Main Street program. Examples of how these efforts are demonstrated include:

- a. Fundraising activities such as event sponsorships, marketing initiatives, and/or special project funding.
- b. Main Street program's earned incomes, such as rents, merchandise sales, etc.
- c. Investor programs such as memberships, Friends of, annual donations, etc.
- d. In-kind services.
- e. A special tax self-assessment mechanism(s) approved by district property and/or business owners, such as BIDs, CIDs, DDAs, SSMID, etc.

Score 1 - 5: 4

INDICATOR III: The public sector is investing in the district's revitalization and the Main Street program. Examples of how these efforts are demonstrated include:

- a. Annual contribution to the Main Street.
- b. Service agreements with the Main Street.
- c. Supports through the employment of the Main Street Director.
- d. Direct funding for event sponsorships & marketing initiatives.
- e. In-kind Services.

Score 1 - 5: 4

II. STRATEGIC REVENUE DEVELOPMENT AND FUNDRAISING

INDICATOR I: The Main Street program demonstrates commitment to strategic revenue development process and oversight. Examples of how these efforts are demonstrated include:

- a. The Board reviews fund-development plans, goals, and progress at least quarterly.
- b. A designated Board member provides active financial oversight for the program and is engaged in revenue development planning and reporting.
- c. A fund-development committee, organization committee, or team is in place to lead fund-development planning and implementation.
- d. Committees are engaged in seeking funding to support projects.

Score 1 - 5: 2

II. FINANCIAL MANAGEMENT AND BEST PRACTICES

INDICATOR I: The Main Street organization demonstrates sound financial management outlined by processes and procedures. Examples of how these efforts are demonstrated include:

- a. Financial tracking systems and reporting practices are in place. (QuickBooks or other software)
- b. The organization's monthly financial statements are reviewed by the Treasurer.
- c. The organization has a third party financial professional compile and reconcile monthly financial statements.
- d. The organization has had a third party financial professional review, reconcile and/or audit the program's finances at a minimum every two years.

Score 1 - 5: 3

INDICATOR II: The Main Street organization's financial management has clear leadership and oversight. Examples of how these efforts are demonstrated include:

- a. Leadership roles and responsibilities relating to budgeting, fund-development, and financial reporting are clearly outlined through Board, committee and/or Treasurer job descriptions.
- b. The Main Street Board of directors conducts monthly reviews of the organization's finances to ensure appropriate accountability and alignment with programming.

Score 1 - 5: 3

STANDARD IV

STRATEGY-DRIVEN PROGRAMMING

Main Street has built a strong track record for making change happen in communities across the country. Change is an important guiding principle for Main Street. But rather than letting change just happen, Main Street programs define and manage it from one year to the next through a strategy-driven work plan and aligned implementation process. Standard Four brings together all integrated components that must be in place to plan and successfully implement the revitalization work. Centered around Main Street's Four Point Approach, these integrated components are driven by a local Transformation Strategy(s) aligned through community participation and based on understanding of the district's unique and competitive market position.

FOCUS AREAS

Communities engaged in the Main Street Approach understand how essential these key areas of focus are for an organization's success: **I) Planning Guided by Inclusive Community and Market-informed Inputs, II) Defining Direction through Transformation Strategy Identification and Development, and III) Strategy-aligned Comprehensive Work Planning and Implementation Across all Four Points**

KEY INDICATORS

The following indicators provide important guidelines on how Main Street programs can develop a community and market informed strategy-driven planning and implementation process.

I. PLANNING GUIDED BY INCLUSIVE COMMUNITY AND MARKET-INFORMED INPUTS

INDICATOR I: The organization's annual planning process as informed by a comprehensive set of inputs that guide Transformation Strategy identification and work plan alignment and implementation. Examples of how these are demonstrated include:

- a. Inclusive district and community input is gathered at a minimum of every three years to keep the pulse on the district's needs through focus group events, online surveys, and/or other strategies.
- b. Market research and analysis has been conducted for the district's trade area within an appropriate time interval, depending on the local economy. This is recommended at least every three to five years.
- c. Business inventory is up to date and reflective of the district's business mix, uses, and existing clusters.
- d. Building inventory is up to date and reflective of the district's property ownership, condition, uses and status (for sale, for lease, occupied).
- e. The organization maintains an asset map that recognizes distinctive place-based assets within the district that highlight unique and competitive advantages and market opportunities.
- f. Strategy reflects opportunities driven by local and national trends.

Score 1 - 5: 5

II. DEFINING DIRECTION THROUGH TRANSFORMATION STRATEGY IDENTIFICATION AND DEVELOPMENT

INDICATOR I: Main Street has defined and aligned as an organization around a Transformation Strategy that is guiding the revitalization work. Examples of how these are demonstrated include:

- a. Using a comprehensive set of inputs, the board has identified a consumer-based or industry-, product-, or service-based strategy(s) that can best respond to the district and community vision, needs and market opportunities.
- b. The board formally adopts a Transformation Strategy(s).
- c. Partner organizations or other stakeholders have adopted or endorsed selected Transformation Strategy.
- d. The Strategy(s) have measurable benchmarks.

Score 1 - 5: 4

III. STRATEGY-ALIGNED COMPREHENSIVE WORK PLANNING AND IMPLEMENTATION ACROSS ALL FOUR POINTS

INDICATOR I: The Main Street board conducts an annual strategy-driven work planning process with volunteer committees to guide the organization's programming. Examples of how these are demonstrated include:

- a. Board outlines priorities or goals that guide volunteer committees in identifying the initiatives, projects, and activities to be approved in annual work plan.
- b. Projects, events, or initiatives are aligned with selected Transformation Strategy(s).
- c. The Transformation Strategy(s) are reflected comprehensively across all Four Points.
- d. Work plans include written action plans for critical projects that outline specific tasks, timeline, budget, volunteer hours, who's responsible, etc.
- e. Annual fund-development goals and allocations are guided by the Transformation Strategy(s)

Score 1 - 5: 3

PRESERVATION-BASED ECONOMIC DEVELOPMENT

Successful Main Street efforts are built on the guiding principle that district economic development is obtained by leveraging and preserving its unique historic and cultural assets. Standard Five confirms our strong belief that a community's own place-based and diverse cultural assets reflect the richness and strength of its identity and establishes a competitive market advantage.

FOCUS AREAS

Communities engaged in the Main Street Approach understand how essential these key areas of focus are for an organization's success: **I) Preservation Ethics and Education on Historic and Cultural Assets, II) Standards and Best Practices for Place-based, People-focused Design AND II) Promotion of Historic, Heritage, and Cultural Assets**

KEY INDICATORS

The following indicators provide important guidelines on how Main Street programs can build a strong foundation for revitalization through the preservation of building and cultural assets, educating the public on their value to economic growth, and enlisting businesses and property owners in redevelopment efforts.

I. PRESERVATION ETHICS AND EDUCATION ON HISTORIC AND CULTURAL ASSETS

INDICATOR I: Main Street demonstrates the community's commitment to its historic and cultural assets. Examples of how these are demonstrated include:

- a. The district has historic buildings listed as local landmarks, a national landmark district, or listed in the National Register of Historic Places.
- b. The community is a Certified Local Government (CLG).
- c. The district has received cultural, arts, or other special designations or recognitions.
- d. Main Street advocates for a local preservation ordinance or the community has one.
- e. Main Street has developed or supported the development of design standards, guidelines, and tools property owners can use to preserve, improve, and maintain historic buildings.
- f. Incentives or in-kind services are in place to assist with improvements to historic and cultural resources (e.g., façade grant, sign grant, low interest loan, design assistance)
- g. Local, county, and/or regional strategies acknowledge and incorporate the preservation of heritage and cultural assets as economic development priorities.

Score 1 - 5: 5

INDICATOR II: Main Street educates and builds awareness about preservation and cultural assets among stakeholders, public sector, community organizations and residents at large. Examples of how these are demonstrated include:

- a. Holding education and awareness activities that promote the value of the district's historic fabric and cultural assets throughout the year or at least annually during Preservation Month.
- b. Providing programming and resources for district property and business owners that results in the preservation and rehabilitation of local historic assets.
- c. Attending staff and volunteer trainings provided by the Coordinating program, Main Street America, or other organizations.
- d. Building strong collaborations (e.g., Historic Preservation Commission, Certified Local Government, Historical and Arts entities, etc.) to support tools, ordinances, zoning policies that preserve the district's built and cultural assets.

Score 1 - 5: 4

II. STANDARDS AND BEST PRACTICES FOR PLACE-BASED, PEOPLE-FOCUSED DESIGN

INDICATOR I: Main Street is an advocate and partner for the implementation of standards, guidelines, and best practices for the preservation of historic and cultural assets. Examples of how these are demonstrated include:

- a. Partnered with local government, commissions, and community groups to assess and incorporate heritage and cultural assets into economic development and marketing priorities and initiatives.
- b. Provided or connected district property owners with assistance in redevelopment that is aligned with the district's strategy(s).
- c. Provided guidance that educates property and business owners and developers on state and local ordinances, incentives, and other redevelopment tools.
- d. Provided guidance to projects that leveraged preservation and/or economic development funding tools to support building improvements (TIF, Historic Tax Credits, CLG, USDA grants, etc.)
- e. Advocated for threatened historic properties, and worked to acquire, attract new ownerships and/or worked with city leaders to enforce requirement maintenance standards.

Score 1 - 5: 4

III. PROMOTION OF HISTORIC, HERITAGE, AND CULTURAL ASSETS

INDICATOR I: The Main Street program actively promotes the district's historic and cultural assets. Examples of how these are demonstrated include:

- a. Activities/programming that interpret, celebrate, and recognize local heritage and cultural resources.

- b. Working with media to promote stories that highlight the district's historic and cultural assets and messages their importance to the community and economic growth.
- c. Conducts activities that educate property owners on the benefits of rehabbing historic properties to increase the economic value of the property.

Score 1 - 5: 5

DEMONSTRATED IMPACT AND RESULTS

Main Street communities are part of a national network with a proven record for generating strong economic returns and strengthening the district's position within a highly competitive marketplace. Standard Six highlights the importance of tracking, packaging, and demonstrating the qualitative and quantitative impact of the program's revitalization efforts. It also provides the opportunity for the local Main Street program to tell their stories and advocate for resources needed for sustainability.

FOCUS AREAS

Communities engaged in the Main Street Approach understand how essential these key areas of focus are for an organization's success: **I) Demonstrating the Value of Main Street, II) Measuring and Packaging Quantitative and Qualitative Outcomes and III) Promoting Progress and Demonstrating Impact and Results**

KEY INDICATORS

The following indicators provide important guidelines on how Main Street programs can build the case for Main Street and demonstrate the impact of their revitalization efforts.

I. DEMONSTRATING THE VALUE OF MAIN STREET

INDICATOR I: Main Street is positioned as an advocate for the district, promoting revitalization as an economic development priority among the public and private sector and community at large. Examples of how these are demonstrated include:

- a. District revitalization and physical and economic improvements are included in recent regional, or citywide master plans, economic development plans, comprehensive plans, etc.
- b. Main Street participates in ongoing local planning efforts that involve the district.
- c. Main Street participates in guest presentations to local community organizations and institutions.
- d. Small business owners in and around the district regularly seek and receive assistance or support from the Main Street program (e.g., letters of support for grants or loans, marketing support on the Main Street program's website and social media, etc.)
- e. District stakeholders advocate for the program when requested.
- f. The district is highlighted in local partners' communication and marketing efforts (e.g., city, tourism, economic development, etc.) with blog posts, multi-line descriptions of the district, and/or photos featuring the district, etc.
- g. Main Street's logo, webpage, and/or social media links are included on local government and other partner organizations' websites.
- h. Entrepreneurs and local business owners regularly approach the Main Street program about commercial spaces in the district that could potentially serve as a base-of-operations for a new business or new location for an existing business.

Score 1 - 5: 5

II. MEASURING AND PACKAGING QUANTITATIVE AND QUALITATIVE OUTCOMES

INDICATOR I: Main Street regularly collects and maintains district revitalization statistics (quantitative) and intangible impact data (qualitative) across the Four Points of the Main Street Approach and examines changes over time as required by the Coordinating Program. Examples of how these are demonstrated include:

- a. Number of businesses operating in the district.
- b. Number of businesses operating in the district that are women-owned.
- c. Number of businesses operating in the district that are minority-owned.
- d. Number of businesses operating in the district that are veteran-owned.
- e. Number of employees/jobs based in the district.
- f. Number of new businesses launched in the district over a given period (monthly, quarterly, or annually) and number of employees/jobs added in a district in a given period.
- g. Number of business closures in the district over a given period (monthly, quarterly, or annually) and number of employees/jobs lost in a district in a given period.
- h. Number of local businesses participating as vendors in district events, festivals, etc.
- i. Number of housing units added or lost in the district over a given period (monthly, quarterly, or annually), broken out by housing type (loft, apartment, duplex, single family detached home, etc.), tenure type (for lease or for sale), and sale/rent amount relative to area median income (i.e., affordability).
- j. Number of properties in the district renovated, including details about the capital invested in the renovations and any financial incentives programs leveraged in the renovation (e.g., historic tax credits, low-income housing tax credits, etc.).
- k. Number of public improvement projects in the district that were launched/completed, including overall price tag, public dollars invested, and any secondary sources of capital invested.

Score 1 - 5: 5

INDICATOR II: Main Street annually collects and maintains organizational impact statistics (quantitative) and intangible impact data (qualitative) and examines changes over time. Examples of how these are demonstrated include:

- a. Board annually reviews broad performance goals established within the organization's work plan.
- b. Board annually reviews metrics established to analyze the progress of selected Transformation Strategies.
- c. Number of volunteer hours contributed.
- d. Financial value of volunteer contribution (using Independentsector.org formula).
- e. Number of volunteers participating.

- f. Testimonial reports from small business owners, property owners, and government officials about the value of the Main Street program.
- g. Conversion of volunteer hours to in-kind dollars (\$) contributed.
- h. Financial (\$) contributions made to Main Street by the public sector.
- i. Financial (\$) contributions made to Main Street by the private sector.
- j. Number of responses and analysis of response data from a survey that seeks to understand the community's growing knowledge about Main Street, the importance of Main Street, etc., as well as stakeholder attitudes about Main Street organization.
- k. Impact surveys of promotional events.
- l. Impact surveys of education programming attendees.
- m. Number of media impressions.

Score 1 - 5: 5

III. PROMOTING PROGRESS AND DEMONSTRATING IMPACT AND RESULTS

INDICATOR I: The district's revitalization programming, achievements, stories, and reinvestment statistics are promoted. Examples of how these are demonstrated include:

- a. Sharing through the Coordinating program reporting system according to the timeline outlined in annual agreements.
- b. Sharing with district stakeholders, local units of government, anchor organizations, funders, and the community at large.
- c. Highlighting and publishing success stories of impactful projects on digital platforms (website, social media channels, etc.) and local media outlets.
- d. Publishing and distributing an annual report and summary of revitalization statistics.
- e. Highlighting key statistics and testimonials on website and other marketing materials.

Score 1 - 5: 5

INSTRUCTIONS FOR COMMUNITIES

Becoming a designated Main Street America program is a mark of distinction that reflects a commitment and dedicated efforts to building, growing, and sustaining successful district revitalization. The MSA Community Evaluation process is a very important opportunity for local Main Street programs to review the progress made towards building a comprehensive revitalization program.



WHY THE NEW STANDARDS ARE IMPORTANT TO YOUR LOCAL EFFORTS

This new framework and Accreditation Standards bring all Coordinating Programs and participating communities together under a more cohesive and holistic set of expectations. This process will include three important components:

- Annual community self-assessment,
- Annual reporting, and
- Community assessment or progress visit conducted at least every other year.

All components of the evaluation process involve a collaborative process where communities, their respective Coordinating Program, and Main Street America work together not just to confirm designation status, but just as importantly, to use the process to recognize strengths and identify needs or barriers that might challenge the district and the program's efforts.

HOW COMMUNITIES QUALIFY FOR ACCREDITATION

Main Street America Community Members that have been previously Accredited or those with more than two years at the Affiliate level, may qualify for Accreditation. Programs must also meet baseline requirements as outlined in the Community Self-Assessment Tool

HOW DOES THIS IMPACT THE CURRENT ACCREDITATION PROCESS?

Communities and Coordinating Programs will continue to use the current criteria and process for 2022. In addition, assessment visits will include time to introduce the new standards and discuss opportunities for incremental alignment throughout 2022.

TAKING TIME TO TRANSITION

- » Acknowledging that change takes time, the next two years (2022-2023) are for the network to become familiar and start exploring how these Standards can guide efforts in the future.
- » Become familiar with new standards as the year unfolds – dedicate time within your next board meetings to learn the overall purpose of these new framework.
- » Use the “Self-Assessment Tool” to start exploring how your program’s efforts align with these new standards, their focus areas and set of indicators.
- » Determine action items and timelines that can help your program integrate the new evaluative framework in your work plans for 2022-2023.