

AGENDA

OWOSSO MAIN STREET & DDA

REGULAR BOARD MEETING

Wednesday, August 6, 2025; 7:30 a.m.

Owosso City Hall; 301 W. Main St., Owosso, MI



Owosso Main Street's mission is to foster an active and thriving downtown that is the heart of our community by supporting historic preservation and promoting redevelopment, drawing both local residents and visitors to our city.

Call to order and roll call:

Review and Approval of Agenda: August 6, 2025

Review and Approval of Minutes: July 9, 2025

Public Comments:

Reports:

- Check Disbursement Report
- Revenue and Expenditure Report
- ChargePoint Report

Items of Business:

- 1) Owosso Main Street Transformation Strategy
Master Plan Implementation Goals: 2.2
- 2) 2025 Main Street Self-Assessment
Master Plan Implementation Goals: 2.2

Committee Updates:

- Organization (Moore, Ardelean & Parzych)
- Promotion (Davis & Parzych)
- Economic Vitality (Parzych, Omer, & Howard)
- Design (Parzych)

Director Updates:

Board Comments:

Adjournment:

[The City of Owosso will provide necessary reasonable auxiliary aids and services, such as signers for the hearing impaired and audiotapes of printed materials being considered at the meeting, to individuals with disabilities at the meeting/hearing upon 72 hours' notice to the City of Owosso. Individuals with disabilities requiring auxiliary aids on services should contact the City of Owosso by writing or calling Amy Kirkland, City Clerk, 301 W. Main St, Owosso, MI 48867 (989) 725-0500 or on the Internet. The City of Owosso Website address is www.ci.owosso.mi.us.]

**REGULAR MEETING MINUTES OF THE
OWOSSO MAIN STREET & DOWNTOWN DEVELOPMENT AUTHORITY
CITY OF OWOSSO**

July 9, 2025, AT 7:30 A.M.

CALL TO ORDER: The meeting was called to order by Chair Daylen Howard at 7:31 A.M.

ROLL CALL: Taken by Lizzie Fredrick

PRESENT: Chair Daylen Howard, Mayor Robert J. Teich, Jr. and Commissioners Jill Davis, Josh Ardelean, Karen Parzych and Jon Moore

ABSENT: Vice-Chair Lance Omer and Commissioner Bill Gilbert

STAFF PRESENT: Lizzie Fredrick, OMS & DDA Director

AGENDA:

MOVED BY TEICH SUPPORTED BY DAVIS TO APPROVE THE JULY 9, 2025, OWOSSO MAIN STREET AND DOWNTOWN DEVELOPMENT AUTHORITY AGENDA AS PRESENTED.

**AYES: ALL
MOTION CARRIED**

MINUTES:

MOVED BY TEICH, SUPPORTED BY ARDELEAN TO APPROVE THE JUNE 4, 2025, OWOSSO MAIN STREET AND DOWNTOWN DEVELOPMENT AUTHORITY ANNUAL MEETING MINUTES.

**AYE: ALL
MOTION CARRIED**

PUBLIC COMMENTS: Jim Woodworth said he opposed the Revolving Loan & Grant Program having a repayment provision for grants where the property owner sells the property within 5 years of receiving the grant because \$25,000 is a small amount for a development project. Woodworth also said that there is a parking problem on Main Street and it is the only part of downtown that needs parking enforcement.

Kori Shook said the repayment provision is not conducive to being a grant. Shook also said that there are empty parking spaces everywhere on Exchange Street.

REPORTS: Fredrick reviewed the monthly financial reports including the Check Disbursement Report and Revenue & Expenditure Report.

Fredrick presented June 2025 and Fiscal Year 2024-2025 reports for Electric Vehicle Charging Station Revenue, Unique Drivers, and Session Quantity.

INFORMATIONAL MEETING: Fredrick presented a recap of the OMS & DDA's activities, projects, and programming for the past six months.

ITEMS OF BUSINESS:

- 1. 2025 Owosso Main Street Self-Assessment:** Fredrick presented the Main Street Self-Assessment Tool to be completed for the national accreditation process.

Board provided their scores for each focus area of the Main Street Approach and discussed the OMS Program's progress, successes, and areas of opportunity for improvement.

COMMITTEE UPDATES:

1. **Organization:** Moore shared that the Committee updated the Volunteer Database with all the volunteers from the Downtown Spring Cleanup and reviewed part of the OMS website for updates at the June meeting.

Moore noted that at the July meeting, the Committee worked on plans for the September Volunteer Recruitment Event and 2025 Volunteer Appreciation Event.

2. **Promotion:** Davis announced that the Promotion Committee will be participating in National Night Out on August 5th at the Public Safety Building.
3. **Economic Vitality:** Howard provided updates on Main Street Meetups for downtown business owners and commercial property owners.
4. **Design:** Ardelean shared that the Committee worked on the Seasonal Beautification Work Plan during the meeting, allocating funds from the program budget for the different seasons, discussing fall décor locations, and necessary supplies.

DIRECTOR UPDATES: Fredrick thanked the Board for attending the Transformation Strategy Workshop and reminded the Board that Owosso Vintage Motorcycle Days will take place on August 22nd and 23rd.

BOARD COMMENTS: Teich reminded the Board and members of the public that the OMS & DDA Board of Directors has a vacancy to be filled.

ADJOURNMENT:

**MOVED BY ARDELEAN, SUPPORTED BY MOORE TO ADJOURN AT 8:36 A.M.
AYES: ALL
MOTION CARRIED**

NEXT MEETING AUGUST 6, 2025.

07/31/2025 09:49 AM
User: ELFredrick
DB: Owosso

CHECK DISBURSEMENT REPORT FOR CITY OF OWOSSO
CHECK DATE FROM 07/01/2025 - 07/31/2025

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Check Date	Bank	Check #	Payee	Description	Account	Dept	Amount
Fund: 248 DOWNTOWN DEVELOPMENT AUTHORITY							
07/07/2025	1	11898 (E)	MAILCHIMP	OPERATING SUPPLIES - DDA	728.000	200	22.52
07/07/2025	1	11915 (A)	H & G IRRIGATION LLC	IRRIGATION REPAIRS	818.000	200	960.00
07/07/2025	1	138401#	AMERICAN SPEEDY PRINTING	1500 1 SIDED BIZ CARD SAVE THE DATES	818.770	705	108.00
				JUNE BIZ OF THE MONTH SERVICE	818.000	707	75.00
				CHECK 1 138401 TOTAL FOR FUND 248:			183.00
07/07/2025	1	138402	APPLE TREE LANE	CHOC WALK PARTICIPATION REIMBURSEMENT	818.780	705	75.00
07/07/2025	1	138422	LEBOWSKY CENTER FOR PERFORMING	SOCIAL MEDIA AD REIMBURSEMENT	818.000	707	75.00
07/07/2025	1	138427	OWOSSO FLORAL & GIFTS	CHOCOLATE WALK REIMBURSEMENT	818.780	705	75.00
07/07/2025	1	138436	TESS PASSINAULT PHOTO LLC	NAIL BOUTIQUE PHOTO SESSION	818.000	707	75.00
07/07/2025	1	138437	THE HAPPY SOUL LLC	CHOCOLATE WALK REIMBURSEMENT	818.780	705	75.00
07/07/2025	1	138438	THE MATTESONS LLC	ARTFORM BIZ OF THE MONTH PHOTOS	818.000	707	75.00
07/18/2025	1	11953 (A)	CONSUMERS ENERGY	ELECTRICITY-EV STATION	920.100	200	490.92
07/18/2025	1	11962 (A) #	GILBERT'S DO IT BEST HARDWARE &	JUNE 2025	930.000	200	1.49
				JUNE 2025	818.000	705	76.98
				JUNE 2025	818.000	706	299.90
				JUNE 2025	818.000	706	51.81
				CHECK 1 11962(A) TOTAL FOR FUND 248:			430.18
07/18/2025	1	11963 (A)	GILBERT'S DO IT BEST HARDWARE &	GIFTS CARD FOR GLOW PARADE AWARDS	818.750	705	300.00
07/18/2025	1	11970 (A)	J & H OIL COMPANY	LIZZIE	751.000	200	22.42
07/18/2025	1	11972 (A)	KENDALL ELECTRIC, INC.	LIGHT BULBS AND FUSE HOLDER FOR	930.000	200	1,782.20
07/18/2025	1	11995 (A)	THE ARGUS-PRESS	PROFESSIONAL SERVICES: ADMINISTRATIVE	801.000	200	28.46
07/18/2025	1	11998 (A)	VERIZON WIRELESS	DDA	920.300	200	0.00
				DDA	920.300	200	43.34
				CHECK 1 11998(A) TOTAL FOR FUND 248:			43.34

Check Date	Bank	Check #	Payee	Description	Account	Dept	Amount
Fund: 248 DOWNTOWN DEVELOPMENT AUTHORITY							
07/18/2025	1	12002 (E)	HUNTINGTON NATONAL BANK -	OPERATING SUPPLIES	728.000	200	119.99
				EDUCATION & TRAINING	956.000	200	235.97
				CHECK 1 12002(E) TOTAL FOR FUND 248:			355.96
07/18/2025	1	138448	CITY OF OWOSSO - PETTY CASH	EDUCATION & TRAINING	956.000	200	5.74
07/18/2025	1	138449	CITY OF OWOSSO - WATER FUND	UTILITIES	920.000	200	391.40
07/18/2025	1	138469	RICOH USA	DDA	728.000	200	7.98
Total for fund 248 DOWNTOWN DEVELOPMENT AUTHORITY							5,474.12

'#'-INDICATES CHECK DISTRIBUTED TO MORE THAN ONE DEPARTMENT

PERIOD ENDING 12/31/2025

*NOTE: Available Balance / Pct Budget Used does not reflect amounts encumbered.

GL NUMBER	DESCRIPTION	2025-26	YTD BALANCE	ACTIVITY FOR		AVAILABLE	% BDGT USED
		AMENDED BUDGET	12/31/2025	MONTH	12/31/2025	BALANCE	
			NORMAL (ABNORMAL)	INCREASE	(DECREASE)	NORMAL (ABNORMAL)	
Fund 248 - DOWNTOWN DEVELOPMENT AUTHORITY							
Revenues							
Dept 000 - REVENUE							
248-000-402.000	GENERAL PROPERTY TAX	38,977.00	36,810.17		0.00	2,166.83	94.44
248-000-402.100	TIF	229,031.00	0.00		0.00	229,031.00	0.00
248-000-540.000	STATE SOURCES	0.00	0.00		0.00	0.00	0.00
248-000-573.000	LOCAL COMMUNITY STABILIZATION SHARE	26,000.00	0.00		0.00	26,000.00	0.00
248-000-605.200	CHARGE FOR SERVICES RENDERED	0.00	0.00		0.00	0.00	0.00
248-000-665.000	INTEREST INCOME	5,000.00	0.00		0.00	5,000.00	0.00
248-000-670.000	LOAN PRINCIPAL	0.00	0.00		0.00	0.00	0.00
248-000-670.100	LOAN INTEREST	1,260.00	114.11		0.00	1,145.89	9.06
248-000-674.200	DONATIONS	0.00	0.00		0.00	0.00	0.00
248-000-674.300	INCOME-ECNMC RESTRUCTING	0.00	0.00		0.00	0.00	0.00
248-000-674.400	INCOME-PROMOTION	13,000.00	550.00		0.00	12,450.00	4.23
248-000-674.500	INCOME-ORGANIZATION	0.00	1,000.00		0.00	(1,000.00)	100.00
248-000-674.600	INCOME-DESIGN	0.00	0.00		0.00	0.00	0.00
248-000-674.700	EV STATION REVENUE	6,500.00	674.52		0.00	5,825.48	10.38
248-000-675.000	MISCELLANEOUS	0.00	0.00		0.00	0.00	0.00
248-000-699.101	TRANFERS FROM GENERAL FUND	36,286.00	0.00		0.00	36,286.00	0.00
248-000-699.287	ARPA TRANSFER IN	0.00	0.00		0.00	0.00	0.00
Total Dept 000 - REVENUE		356,054.00	39,148.80		0.00	316,905.20	11.00
TOTAL REVENUES		356,054.00	39,148.80		0.00	316,905.20	11.00
Expenditures							
Dept 200 - GEN SERVICES							
248-200-728.000	OPERATING SUPPLIES	2,000.00	0.00		0.00	2,000.00	0.00
248-200-751.000	GAS & OIL	0.00	0.00		0.00	0.00	0.00
248-200-801.000	PROFESSIONAL SERVICES: ADMINISTRATIVE	0.00	0.00		0.00	0.00	0.00
248-200-810.000	INSURANCE & BONDS	3,172.00	0.00		0.00	3,172.00	0.00
248-200-818.000	CONTRACTUAL SERVICES	90,000.00	0.00		0.00	90,000.00	0.00
248-200-818.500	AUDIT	608.00	0.00		0.00	608.00	0.00
248-200-920.000	UTILITIES	3,000.00	0.00		0.00	3,000.00	0.00
248-200-920.100	ELECTRICITY-EV STATION	5,000.00	0.00		0.00	5,000.00	0.00
248-200-920.300	TELEPHONE	520.00	0.00		0.00	520.00	0.00
248-200-930.000	BUILDING MAINTENANCE - DPW	40,000.00	0.00		0.00	40,000.00	0.00
248-200-940.000	EQUIPMENT RENTAL - DPW	10,000.00	19.43		0.00	9,980.57	0.19
248-200-955.000	MEMBERSHIPS & DUES	800.00	0.00		0.00	800.00	0.00
248-200-956.000	EDUCATION & TRAINING	4,000.00	0.00		0.00	4,000.00	0.00
248-200-969.000	DEVELOPER REIMBURSEMENT	0.00	0.00		0.00	0.00	0.00
248-200-995.101	TRANSFER TO GENERAL FUND	84,500.00	0.00		0.00	84,500.00	0.00
248-200-995.243	TRANSFER TO BROWNFIELDS	33,465.00	0.00		0.00	33,465.00	0.00
Total Dept 200 - GEN SERVICES		277,065.00	19.43		0.00	277,045.57	0.01
Dept 261 - GENERAL ADMIN							
248-261-702.100	SALARIES	69,272.00	3,689.04		0.00	65,582.96	5.33
248-261-702.200	WAGES	250.00	63.04		0.00	186.96	25.22
248-261-702.300	OVERTIME	500.00	0.00		0.00	500.00	0.00
248-261-702.800	ACCRUED SICK LEAVE	0.00	0.00		0.00	0.00	0.00
248-261-703.000	OTHER COMPENSATION	0.00	0.00		0.00	0.00	0.00
248-261-715.000	SOCIAL SECURITY (FICA)	5,357.00	279.38		0.00	5,077.62	5.22

PERIOD ENDING 12/31/2025

*NOTE: Available Balance / Pct Budget Used does not reflect amounts encumbered.

GL NUMBER	DESCRIPTION	2025-26	YTD BALANCE	ACTIVITY FOR	AVAILABLE	% BDGT USED
		AMENDED BUDGET	12/31/2025	MONTH 12/31/2025	BALANCE	
Fund 248 - DOWNTOWN DEVELOPMENT AUTHORITY						
Expenditures						
248-261-716.100	HEALTH INSURANCE	7,718.00	634.54	0.00	7,083.46	8.22
248-261-716.200	DENTAL INSURANCE	369.00	30.75	0.00	338.25	8.33
248-261-716.300	OPTICAL INSURANCE	52.00	4.32	0.00	47.68	8.31
248-261-716.400	LIFE INSURANCE	467.00	44.22	0.00	422.78	9.47
248-261-716.500	DISABILITY INSURANCE	905.00	70.03	0.00	834.97	7.74
248-261-717.000	UNEMPLOYMENT INSURANCE	10.00	0.00	0.00	10.00	0.00
248-261-718.200	DEFINED CONTRIBUTION	6,234.00	334.92	0.00	5,899.08	5.37
248-261-719.000	WORKERS' COMPENSATION	388.00	25.18	0.00	362.82	6.49
Total Dept 261 - GENERAL ADMIN		91,522.00	5,175.42	0.00	86,346.58	5.65
Dept 704 - ORGANIZATION						
248-704-728.000	SUPPLIES	150.00	0.00	0.00	150.00	0.00
248-704-818.000	WORK PLAN EXPENDITURE	1,500.00	0.00	0.00	1,500.00	0.00
Total Dept 704 - ORGANIZATION		1,650.00	0.00	0.00	1,650.00	0.00
Dept 705 - PROMOTION						
248-705-802.000	ADVERTISEMENT	700.00	0.00	0.00	700.00	0.00
248-705-818.000	WORK PLAN EXPENDITURES	1,000.00	0.00	0.00	1,000.00	0.00
248-705-818.730	ART WALK	0.00	0.00	0.00	0.00	0.00
248-705-818.750	GLOW	10,000.00	0.00	0.00	10,000.00	0.00
248-705-818.760	RETAIL EVENTS	0.00	0.00	0.00	0.00	0.00
248-705-818.770	MOTORCYCLE DAYS	2,500.00	0.00	0.00	2,500.00	0.00
248-705-818.780	CHOCOLATE WALK	750.00	0.00	0.00	750.00	0.00
248-705-818.790	NYE BLOCK PARTY	0.00	0.00	0.00	0.00	0.00
Total Dept 705 - PROMOTION		14,950.00	0.00	0.00	14,950.00	0.00
Dept 706 - DESIGN						
248-706-818.000	WORK PLAN EXPENDITURES	10,000.00	0.00	0.00	10,000.00	0.00
248-706-818.700	CONTRACTUAL SERVICES-FLOWERS	0.00	0.00	0.00	0.00	0.00
Total Dept 706 - DESIGN		10,000.00	0.00	0.00	10,000.00	0.00
Dept 707 - ECONOMIC VITALITY						
248-707-818.000	WORK PLAN EXPENDITURES	2,000.00	0.00	0.00	2,000.00	0.00
Total Dept 707 - ECONOMIC VITALITY		2,000.00	0.00	0.00	2,000.00	0.00
Dept 901 - CAPITAL OUTLAY						
248-901-965.585	CAPITAL CONTRIBUTION-DDA	0.00	0.00	0.00	0.00	0.00
Total Dept 901 - CAPITAL OUTLAY		0.00	0.00	0.00	0.00	0.00
Dept 905 - DEBT SERVICE						
248-905-991.100	PRINCIPAL	0.00	0.00	0.00	0.00	0.00

07/31/2025 09:48 AM

REVENUE AND EXPENDITURE REPORT FOR CITY OF OWOSSO

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User: ELFredrick

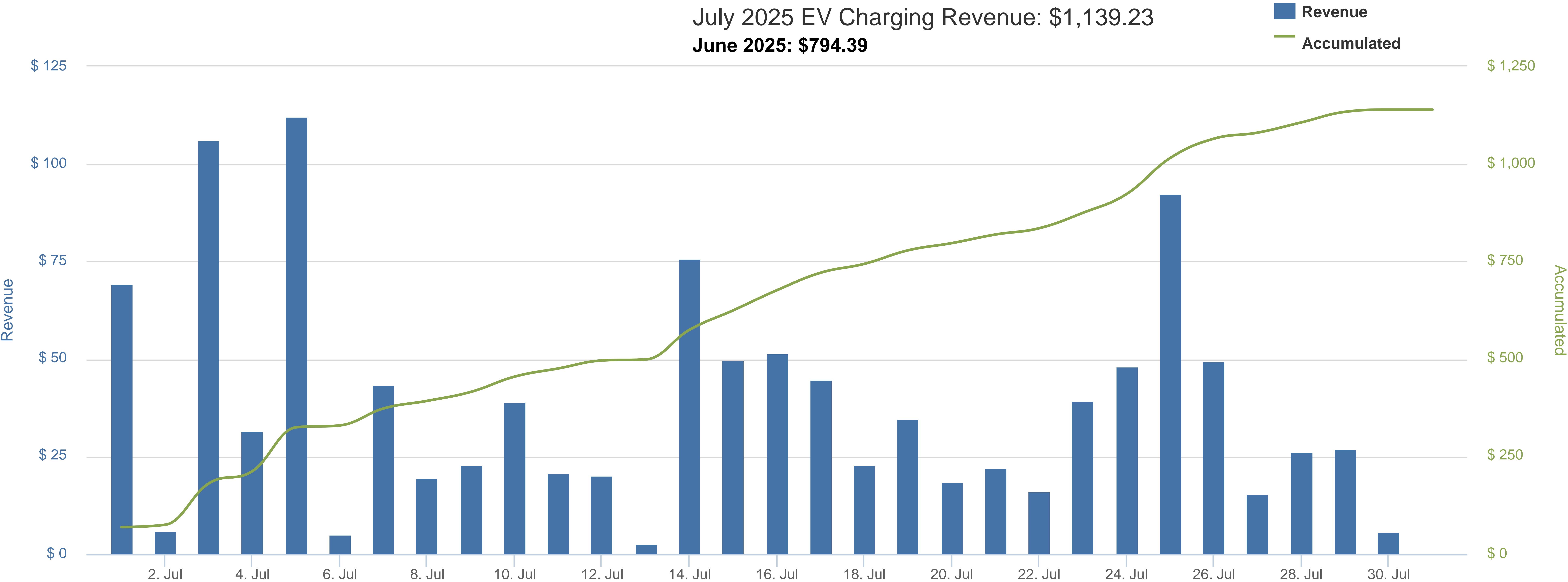
PERIOD ENDING 12/31/2025

DB: Owosso

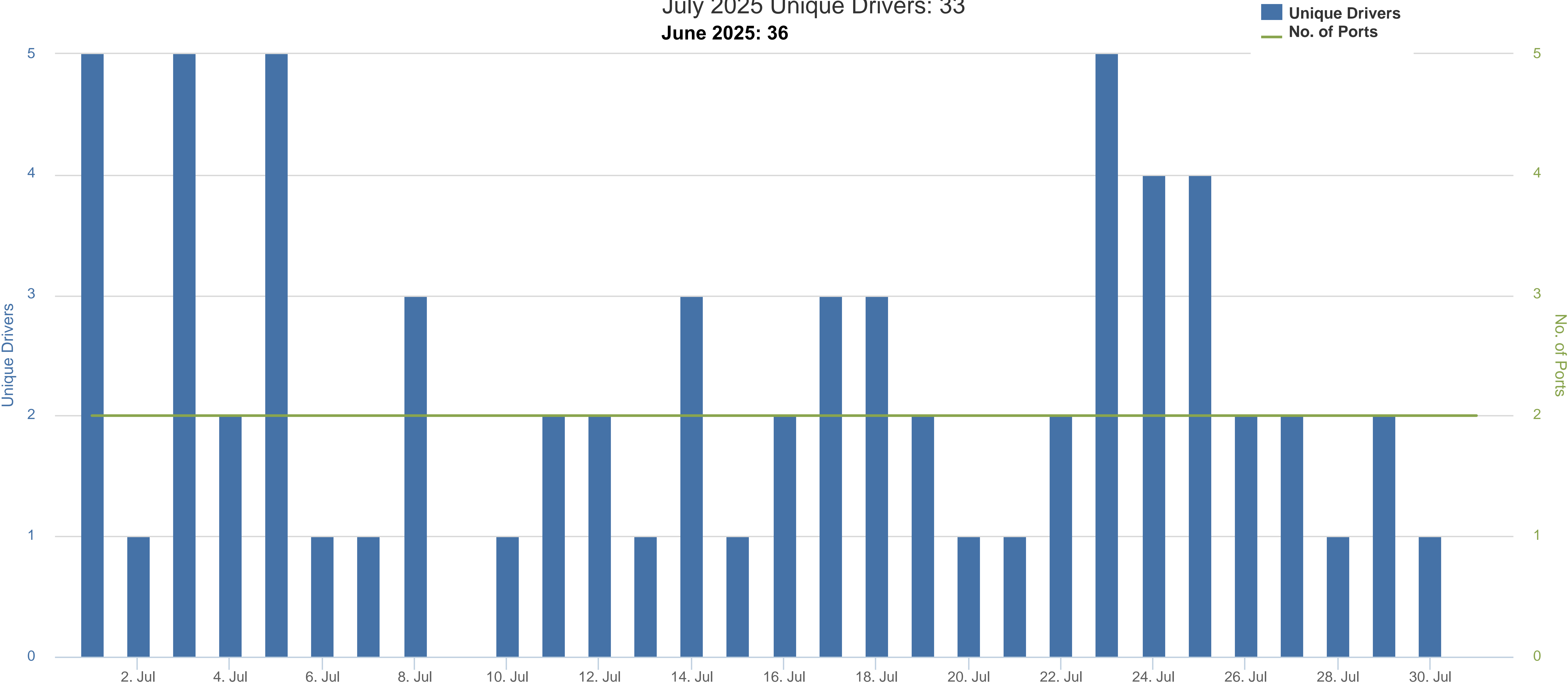
*NOTE: Available Balance / Pct Budget Used does not reflect amounts encumbered.

GL NUMBER	DESCRIPTION	2025-26	YTD BALANCE	ACTIVITY FOR	AVAILABLE	% BDGT USED
		AMENDED BUDGET	12/31/2025 NORMAL (ABNORMAL)	MONTH 12/31/2025 INCREASE (DECREASE)	BALANCE NORMAL (ABNORMAL)	
Fund 248 - DOWNTOWN DEVELOPMENT AUTHORITY						
Expenditures						
248-905-992.000	PAYING AGENT FEES	0.00	0.00	0.00	0.00	0.00
248-905-993.000	INTEREST	0.00	0.00	0.00	0.00	0.00
Total Dept 905 - DEBT SERVICE		0.00	0.00	0.00	0.00	0.00
Dept 966 - TRANSFERS OUT						
248-966-995.304	TRANSFER TO DEBT 2009 LTGO FUND	0.00	0.00	0.00	0.00	0.00
Total Dept 966 - TRANSFERS OUT		0.00	0.00	0.00	0.00	0.00
TOTAL EXPENDITURES		397,187.00	5,194.85	0.00	391,992.15	1.31
Fund 248 - DOWNTOWN DEVELOPMENT AUTHORITY:						
TOTAL REVENUES		356,054.00	39,148.80	0.00	316,905.20	11.00
TOTAL EXPENDITURES		397,187.00	5,194.85	0.00	391,992.15	1.31
NET OF REVENUES & EXPENDITURES		(41,133.00)	33,953.95	0.00	(75,086.95)	82.55

July 2025 EV Charging Revenue: \$1,139.23
June 2025: \$794.39

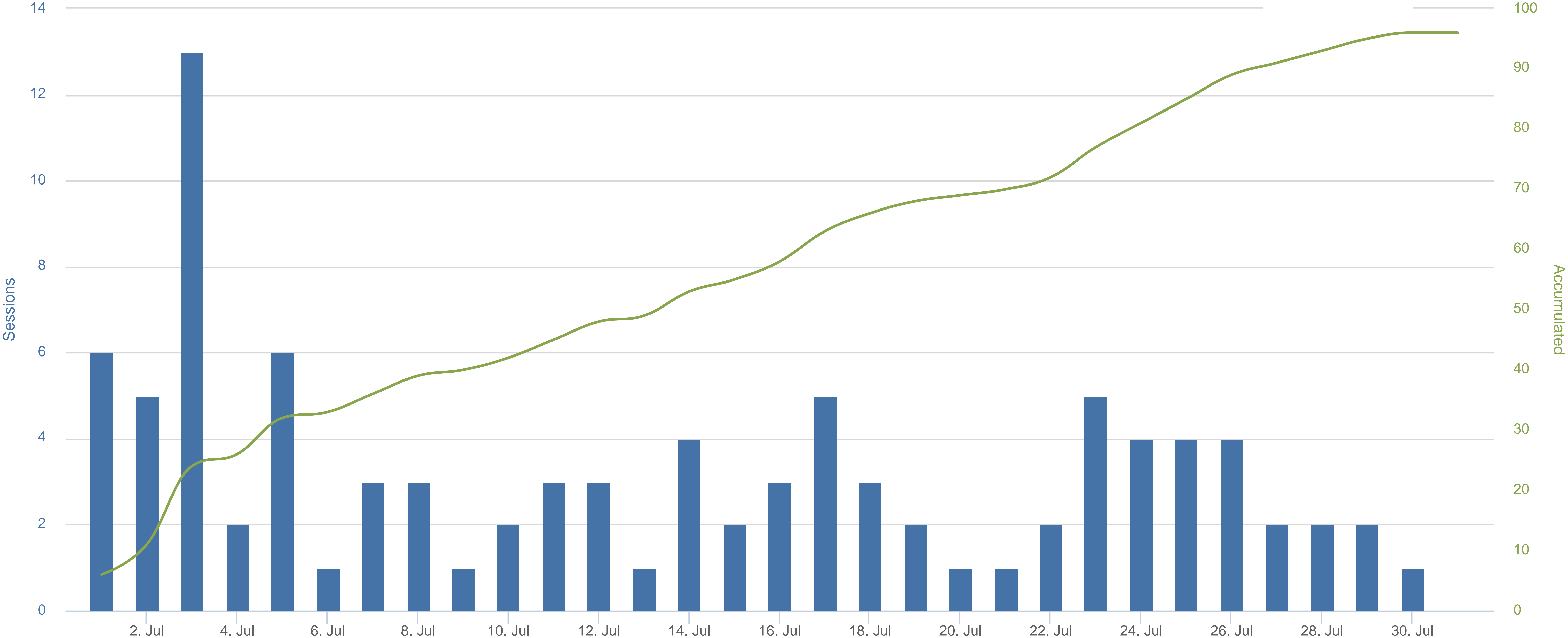


July 2025 Unique Drivers: 33
June 2025: 36



July 2025 Sessions: 96
June 2025: 89

Sessions
Accumulated





301 W. MAIN • OWOSSO, MICHIGAN 48867 • (989) 725-0570 • FAX (989) 723-8854

MEMORANDUM

DATE: August 6, 2025

TO: Owosso Main Street & Downtown Development Authority

FROM: Lizzie Fredrick, OMS & DDA Executive Director

SUBJECT: Owosso Main Street Transformation Strategy

BACKGROUND:

Michigan Main Street (MMS), Owosso Main Street's state coordinating program, provides Annual Technical Assistance Services to eligible communities. Owosso Main Street & Downtown Development Authority (OMS) selected the Strategic Planning Service & Transformation Strategy Update for 2024.

On October 18, 2024, a Strategic Planning Workshop was held with Place + Main Advisors, MMS, and the OMS Board of Directors to review stakeholder input, refine the OMS Vision and Mission Statements, and to establish goals for the next five years.

MMS asked to postpone the Transformation Strategy Update until after the 2025 Market Data Snapshot had been completed.

On July 8, 2025, the OMS Board met with MMS to update the Transformation Strategy and finalize Measures of Success for the four goals in the 2025-2029 Strategic Plan.

Attached is the final version of the Transformation Strategy Development Plan including the Strategic Plan Measures of Success. Also attached is the Potential Programming Worksheet for OMS to use for the program approval process.

Past Transformation Strategies: Day Tripper Tourism and Residential Development

New Transformation Strategy: Downtown Renaissance

Downtown Renaissance - For building a strong foundation for revitalization through intentional investment in improvements to the public realm and supporting small business

development. Focus could include beautification efforts, public improvement projects with the intent to improve the district's aesthetics, economic development initiatives to enhance the variety of small business offerings, and strategic placemaking projects that create activity and vitality in the district through the inclusion of art and live music. With a resident-serving focus, this strategy prioritizes businesses, events, activities, and amenities that meet the resident's needs and desires, aiming to increase local pride, support business growth, and drive consistent resident patronage. Additional focus could include convenience goods and services, health and wellness, arts and culture, or outdoor recreation related activities and businesses, dependent upon a community's existing assets.

FISCAL IMPACT:

None

MOTION TO CONSIDER:

To adopt Downtown Renaissance as the Owosso Main Street Transformation Strategy and adopt the Measures of Success for the Owosso Main Street 2025-2029 Strategic Plan Goals.

Attachments:



OMS Transformation Strategy Development Plan




OMS Potential Programming Worksheet



Owosso Transformation Strategy Development Plan

TRANSFORMATION STRATEGY COMPONENTS

<p>Community Input</p> 	<p>A community survey is conducted every two to three years called the Pulse Poll with the goal of engaging the community to gather essential feedback about the status of the downtown, desired future direction of the downtown, and any significant challenges facing the downtown's future. Feedback is gathered from all stakeholders including residents, business and property owners, and City elected leaders and staff.</p> <p>Insights from the 2024 Pulse Poll reveal the community is looking for more art and entertainment within the district in the form of live music and activities. The community also states they would like to see more retail stores such as arts, crafts and hobby stores, a book store, general/variety stores offering unique gifts and experiences, a vintage or antique store, and a specialty food store. Most respondents also noted that more dining options would make Downtown Owosso better including a variety of restaurants and casual sit-down and quick service offerings. Last, the event that is most widely attended by respondents is the Farmer's Market.</p>
<p>Market Data</p> 	<p>Market data summarizes local and regional demographics and lifestyle and retail data, which is critical information for evaluating the current market economy, identifying opportunities, and assessing downtown enhancement strategies. The data can also be used for benchmarking and tracking changes in the market and possible implications for downtown.</p> <p>Link to Market Data Snapshot: https://medc.box.com/s/hfmnf9s6ryzjq18al7nfrozco9afo52</p> <p>Leakage/Surplus Insights:</p> <ul style="list-style-type: none"> • Surplus: <ul style="list-style-type: none"> ○ Grocery store ○ Specialty food store ○ Office supplies, stationary, gifts • Leakage: <ul style="list-style-type: none"> ○ Furniture/home furnishings ○ Gardening ○ Home centers ○ Health and personal care store ○ Clothing and accessories ○ Sporting goods ○ Hobbies, toys, games

	<ul style="list-style-type: none"> ○ Gift, novelty and souvenir ○ Restaurants – all (full service, limited service) <p><i>Tapestry Segmentation Insights</i></p> <ul style="list-style-type: none"> • Married couples • Some families and some singles • Discount shoppers, convenience • Cost conscious and budget savvy • Brand loyalty if price is right and it's a brand they have grown up with, otherwise prefer generic over brand name • Traditional, not trendy; opt for convenience and comfort not cutting edge. • Attentive to price, but not at the expense of quality, • DIY homebodies that spend on home improvement and gardening. Maintenance is a big focus • Leisure activities include movies at home, reading, fishing, and golf. • Contribute to arts/cultural, educational, health, and social services organizations. Participate in public activities <p>Visitor Data Snapshot: https://medc.box.com/s/5hvbay5sh574znjk42omdizjsgoy8t59</p>
<p>Place-Based Assets</p> 	<p>Developing a list of the valued downtown and community assets allows the board to strategize about how to leverage and build upon your assets in your downtown revitalization efforts and to better understand your market and target audience through understanding how other people see and experience your community.</p>
<p>Strategy Identification</p> 	<p>Transformation Strategies are three-to-five-year plans that serve to guide the work of the organization. The selected Transformation Strategy(ies) follow key themes from the community input, meet the needs of the downtown's key customer base and demographics, and are focused around the community's unique niches as determined by your downtown business mix and assets. The selected strategy(ies) build on a local strength or opportunity and a community's aspirations. If a community has two Transformation Strategies, they should be compatible and complementary to one another.</p>
<p>Vision</p> 	<p>The vision statement provides a defined description of where your downtown will be in the future. It defines the ideal state or environment for your downtown overtime and incorporates aspirational assets, traits, and values shared by community stakeholders. Through implementing the transformation strategy(ies), your community will be steps closer to reaching your community's vision for downtown.</p>

Define Goals 	<p>Transformation Strategy Goals are meant to be broad and continuous and serve to guide decision-making for the organization through allowing the board and committees to define what needs to be accomplished to successfully implement the chosen Transformation Strategies.</p>
Measures of Success 	<p>Measures of success assist in setting benchmarks for the organization as it develops activities and deploys its project work plans. They are indicators of performance relative to the goals, help to track whether a particular project or program is working, encourage and allow for adjustment and help to quantify the results expected of a particular goal and associated projects and programs. Example measures of success are: increase in businesses related to the transformation strategy, # changes to products/services, positive shift in attitudes/perceptions, # of buildings rehabbed, % increase in foot traffic, average transaction amounts, increase in gross sales, changes to demographics frequenting district, etc.</p>
Project Work Plans 	<p>The board and committees identify specific projects and programs that are focused on achieving the defined transformation strategies, goals and measures of success. Projects should align with one or more of the Main Street Four Points (Economic Vitality, Design, Promotion, Organization) and should be prioritized based on available resources, impact and feasibility. Project Plans should be created for each project, which identify a project lead, budget and timeline for every project. Events and more complex projects require a Work Plan to be created which includes a robust task list in addition to the items listed in the Project Plan.</p> <p>Link to Project Plan - https://medc.box.com/s/d12zr9235g5if4k9qdczx7y2l2zvcpu4</p> <p>Refer to Michigan Main Street Transformation Strategy Guide – pages 18 – 26 for information related to Strategy Implementation</p>

OWOSSO TRANSFORMATION STRATEGY

Downtown Renaissance <p>For building a strong foundation for revitalization through intentional investment in improvements to the public realm and supporting small business development. Focus could include beautification efforts, public improvement projects with the intent to improve the district's aesthetics, economic development initiatives to enhance the variety of small business offerings, and strategic placemaking projects that create activity and vitality in the district through the inclusion of art and live music. With a resident-serving focus, this strategy prioritizes businesses, events, activities, and amenities that meet the resident's needs and desires, aiming to increase local pride, support business growth, and drive consistent resident patronage. Additional focus</p>
--

could include convenience goods and services, health and wellness, arts and culture, or outdoor recreation related activities and businesses, dependent upon a community's existing assets.

VISION STATEMENT

Our downtown, bright with promise and potential, captures the spirit of community. It is a gathering place to work, eat, play, and stay. Downtown Owosso is rich with opportunities in art, entertainment, business, and development. Owosso Main Street unites individuals, businesses, and local government to revitalize our historic downtown. It is a comprehensive approach that focuses on community assets and partnerships to preserve and promote historic Owosso.

GOAL # 1

Goal	Measures of Success
Support New and Existing Businesses, Help Create Entrepreneurs, and Attract Developers	<ul style="list-style-type: none">a. Building and Business Inventory is updated and completeb. 5 empty storefronts have been filled with businesses that meet the market data and community demandc. Business retention – deliver welcome baskets to new businesses and host business roundtables quarterlyd. Business recruitment process is updatede. 5 grants or loans have been deployed through revolving loan fund/grant program

Project/Program	Lead & Partners	Timeline
Obtain and Promote Market Data	Economic Vitality	Immediate (1-2 years)
Update Building and Business Inventory	Economic Vitality	Ongoing
Promote Vacant Properties & Create Custom Marketing Materials	Economic Vitality	Short-term (3-5 years)
Organize Business Roundtables	Economic Vitality	Immediate (1-2 years)
Organize, Launch, and Maintain Revolving Loan Fund (RLF)	Economic Vitality	Ongoing
Conduct Business Recruitment	Economic Vitality	Short-term (3-5 years)
Obtain Professional Photography of Downtown	Promotion	Immediate (1-2 years)
Assist in Redevelopment of Key Properties	Economic Vitality	Short-term (3-5 years)

GOAL # 2

Goal	Measures of Success
Promote and Expand Arts & Culture Opportunities	<ul style="list-style-type: none"> a. Increase in public art installations by 2 projects b. One targeted collaboration with business owners to drive activity downtown per year c. An event evaluation has been conducted for every event d. Change in Pulse Poll visitation to increase in visits to 25% or more and decrease in visit to 20% or less

Project/Program	Lead & Partners	Timeline
Evaluate Existing Events for Purpose, Profitability	Promotion	Immediate (1-2 years)
Promote Lebowski Theater and Shiawassee Arts Center	Promotion	Ongoing
Create Murals or other public art in Downtown	Design	Short-term (3-5 years)
Create and Execute Storefront Competition	Promotion	Immediate (1-2 years)

GOAL # 3

Goal	Measures of Success
Ensure Downtown Owosso is an Attractive Place Where Infrastructure is Maintained and Enhanced to Improve the Aesthetics and Functionality	<ul style="list-style-type: none"> a. Street light replacement project is complete b. Increase in placemaking installations by 3 projects c. A system and plan is in place for downtown flowers d. Consistent volunteers are attending meetings and implementing Design projects e. Durable signage is planned and installed downtown for social district and wayfinding

Project/Program	Lead & Partners	Timeline
Weed public spaces, Painting curbs, etc., Planting/Trees	Design	Ongoing
Consistently Improve Landscape and Streetscape (consistent with Master Plan and Capital Improvement, and TIF Plans)	Design	Ongoing
Assist in Façade Improvements; Create and Execute Façade Grant Program	Economic Vitality	Short-term (3-5 years)
Improve Public Lighting in Streetscape Elements	Design	Short-term (3-5 years)

Plan and Implement Traffic Calming on M-21	Design	Short-term (3-5 years)
Plan and Execute Pedestrian Improvements	Design	Immediate (1-2 years)
Create a Greater Connection to the Shiawassee River	Design & Promotion	Short-term (3-5 years)

GOAL # 4

Goal	Measures of Success
Maintain and Grow the Owosso Main Street Organization to Ensure it has the Human and Financial Resources it needs to Fulfill its Mission	<ul style="list-style-type: none"> a. Increase funds raised by 5% each year (baseline is \$15,000) b. Develop a volunteer appreciation plan c. Maintain an active consistent volunteer base of 50 volunteers per year d. Develop an Owosso Main Street Organization Section in OMS Newsletter e. Pulse Poll perception data shows less than 20% in declining or losing ground category

Project/Program	Lead & Partners	Timeline
Promote the Activities and Accomplishments of Main Street Owosso	Organization & Promotion	Ongoing
Create and Execute Volunteer Recruitment Plan	Organization	Immediate (1-2 years)
Create and Execute Fundraising Plan	Organization	Immediate (1-2 years)
Volunteer Appreciation & Recognition	Organization	Immediate (1-2 years)
Report Out Monthly at City Council Meetings for the Purpose of Improving Relationships	Organization	Ongoing

MAIN STREET TRANSFORMATION STRATEGY IMPLEMENTATION

Downtown Renaissance Transformation Strategy

Our downtown, bright with promise and potential, captures the spirit of community. It is a gathering place to work, eat, play, and stay. Downtown Owosso is rich with opportunities in art, entertainment, business, and development. Owosso Main Street unites individuals, businesses, and local government to revitalize our historic downtown. It is a comprehensive approach that focuses on community assets and partnerships to preserve and promote historic Owosso.

PROJECT PLANNING

Project Name	
Project Description (Purpose + Intended Outcome)	
Project Responsibility and Resources	Project Lead:
	Project Volunteers:
	Project Budget:
Timeline of Project	

MAIN STREET TRANSFORMATION STRATEGY ALIGNMENT

PROJECT/ PROGRAMMING	OVERARCHING GOALS																																										
	Support New and Existing Businesses, Help Create Entrepreneurs, and Attract Developers					Promote and Expand Arts & Culture Opportunities				Ensure Downtown Owosso is an Attractive Place Where Infrastructure is Maintained and Enhanced to Improve the Aesthetics and Functionality					Maintain and Grow the Owosso Main Street Organization to Ensure it has the Human and Financial Resources it needs to Fulfill its Mission																												
	a.	Building and Business Inventory is updated and complete	b.	5 empty storefronts have been filled with businesses that meet the market data and community demand	c.	Business retention – deliver welcome baskets to new businesses and host business roundtables quarterly	d.	Business recruitment process is updated	e.	5 grants or loans have been deployed through revolving loan fund/grant program	a.	Increase in public art installations by 2 projects	b.	One targeted collaboration with business owners to drive activity downtown per year	c.	An event evaluation has been conducted for every event	d.	Change in Pulse Poll visitation to increase in visits to 25% or more and decrease in visit to 20% or less	a.	Street light replacement project is complete	b.	Increase in placemaking installations by 3 projects	c.	A system and plan is in place for downtown flowers	d.	Consistent volunteers are attending meetings and implementing Design projects	e.	Durable signage is planned and installed downtown for social district and wayfinding	a.	Increase funds raised by 5% each year (baseline is \$15,000)	b.	Develop a volunteer appreciation plan	c.	Maintain an active consistent volunteer base of 50 volunteers per year	d.	Develop an Owosso Main Street Organization Section in OMS Newsletter	e.	Pulse Poll perception data shows less than 20% in declining or losing ground category					

MAIN STREET FOUR POINT ALIGNMENT

PROJECT/PROGRAMMING	FOUR POINTS											
	Economic Vitality			Design			Promotion			Organization		
	1. Support existing economic base	2. Promote strategic use of space + development	3. Assemble resources	1. Promote physical improvements	2. Preserve + enhance existing historic fabric	3. Encourage planning + best practices	1. Position district as center of activity	2. Market district assets	3. Enhance positive image	1. Promote the revitalization effort	2. Foster community engagement	3. Encourage investment in revitalization



301 W. MAIN • OWOSSO, MICHIGAN 48867 • (989) 725-0570 • FAX (989) 723-8854

MEMORANDUM

DATE: August 6, 2025

TO: Owosso Main Street & Downtown Development Authority

FROM: Lizzie Fredrick, OMS & DDA Executive Director

SUBJECT: 2025 Main Self-Assessment

BACKGROUND:

To maintain accreditation as a Main Street, the Board of Directors must complete the Main Street Accreditation Process. Each Board Member will need to complete the attached Self-Assessment Tool. Also included is the Owosso Main Street Self-Assessment scoring from 2024.

Timeline for the accreditation process:

Self-Assessment – Due August 29, 2025

- A tool to gauge where the community is at related to each of the 6 standards
- A framework to help familiarize the communities with each of the standards

Michigan Main Street Review Self-Evaluations/Feedback – September 1 – 5, 2025

- In person site visits – September 3 – November 28, 2025
- Director, Board and municipality

Virtual Visits – December 8 – 12, 2025

- Director and Executive Committee

Michigan Main Street Application Based Service Due – December 19, 2025

Check in Calls on Accreditation and Services – January 12 – 23, 2026

- Director and Board Chair – review memos and recommendation based on responses
- Discuss service for 2026

FISCAL IMPACT:

None

MOTION TO CONSIDER:

None

ATTACHMENTS:

Main Street Self-Assessment Tool
2025 OMS Self-Assessment Scorecard
2024 OMS Final Self-Assessment Scores



THE MAIN STREET AMERICA EVALUATION FRAMEWORK

COMMUNITY SELF-ASSESSMENT TOOL - *Version 3.0 - December 2023*

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COMMUNITY SELF-ASSESSMENT TOOL

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 Affiliate and Accredited 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. 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.

WHO SHOULD USE THIS TOOL

- Currently and previously Accredited programs.
- Affiliate-level programs wanting to become Accredited in the future.
- New communities seeking guidance in establishing a strong foundation for their revitalization programs with the vision of being designated as Affiliate or Accredited in the future.

WHEN TO USE THIS TOOL

- Get started now! There's a lot of content to dig in to, but by reviewing this tool regularly you will have plenty of time to familiarize yourself with these new Standards and Indicators before we move to full integration by the end of 2023.
- 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, 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:

- What actions and next steps can you take to strengthen your efforts?
- How can you build upon your work or take it to the next level?

The Self-Assessment Tool provides examples of how Main Street programs can meet each Standard. These example activities are not an exhaustive or prescriptive list, rather are included to provide guidance and inspiration. Programs are invited to count these and other related activities towards each Indicator. For City-hosted programs, equivalent or comparable activities as allowed by the local government's charter and policies may also be counted.

After you complete your self-assessment, your coordinator will review and provide their own score and feedback. **Communities will need to average at least three (3) points per Standard to achieve Accreditation.** Please use [this Community Assessment Worksheet](#) to evaluate your program's progress.

BASELINE REQUIREMENTS

As detailed within the tool, some indicators are required as important foundational starting points for a program to qualify for Accreditation. **The current Baseline 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 donations, 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 appropriately use the MSA logo and Coordinating Program logo on its website and/or social media.

Local Programs that do not meet these baseline requirements are not eligible for Accreditation from Main Street America, though they may qualify for designation at the Affiliate level.

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 includes examples of the types of activities that a program may use to achieve these goals.

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.

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.

II. DISTRICT AND 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. Work plans that outline how planned activities intend to reach all members of the community.
- c. The program brings together district and community stakeholders for input gathering, information sharing, etc., at least once a year.

III. COMMUNICATION AND PUBLIC RELATIONS

INDICATOR I: Main Street has maintained communications 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.

INDICATOR II: Main Street has maintained communications 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.

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.

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 includes examples of the types of activities that a program may use to achieve these goals.

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.

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.

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, medical/healthcare facilities, transit/transportation agencies)

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, age, 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. Examples of how these efforts are demonstrated include:

- 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.

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 Strategy(s), the 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.

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 allocates funds for staff to participate in professional development and trainings, with eligible expenses covering the cost of registration, travel, and accommodations, etc.
- 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.

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 revitalization efforts and the Main Street program. Each Indicator includes examples of the types of activities that a program may use to achieve these goals.

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/assessment district.
- c. Sponsorships and/or in-kind donations.
- d. Earned revenues.
- e. Memberships and/or investment drives.
- f. Local Government.
- g. Grants.

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" programs, 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.

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

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.

III. BUDGET AND WORK PLAN ALIGNMENT

INDICATOR I: The Main Street organization has an annual budget that is aligned to the organization's strategies, goals, and capacity. Examples of how these efforts are demonstrated include:

- a. Alignment with the mission.
- b. Alignment with a selected Transformation Strategy(s) and/or approved work plan.
- c. A diversity of income sources.

INDICATOR II: The Main Street program exhibits commitment to a budget that effectively covers operational and programming goals. Examples of how these efforts are demonstrated include:

- a. Covering operational expenses, including program personnel, office administration, financial management activities, and travel expenses for professional development.
- b. Covering programming related to each point of the Main Street Approach (Organization, Economic Vitality, Design, Promotion).

IV. 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, Chief Financial Officer, or equivalent.
- 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.

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.

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. Each Indicator includes examples of the types of activities that a program may use to achieve these goals.

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.

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(s).
- d. The Transformation Strategy(s) have measurable benchmarks.

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)

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 III) 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. Each Indicator includes examples of the types of activities that a program may use to achieve these goals.

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, and periodic review/update, 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, both physical and intangible, as economic development priorities.

INDICATOR II: Main Street advocates 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, advocacy, 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

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

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.

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. Each Indicator includes examples of the types of activities that a program may use to achieve these goals.

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 program'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.

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. Total number of businesses operating in the district.
- b. Total number of businesses operating in the district that are owned by women, minorities, veterans, LGBTQ+ and other groups defined as historically marginalized..
- c. Number of employees/jobs based in the district.
- d. Number of new businesses launched and closed in the district over a given period (monthly, quarterly, or annually) and number of employees/jobs added in a district in a given period.
- e. Number of local businesses participating as vendors in district events, festivals, etc.
- f. 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).
- g. 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.).
- h. 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.

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 Strategy(s).
- 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 and the importance of Main Street, 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.

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.

COMMUNITY ASSESSMENT WORKSHEET

Evaluation Worksheet for Local Programs, Coordinating Programs, and Main Street America*

The Main Street America Evaluation Framework 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.

After reviewing the [Community Self-Assessment Tool document](#), use this worksheet to score community progress and determine the designation status of a community. All scores will be averaged and populated at the end.

BASELINE REQUIREMENTS

As detailed within the tool, some indicators are required as important baseline (starting point) for a program to qualify for Accreditation. Please indicate whether communities meet the baseline requirements by selecting **Yes** or **No**.

		LP	CP	MSA
1	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.	Yes No	Yes No	Yes No
2	Communities over 5,000 in population must employ an FTE program director. Communities under 5,000 in population must employ a 20-hour minimum per week program director.	Yes No	Yes No	Yes No
3	Identified Transformation Strategy to direct the work of the program, based on community input and market understanding.	Yes No	Yes No	Yes No
4	Detailed work plans aligned with the selected Transformation Strategy that outlines 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.	Yes No	Yes No	Yes No
5	A dedicated budget for the district's revitalization programming and the Main Street program's operations.	Yes No	Yes No	Yes No
6	Demonstrated support from the municipality for the Main Street program. This can include leadership participation, funding, in-kind and philosophical support.	Yes No	Yes No	Yes No
7	Reinvestment statistics are reported as required by the Coordinating program (monthly, quarterly, or annually).	Yes No	Yes No	Yes No
8	Be a member in good standing with Main Street America and use the Main Street America logo on its webpage and/or social media as well as the coordinating program logo.	Yes No	Yes No	Yes No

Local Programs that do not meet these baseline requirements are not eligible for Accreditation from Main Street America, though they may qualify for designation at the Affiliate level

THE MAIN STREET AMERICA EVALUATION FRAMEWORK

ACCREDITATION ELIGIBILITY

Next, to determine where a community is on the path to Accreditation, use the next part of the worksheet to score the community on the Indicators listed for each of the six Standards 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.

Communities must meet the Baseline Requirements and average at least three (3) points per Standard to achieve Accreditation. Some Indicators will require documentation. At a minimum, this will include providing your program's annual budget and workplan.

STANDARD I: BROAD-BASED COMMUNITY COMMITMENT TO REVITALIZATION

	LP	CP	MSA	
Partnerships and Collaboration				Notes
Indicator I:	___	___	___	
Indicator II:	___	___	___	
District and Community Outreach				
Indicator I:	___	___	___	
Communications and Public Relations				
Indicator I:	___	___	___	
Indicator II:	___	___	___	
Indicator III:	___	___	___	
Standard I Average:	___	___	___	

THE MAIN STREET AMERICA EVALUATION FRAMEWORK

STANDARD II: INCLUSIVE LEADERSHIP AND ORGANIZATIONAL CAPACITY

	LP	CP	MSA	
Inclusive Organizational Culture and Diverse Volunteer Engagement				Notes
Indicator I:	___	___	___	
Indicator II:	___	___	___	
Indicator III:	___	___	___	
Indicator IV:	___	___	___	
Active Board Leadership and Supporting Volunteer Base				
Indicator I: <i>Required</i>	___	___	___	
Indicator II:	___	___	___	
Indicator III:	___	___	___	
Professional Staff Management				
Indicator I: <i>Required</i>	___	___	___	
Indicator II:	___	___	___	
Effective Operational Structure				
Indicator I: <i>Required</i>	___	___	___	
Standard II Average:	___	___	___	

STANDARD III: DIVERSIFIED FUNDING AND SUSTAINABLE PROGRAM OPERATIONS

	LP	CP	MSA	
Balanced Funding Structure				Notes
Indicator I:	___	___	___	
Indicator II:	___	___	___	
Indicator III:	___	___	___	
Strategic Revenue Development and Fundraising				
Indicator I:	___	___	___	
Budget and Work Plan Alignment				
Indicator I:	___	___	___	
Indicator II:	___	___	___	
Financial Management and Best Practices				
Indicator I:	___	___	___	
Indicator II:	___	___	___	
Standard III Average:	___	___	___	

THE MAIN STREET AMERICA EVALUATION FRAMEWORK

STANDARD IV: STRATEGY-DRIVEN PROGRAMMING

LP CP MSA

Planning Guided by Inclusive Community and Market-Informed Inputs

Notes

Indicator I: _____

Defining Direction through Transformation Strategy Identification and Development

Indicator I: _____

Strategy-Aligned Comprehensive Work Planning and Implementation Across all Four Points

Indicator I: _____

Standard IV Average: _____

STANDARD V: PRESERVATION-BASED ECONOMIC DEVELOPMENT

LP CP MSA

Preservation Ethics and Education on Historic and Cultural Assets

Notes

Indicator I: _____

Indicator II: _____

Standards and Best Practices for Place-based, People-focused Design

Indicator I: _____

Promotion of Historic, Heritage, and Cultural Assets

Indicator I: _____

Standard V Average: _____

STANDARD VI: DEMONSTRATED IMPACT AND RESULTS

LP CP MSA

Demonstrating the Value of Main Street

Notes

Indicator I: _____

Measuring and Packaging Quantitative and Qualitative Outcomes

Indicator I: _____

Indicator II: _____

Promoting Progress and Demonstrating Impact and Results

Indicator I: _____

Standard VI Average: _____

THE MAIN STREET AMERICA EVALUATION FRAMEWORK

CUMULATIVE AVERAGE SCORES		LP	CP	MSA
STANDARD I	BROAD-BASED COMMUNITY COMMITMENT TO REVITALIZATION			
STANDARD II	INCLUSIVE LEADERSHIP AND ORGANIZATIONAL CAPACITY			
STANDARD III	DIVERSIFIED FUNDING AND SUSTAINABLE PROGRAM OPERATIONS			
STANDARD IV	STRATEGY-DRIVEN PROGRAMMING			
STANDARD V	PRESERVATION-BASED ECONOMIC DEVELOPMENT			
STANDARD VI	DEMONSTRATED IMPACT AND RESULTS			

LOCAL PROGRAM

Program Name: _____

Reviewer: _____ Title: _____ Date: _____

COORDINATING PROGRAM

Program Name: _____

Reviewer: _____ Title: _____ Date: _____

MAIN STREET AMERICA

Reviewer: _____ Title: _____ Date: _____

2025 OMS & DDA Self-Assessment Scoring

1 = Not being addressed

2 = Minimal work, but needs more effort

3 = Evidence of satisfactory progress

4 = Has achieved success within this indicator

5 = Outstanding achievement. One that other programs could replicate

Focus Area	Average Score	Daylen, Chair	Jill	Josh	Rob, Mayor	Jon	Karen	Lance, Vice-Chair	Bill
Partnerships & Collaborations 1	4	4	4	4	4	4	4	4	
Partnerships & Collaborations 2	4	4	4	4	4	4	4	4	
District & Community Outreach	4	3	4	4	4	4	4	4	
Communications & Public Relations 1	5	5	5	5	5	5	5	5	
Communications & Public Relations 2	4	4	4	4	5	5	4		
Communications & Public Relations 3	5	5	4	4	5	4	5		
Inclusive Organizational Culture 1	4	4	4	5	5	4	4		
Inclusive Organizational Culture 2	3	3	4	3	3	3	3		
Inclusive Organizational Culture 3	5	5	5	5	5	5	5		
Inclusive Organizational Culture 4	5	5	5	4	4	5	4		
Active Board Leadership 1	4	4	4	3	4	4	4		
Active Board Leadership 2	3	3	3	3	3	3	3		
Active Board Leadership 3	3	3	3	3	3	3	3		
Professional Staff Mgt 1	5	5	5	5	5	5	5		
Professional Staff Mgt 2	4	4	4	4	5	4	4		
Effective Operational Structure 1	5	5	5	5	5	5	5		
Balance Funding Structure 1	#DIV/0!								
Balance Funding Structure 2	#DIV/0!								
Balance Funding Structure 3	#DIV/0!								
Strategic Revenue 1	#DIV/0!								
Budget & Workplan Alignment	#DIV/0!								
Budget & Workplan Alignment 2	#DIV/0!								
Financial Management 1	#DIV/0!								
Financial Management 2	#DIV/0!								
Planning Guided by Inclusive and Market-Informed Inputs	#DIV/0!								
Defining Direction through Transform	#DIV/0!								
Strategy Aligned Comp 1	#DIV/0!								
Preservation Ethics 1	#DIV/0!								
Preservation Ethics 2	#DIV/0!								
Standards and Best Practices	#DIV/0!								
Promotion of Historic	#DIV/0!								
Demonstrating the Value of Main	#DIV/0!								
Measuring and Packaging 1	#DIV/0!								
Measuring and Packaging 2	#DIV/0!								
Promoting Progress	#DIV/0!								
Average Score	#DIV/0!	4.13	4.19	4.06	4.31	4.19	4.13	#DIV/0!	#DIV/0!

**OVERALL AVG.
#DIV/0!**

2024 OMS/DDA Self-Assessment Scoring

1 = Not being addressed

2 = Minimal work, but needs more effort

3 = Evidence of satisfactory progress

4 = Has achieved success within this indicator

5 = Outstanding achievement. One that other programs could replicate

Focus Area	Average Score	Lizzie, Director	Bill, Chair	Lance, Vice-Chair	Daylen	Dakota	Jill	Allie	Josh	Rob, Mayor
Partnerships & Collaborations 1	4	4	4	4	4	4	4	4	4	4
Partnerships & Collaborations 2	4	4	3	4	4	4	4	4	4	4
District & Community Outreach	4	3	4	4	4	4	4	4	5	4
Communications & Public Relations 1	5	4	5	5	5	4	4	4	5	5
Communications & Public Relations 2	5	4	5	5	5	5	5	5	5	5
Communications & Public Relations 3	4	4	4	4	4	4	4	4	4	4
Inclusive Organizational Culture 1	5	4	5	5	5	5	5	4	5	5
Inclusive Organizational Culture 2	2	3	2	3	2	2	2	2	2	3
Inclusive Organizational Culture 3	4	4	4	4	4	4	4	4	4	4
Inclusive Organizational Culture 4	4	4	5	4	5	4	5	4	4	5
Active Board Leadership 1	4	4	4	4	4	4	4	4	4	4
Active Board Leadership 2	3	4	3	3	1	2	2	2	3	3
Active Board Leadership 3	2	3	3	3	2	2	2	2	2	3
Professional Staff Mgt 1	5	4	5	5	5	5	5	5	5	5
Professional Staff Mgt 2	4	4	4	4	4	4	4	4	4	4
Effective Operational Structure 1	5	4	5	5	5	5	5	5	5	5
Balance Funding Structure 1	4	4	4	4	4	4	4	4	4	4
Balance Funding Structure 2	3	3	3	3	3	3	3	3	3	3
Balance Funding Structure 3	4	5	4	4	4	4	4	4	4	4
Strategic Revenue 1	3	3	3	3	2	3	3	3	3	3
Budget & Workplan Alignment	4	4	5	4	4	4	4	4	4	4
Budget & Workplan Alignment 2	5	4	5	5	5	5	5	5	5	5
Financial Management 1	5	4	5	5	5	5	5	5	5	5
Financial Management 2	4	3	4	4	3	3	3	4	4	4
Planning Guided by Inclusive and Market-Informed Inputs	3	3	3	3	3	3	3	3	3	3
Defining Direction through Transform	3	3	3	3	3	3	3	3	3	3
Strategy Aligned Comp 1	4	3	3	4	4	4	4	4	4	4
Preservation Ethics 1	4	4	4	4	4	4	4	4	3	4
Preservation Ethics 2	3	3	3	3	3	3	3	3	4	4
Standards and Best Practices	3	3	3	3	2	3	3	3	3	3
Promotion of Historic	4	3	4	3	3	3	4	4	4	4
Demonstrating the Value of Main	4	4	4	4	3	4	3	4	4	3
Measuring and Packaging 1	3	3	3	3	3	3	3	3	4	3
Measuring and Packaging 2	3	3	3	4	2	3	3	3	4	3
Promoting Progress	3	4	3	3	2	3	3	3	3	3
Average Score	4	3.63	3.83	3.86	3.57	3.69	3.71	3.77	3.83	3.89

OVERALL AVG.

3.75

MINUTES

OMS ORGANIZATION COMMITTEE

REGULAR MEETING

Tuesday, July 8, 2025, 2:00 p.m.

City Hall; 301 W. Main Street



Owosso Main Street's mission is to foster an active and thriving downtown that is the heart of our community by supporting historic preservation and promoting redevelopment, drawing both local residents and visitors to our city.

Called to order at 2:00 p.m.

Present: J. Moore, J. Adams, J. Ardelean, and K. Parzych

Absent: None

Staff: L. Fredrick

Staff Annual Review

Committee selected Committee Chair, Jon Moore, as the Committee representative contributing to the annual staff review.

Volunteer Recruitment Event

Committee tentatively scheduled the Volunteer Recruitment Event for Saturday, September 6th, from 9:00 a.m. to 12:00 p.m. at Foster Coffee Company.

Committee reviewed the May Volunteer Recruitment Event recap and discussed set-up and day of needs for the fall event.

Moore suggested fundraising during the event and asked staff to look into setting up a user-friendly online payment option for donations.

Volunteer Appreciation Event

Committee reviewed the Volunteer Appreciation Event Work Plan and discussed the February 2026 event.

Adams suggested The Sideline Sports Bar or a combination of The Sideline and The Sandlot Sportszone as the venue.

Committee discussed selecting a Volunteer of the Year as was done for the October 2024 event.

Director Updates:

Fredrick updated the Committee on the new Downtown Renaissance OMS Transformation Strategy and Strategic Plan Measures of Success that will be presented to the Board for adoption in August.

Committee Comments:

Adams recommended using existing content from the Downtown Owosso website for the Organization section of the OMS newsletters.

Next Meeting:

Tuesday, August 12th at 2:00 p.m. at City Hall; 301 W. Main Street

MINUTES

*OWOSSO MAIN STREET
PROMOTION COMMITTEE*

REGULAR MEETING

Thursday, July 10, 2025, 8:00 a.m.
City Hall; 301 W. Main Street



Owosso Main Street's mission is to foster an active and thriving downtown that is the heart of our community by supporting historic preservation and promoting redevelopment, drawing both local residents and visitors to our city.

Called to order at 8:00 a.m.

Present: J. Davis, K. Parzych, B. Atkins and P. Vreibel

Absent: S. Maginity

Staff: L. Fredrick

Chocolate Walk Business Highlights

Committee discussed the format for the social media highlights featuring businesses that opted out of the 2025 Chocolate Walk \$75 reimbursement.

Davis suggested posting one highlight a week.

Committee agreed to include the business address and website, describe the business offerings, and utilize an existing photo.

Trick or Treating Main Street Meetup

Committee discussed the August 7th business meetup day of needs and topics for discussion during the meeting.

Atkins recommended presenting three activity ideas for attendees to choose from and build upon.

Committee settled on three activities including an adult treat or coupon, a QR Code based scavenger hunt, and a word puzzle.

Director Updates:

Fredrick reminded the Committee that the Owosso Vintage Motorcycle Days Bike Show takes place on August 23rd and notified them that the Rustic Revival Craft Fair & Market has reserved the West portion of Parking Lot #10, near NCG Cinemas on the same day.

Committee Comments:

Davis and Parzych volunteered to help at National Night Out on August 5th and bring activities.

Next Meeting:

Thursday, August 14th at 8:00 a.m. at City Hall; 301 W. Main Street

MINUTES

*OWOSSO MAIN STREET
ECONOMIC VITALITY COMMITTEE*

REGULAR MEETING

Tuesday, July 15, 2025, 1:00 p.m.
City Hall; 301 W. Main Street



Owosso Main Street's mission is to foster an active and thriving downtown that is the heart of our community by supporting historic preservation and promoting redevelopment, drawing both local residents and visitors to our city.

Called to order at 1:00 p.m.

Present: K. Parzych, D. Howard, B. Meyer, and L. Omer

Absent: R. Teich

Staff: L. Fredrick

Business of the Month Program

Committee presented their nominees for the August Business of the Month.

Meyer recommended looking at scores of the program nominees to identify which businesses would benefit from more engagement with Owosso Main Street.

Revolving Loan & Grant Program Marketing

Fredrick introduced Emily Marrah from the Michigan Small Business Development Center.

Committee discussed marketing strategies for the Revolving Loan & Grant Program.

Howard recommended sharing the program resources with neighboring chambers of commerce.

Committee agreed to send resources to nearby Main Street Programs and economic development organizations.

Main Street Meetups

Committee reviewed the Main Street Meetup Work Plan.

Howard suggested printing flyers to invite the businesses in person.

Parzych recommended a joint meetup with the Shiawassee Regional Chamber of Commerce.

Director Updates:

Fredrick shared that Committee Member Recruitment and the Building and Business Inventory will be on August's agenda.

Committee Comments:

Omer asked for a map of the downtown district that includes the parcel IDs for the Building and Business Inventory.

Howard suggested working on plans for the Block Captain Program during the colder months for a program launch in the spring.

Next Meeting:

Tuesday, August 19th at 1:00 p.m. at City Hall; 301 W. Main Street

MINUTES

OWOSSO MAIN STREET

DESIGN COMMITTEE

REGULAR MEETING

Thursday July 17, 2025, 8:30 a.m.

City Hall; 301 W. Main Street



Owosso Main Street's mission is to foster an active and thriving downtown that is the heart of our community by supporting historic preservation and promoting redevelopment, drawing both local residents and visitors to our city.

Called to order at 8:30 a.m.

Present: K. Parzych, C. Guillen, and D. Drenovsky

Absent: B. Gilbert

Staff: L. Fredrick

FY25-26 Seasonal Beautification

Committee discussed plans for fall decorations and scheduled the installation for Monday, September 15th from 4:00 p.m. to 6:00 p.m.

2025 Summer Beautification

Fredrick provided updates on the flowers in the new reservoir planters.

Committee agreed to remove the annual vegetation from the four corners of the Washington Street and Main Street intersection during fall décor installation.

Director Updates:

None.

Committee Comments:

None.

Next Meeting:

Thursday, August 21st at 8:30 a.m. at City Hall; 301 W. Main Street