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#### **OUR MISSION**

***“Through community partnerships and a shared vision for the future, work to keep downtown Boyne City vibrant and successful while preserving its historic heritage and supporting sustainable projects.”***

## **BOARD MEETING**

**January 7, 2016 – 8:30 A.M. Commission Chambers – City Hall**

1. CALL MEETING TO ORDER AND ROLL CALL
2. READING AND APPROVAL OF MINUTES - December 3, 2015 regular meeting and December 16, 2015 special meeting
3. HEARING CITIZENS PRESENT (ON NON-AGENDA ITEMS)
4. CORRESPONDENCE
5. MAIN STREET COMMITTEE REPORTS
6. MAIN STREET DIRECTOR’S REPORT
7. UNFINISHED BUSINESS - None
8. NEW BUSINESS
  - a. Stigg’s Brewing Company Redevelopment Liquor License
  - b. Board Officer Nominations and Approvals
  - c. Fund Development Training Documents
  - d. Work Plans for 2016/17
  - e. Michigan Main Street Dates for 2016
  - f. Bill Noblett Façade Grant
  - g. Support Letter for Ann Arbor to Traverse City Rail Study
9. GOOD OF THE ORDER
10. ANNOUNCEMENTS
  - Community Wide Goal Setting Session January 14, 6 p.m. St. Matthews Church
  - MS Board Meeting, February 11, 8:30 a.m., City Hall – Note Date Change to 2<sup>nd</sup> Thursday
11. ADJOURNMENT

*Individuals with disabilities requiring auxiliary aids or services in order to participate in municipal meetings may contact Boyne City Hall for assistance: Cindy Grice, Clerk/Treasurer, 319 North Lake St., Boyne City, MI 49712; 231-582-0334*



Approved: \_\_\_\_\_

**Meeting of  
December 3, 2015**

MINUTES OF THE BOYNE CITY MAIN STREET BOARD REGULAR MEETING HELD ON THURSDAY DECEMBER 3, 2015 AT 8:30 AM. CITY HALL, 319 NORTH LAKE STREET

**Call to Order**

Chair O'Brien called the meeting to order at 8:31 a.m.

**Roll Call**

Present: Rob Swartz, Larry Lenhart, Michael Cain, Robin Berry-Williams, Ben Van Dam, Pat O'Brien Jim Jenson, Jodie Adams and Michelle Cortright

**Meeting  
Attendance**

Absent: None

City Staff: Main Street Director Lori Meeder, Assistant Planning/Zoning Administrator Patrick Kilkenny and Recording Secretary Lisa Schrock

Public: One

**Approval of Minutes  
MOTION**

**Cortright moved Lenhart second PASSED UNANIMOUSLY** to approve the December 3, 2015 regular minutes as presented.

**Citizens  
Comments**

None

**Correspondence**

None

**Manager's Report**

**Main Street Director Meeder gave the Manager's Report on the following topics:**

- Earlier Than the Bird Shopping Event—They ran out of mugs in 20 minutes and received good feedback
- Holiday parade and Open House—The parade was a little larger than in prior years
- Fustini's opened and will have a grand opening at noon on 12/12/15
- Boyne Appetit—The committee has met three times now and is gaining some traction. There is a sub-committee working on a Wine Wednesday which will take place once per month beginning in January
- SOBO Arts Festival—There is an initial organizing committee meeting next week and the SOBO businesses have been invited but have not had much response. If we can't find someone to champion the event it may look very different next year
- The Last River Draw—We are still waiting for permits from the DEQ and from the US Army Corp. Once we have that, we can move forward with applying for the MEDC crowd funding grant. We did receive a \$1,500 grant from the Charlevoix Community Foundation and have applied for a \$5,000 grant from the Laura Musser Fund
- Walkabout Sculpture Show—In the planning stages for next year's

installations and will be reaching out to artists to consider placing a piece here for the year starting in June. Next is a selfie photo contest in the winter called “freeze frame” and the winner will hopefully be announced at the winter fest. There were 32 photos in the photo contest

- Winter Fest is scheduled for January 30, 2016
- Boyne Thunder—Checks were distributed to the Boyne Thunder charities, there will be an increase in pricing for next year, there is concern with accommodations for participants and spectators with the proximity to July 4 and there is potential to have food trucks available for spectators
- Wok Plans—Meeder is finishing up the draft work plans for review and comment and action by the respective committees
- The website development is moving along fine and there is a basic design and he is working on the secondary pages
- Chamber Board Goal Setting Session was very productive and their highest priority is volunteer management
- Fund Development Training—Meeder received follow up documentation from Patrice Martin and plans to review it in the next week or so and will forward it to the board.

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**Unfinished Business**  
**Dilworth**  
**Reimbursement**  
**Agreement Approval**  
**MOTION**

There was discussion on Bob Grove’s comfort level with the agreement.  
**Cain moved Adams second PASSED UNANIMOUSLY** to postpone the Dilworth Reimbursement Agreement until the Main Street Executive Director brings it back.

**Catt’s Realty Company**  
**Reimbursement**  
**Agreement Approval**  
**MOTION**

**Adams moved Cain second PASSED UNANIMOUSLY** to approve the reimbursement for the Lake Street project and authorize staff to execute the documents prior to December 31, 2015.

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**New Business**  
**Board Member**  
**Recommendations**  
**MOTION**

**Cortright moved Swartz second PASSED UNANIMOUSLY** to accept the organization committee recommendation and recommend to the City Commission to appoint Chris Bandy and Don Ryde to fill the two open four year terms and appoint Jodie Adams to remain on the board and finish out Jim Jenson’s term which expires in January 2017.

**Local Façade Grant**  
**Program**

No action required.

**Bonus for Becky Harris**  
**MOTION**

**Adams moved Berry-Williams second PASSED UNANIMOUSLY** to accept the organization committee recommendation to approve a \$1,000 bonus for Becky Harris.  
The initial bonus amount was \$500, O’Brien would like to increase the bonus to \$1,000. There was discussion about increasing the bonus to \$1,000 and whether there was money available in the budget.

**Event Financial**  
**Summary**

Meeder went over the financial summary. There was discussion about sponsorships for Stroll the Streets.

**Part-time Assistant for**  
**Main Street**

**Van Dam moved Cortright second** to add a part-time assistant for the Main Street program **and Van Dam moved Cortright second** to pull the motion.  
There was discussion on making sure there was money budgeted for the assistant prior to approval, including how many hours would be needed. There was a

consensus to move forward with adding a part-time assistant and include in next year's budget. The board agreed that if necessary, the budget could be amended in this fiscal year to accommodate a new hire.

**2016 Meeting Schedule**

**Cain moved Cortright second PASSED UNANIMOUSLY** to adopt the proposed board and committee meeting schedule for 2016.  
Van Dam discussed the possibility of changing the meeting time for the future.

**ADJOURNMENT  
MOTION**

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O'Brien adjourned the December 3, 2015 meeting of the Boyne City Main Street Board at 10:06 a.m.

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Lisa Schrock, Recording Secretary

DRAFT



Approved: \_\_\_\_\_

**Meeting of  
December 16, 2015**

MINUTES OF THE BOYNE CITY MAIN STREET BOARD SPECIAL MEETING  
HELD ON WEDNESDAY DECEMBER 16, 2015 AT 1:30 P.M. CITY HALL, 319  
NORTH LAKE STREET

**Call to Order**

Chair O'Brien called the meeting to order at 1:30 p.m.

**Roll Call**

Present: Rob Swartz, Michael Cain, Robin Berry-Williams, Ben  
Van Dam, Pat O'Brien, and Jodie Adams

**Meeting  
Attendance**

Absent: Larry Lenhart, Michelle Cortright and Jim Jensen

City Staff: Main Street Director Lori Meeder, Assistant Planning/Zoning  
Administrator Patrick Kilkenny and Recording Secretary Lisa Schrock

Public: None

**Citizens  
Comments**

None

**Correspondence**

None

**Manager's Report**

None

**Unfinished Business**

**Dilworth  
Reimbursement  
Agreement Approval  
MOTION**

**Adams moved Swartz second PASSED UNANIMOUSLY** to approve the  
Dilworth Reimbursement Agreement as presented.

**ADJOURNMENT  
MOTION**

O'Brien adjourned the December 16, 2015 meeting of the Boyne City Main Street  
Board at 1:41 p.m.

\_\_\_\_\_  
Lisa Schrock, Recording Secretary



November 20, 2015

Lori Meeder, Main Street Manager  
Main Street Design Committee  
112 S. Park Street, Suite F  
Boyne City, MI 49712

Ref: Building Plans for the Old Train Depot on Ray St.

Dear Mrs. Meeder,

We want to thank you and the design committee for meeting with us during the November 2nd, monthly meeting and take this opportunity to formally respond to the committee's recommendations regarding the Historic Depot Building we purchased on Ray Street.

We should mention first and foremost that we have put a great deal of time and consideration into your suggestions. The e-mail's from the Michigan Main Street Design Specialist and the State's Historic Preservation office have been carefully reviewed and compared against the Main Street Design Guidelines and our current state of the building process.

We understand that you are a recommending and guiding body, but we are committed to active and ongoing public involvement with both the citizens of Boyne City and the respective governing bodies. It is of utmost priority that we have made our best efforts to preserve and maintain the Historic Train Depot for the community of Boyne City and provide them with exceptional programming through Create: Community Arts Studio.

We are pleased to have a positive and active relationship with others who share a direct interest in the building and constructively examine and address the community, engineering, and program needs brought forth by both parties. It is at this time we would like to share our intentions for the building and our plans to move forward with the project.

We greatly appreciate the Boyne City Planning and Design Committees for their continued engagement in keeping Boyne City a place so many people are delighted to call home.

Sincerely,

A handwritten signature in black ink that reads "Sara &amp; Tim Manchester". The signature is written in a cursive, flowing style.

Sara & Tim Manchester

**Project Update: 151 Ray Street, Boyne City MI  
November 20<sup>th</sup>**

**COMMUNITY NEEDS**

Repurposing the Building

In order to repurpose and reuse the building all restaurant equipment and debris had to be eliminated. This included but was not limited to; lighting, sinks, countertops, bathrooms, built in's, fixtures, appliances, etc.

\*All salvageable kitchen supplies were donated to Boyne City Eagles \*

Historical Significance

Memorabilia: All memorabilia is being stored by the Manchester's and will be given to the Boyne City Historical Museum. The original hand painted names on the interior walls were carefully hand cut and removed and will be installed in the museum's new building.

Water Tower/ Luggage Cart: Will be repaired and maintained.

Train Car: Nothing will be done to the train car at this time. We will be cleaning up the area around it, and placing Black River Stones underneath to give a more authentic feel.

Bracket Detail: The white bracket detail will be left and touched up on the exterior of the building.

Exterior Finishes: The red siding, green roof and brown water tower will remain the same color scheme.

South side bump out: Was built in the 1970's and was removed because it was not part of the historic building and did not serve a purpose for our programming.

The train car connection: Was built in 2001 and was removed because it was not part of the historic building and conflicted with the concept of the train car pulling up to the building.

Health

Asbestos/Mold/Lead Testing: was conducted by professionals and extensive tests were taken within the building to make sure it met proper standards for use.

Mold: Extensive mold was found throughout the building. Remediation was brought in before any construction and demolition work could begin.

Basement: Mold was found within the walls of the basement. 4 layers of wall had to be removed with mold sandwiched between various wall coverings, insulation and framing used to cover up the moisture issue. All walls and floor coverings were removed to access the structure for decontamination. Extensive mold

remediation and demo was necessary in order to get the basement in usable condition.

Water Damage/Humidity: Extensive water damage was found in the basement and leaks from the door resulted in fan rental and measures taken to eliminate the ongoing humidity issue.

Kitchen: Mold was found in the floor coverings of the Kitchen and inside the walls. Six Layers of flooring were removed to get to the subfloor, with mold and debris found between each layer. Four inches of concrete had to be jackhammered out of kitchen that was used as a means of leveling the floor by previous owners. All walls and flooring were removed to expose surfaces for decontamination.

## **ENGINEERING NEEDS**

Structural Engineer: The entire structure was evaluated by a structural engineer and it was determined that the entire building had lost its integrity and extensive measures would need to be taken to reinforce the building starting from the ground up.

Old Cedar Post: Beams were removed from the basement and a new bearing wall was installed in the basement with new posts to reinforce the structure.

Cement Counterfort Footings: Were installed in the basement for the steel beams to rest upon.

Steel Shims: Were added to concrete counterforts to support the first floor

Vertical Supports: were engineered and installed to make the building structurally sound. Six steel pipe columns were installed in the studio and mezzanine.

Side Posts: Were installed to hold up the gable ends of the building.

Ceiling: The ceiling between the first floor and the mezzanine level was sagging in the center. The new 2x4 construction and addition of the mezzanine repaired this problem.

Interior Walls: All new 2x4 construction, Sheer Walls, and new headers were placed through the building to reinforce existing walls and keep the building from racking.

Turnbuckles: The existing turnbuckles were compromised and six new turnbuckles were installed between the studios' steel beams to keep the building from racking and add further support.

Roof: The roof was evaluated by a structural engineer to determine if it could hold live loads. The roof was compromised and was no longer structurally sound. Upon completion a new roof will be installed because of the substantial damage from installing restaurant equipment.

Rafters: All new rafters were installed in the roof to make it structurally sound along with ridge beams, plywood spacers and steel plates

#### Exterior Maintenance

The Back Platform: Of the old train depot was removed. It was completely rotted out and a new platform would not meet code or serve a need to the existing building.

Block Skirt: A chiseled face block will be added around the entire building to reinforce and protect the foundation of the building.

Gutters: Will need to be installed on the building.

Rear Parking: sidewalks will be added around the building to resolve the on-going maintenance issue and aid city snow removal.

Trash Removal: The existing dumpster was encroaching on city property and was relocated so that it does not interfere with the city right of way and remains entirely within the lot. The lean to that was used for kitchen grease and trash removal was removed and will be replaced by the dumpster. By removing the lean to we revealed another window inside a false wall.

Security: Exterior lights will be installed that are period sensitive and help keep the building secure.

#### **PROGRAM NEEDS:**

Windows: New windows will be installed throughout the building that match the existing grill pattern and offer adequate insulation. Two kitchen windows were buried within a false wall and were unveiled and replaced with new windows.

Lighting: In order to properly light an artist studio we looked for ways to achieve natural lighting. A new 16 x 10 garage door will be installed in the studio and two 4ft round windows will be installed in the gable ends.

Space: The mezzanine level was added by converting existing attic space into new adult and teen programming space. This led to the addition of two new stairwells and a lower level exit door.

Entry Plaza: The Depot building during its restaurant phase had six entrances into the building. Five located on the upper level and one below. Patrons could enter from entrances on the East and West side of the building. To run programming, there is a need to designate a clear entrance that allows visitors east of entry. The new entry plaza will have concrete pavers, two new trees, an illuminated sign and period style dormer. A new stairwell and handicap ramp will assist studio participants in transporting artwork. The addition of glass entry door will allow

those passing by to feel like a part of the building and offers an invitation to see our programming and generates interest.

Interior Finishing's: The original walls of the building were rough and patched measures needed taken to make the building airtight. To recreate the original planking we will use a similar design feature throughout that adds a similar feel with appropriate colors to match Create: Community Arts Studio design elements.

Heat: The existing walls in the building did not have adequate insulation and a tremendous amount of heat was lost. New blown in insulation will be added.

Outside Space: To allow for outside programming a new deck will be installed. One that's more authentic to the original loading dock and to make the train car more convincing. The existing deck has mold and will be replaced with a deck that has less of a profile with the addition of a wire and post style railing that is dark and reseeded from view. A seat wall and greenery will allow additional options for use of the parking lot for seating.

Signage: Will be installed quite similar to the existing signage on the building. We are currently working with the local sign shop to create period sensitive signage.

#### Additional Items:

Stroll Through History: We would be happy to install the appropriate signage to be part of the Stroll Through History tour and display the 9x4 cards to great visitors and make tours available.



Date: January 7, 2016

To: Pat O'Brien, Chair, and Main Street Board

From: Lori Meeder, Main Street Executive Director

RE: Redevelopment Liquor License for Stiggs Brewing Company

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### **Background**

Stiggs Brewing Company, a Michigan corporation will operate a micro brewery at 112 S. Park Street, slated to open in the spring of 2016. They have asked the City of Boyne City to consider allowing them to purchase a redevelopment on-premise Class C liquor license for the new restaurant and brewery. Pursuant to Public Act 501 of 2006 issued under the MCL 436.1521a (1) (b), the Michigan Liquor Control Commission (MLCC) may issue new public on-premise redevelopment liquor licenses through local units of government. The City of Boyne City can recommend issuance of new liquor licenses for dining, entertainment or recreation businesses that are located within the downtown development district, as defined in the Act.

Under this Act, applicants operating within the DDA must:

- Be engaged in dining, entertainment or recreation and open to the general public.
- Have a seating capacity of at least 25 people.
- Be open a minimum of 10 hours a day, 5 days a week.
- Demonstrate to the satisfaction of the Michigan Liquor Control Commission that they attempted to purchase an available on-premise escrowed license or quota license within the county, and that one was not readily available as defined in the Act.
- Have spent at least \$75,000 for the rehabilitation or restoration of the building where the license will be housed over the preceding five years or demonstrate that there will be a capital investment of at least \$75,000 that will be spent prior to the issuance of the license.
- Provide a certification from the Assessor and the City Clerk that the total amount of public and private investment in real and personal property in the DDA was at least \$200,000 in the preceding five year period. The MLCC may issue one license for each \$200,000 of investment.
- Provide a resolution from the local unit of government recommending the application be considered by the MLCC

Licenses may be issued only to businesses within the Boyne City Downtown Development Authority. The MLCC will not transfer a license issued under this Act to another location. If the licensee goes out of business, the licensee shall surrender the license to the MLCC. The local unit of government may approve another applicant within the district to replace a licensee who has surrendered the license to the MLCC.

An application for a license under Section 436.1521a(1)(b) will not be authorized for investigation until the Liquor Control Commission receives the following documentation from the City of Boyne City:

1. A resolution from the city commission establishing the Downtown Development Authority identifying the statutory provision under which the Downtown Development Authority was established.
2. A resolution which approves and recommends Stiggs Brewing Company as an applicant for the new Class C liquor license under Section 436.1521a(1)(b).
3. A map which clearly reflects and outlines where the Downtown Development Authority District is located within the local unit of government.
4. An affidavit from the assessor as certified by the city clerk which states the total amount of public and private investment in real and personal property within the Downtown Development Authority over the preceding 5-year time period, an amount that exceeds the \$200,000 minimum required by Public Act 501 of 2006, Section 436.1521a(1)(b)

There is no cost to the city. All expenses for the license are the responsibility of the Applicant. The cost of the license is \$20,000.

**Recommendation**

That the board recommend to the city commission the approval of a resolution recommending the application for a redevelopment on-premise Class C license for Stiggs Brewing Company to be located at 112 South Park Street, Boyne City, MI pursuant to Public Act 501 of 2006 and issued under MCL 436.1521 a(1)(b).



Date: January 7, 2016

To: Pat O'Brien and Main Street Board Members

From: Lori J. Meeder, Main Street Executive Director

RE: Board Officer Recommendations

### **Overview**

At the January board meeting of each year, officers are nominated and installed for the following year, starting with the February board meeting.

### **Recommendation**

After discussion as a committee and with the individuals, the organization committee recommends that the Main Street Board elect Pat O'Brien as Chair and Michelle Cortright as Vice-Chair to begin their service at the next board meeting in February.

- The overarching intent of fund development is to better position Boyne City Main Street to evaluate, develop and access a range of funding opportunities.
- Our MS Board sets priorities and long term goals but fundraising is left to the individual committees which leads to a compartmentalized and scattered approach to fundraising.
- Incorporate a regular review of financial reports in MS Board meetings (quarterly?)
- The importance of new board member orientation (including a board member mentor)
- Conduct regular, joint review meetings between committees and board.
- Consider creating a Development Committee to focus on and assume the specific roles to be played relating to fund development and fundraising.
- Create a comprehensive donor database and get regular donor feedback
- The single most important thing we can do to strengthen fundraising goals is to create an overall fundraising plan
- Major Donors Who Volunteer Give Much, Much More
- Donors want information on the specific results you are creating. A donation must tie directly back to the impact that is created. When you LINK the money directly to the project and the impact, you quell any donors' doubts they may have. When trust is built, they will invest more
- Donors Want a Big Idea! Very big ideas, and they're good at capturing people's imagination, thinking about what they can do and what they could mean to the community.
- Giving isn't about money. Giving is about the hearts and minds and values of the donors.
- The most successful organizations are masterful at communication – both internal and external

# Boyne City Main Street 2015 Technical Assistance Board Retreat Summary Report

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*Fund Development Training and Planning Session*

*Facilitated by Patrice Martin, Nonprofit Network, November 5<sup>th</sup> – 6<sup>th</sup>, 2015*

*Report prepared and presented by Patrice Martin, Nonprofit Network*

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## Section I. Executive Summary

Through the Michigan Main Street technical assistance application process, Boyne City Main Street (BCMS) was awarded assistance with its fund development planning process. Nonprofit Network was selected for the service delivery, which began in April of 2015 with a phone interview and culminated in a two-day board retreat format on November 5-6, 2015.

The initial phone interview was facilitated by Brittney Hoszkiw of Michigan Main Street and included the new Main Street Manager, Lori Meeder and Michael Cain, Main Street board member and Boyne City's City Manager. This discovery conversation explored the current state of BCMS programs and revenue streams, its culture around fund development, and how the board understands its roles and responsibilities. Following this conference call, it was agreed that the Consultant would deliver an online assessment to be completed by the board and members of the Organization Committee and meet with the full board for further exploration and assessment. The combined data from the interview process, the board fund development assessment, plus consultation with the Michigan Main Street Organization Specialist, determined the final design and delivery of the long range technical assistance services.

The results of the online assessment revealed a need for further exploration of the board's role in fund development and fundraising. This assessment was conducted by Brittney Hoszkiw and Patrice Martin at the October 1<sup>st</sup>, 2015 BCMS board meeting. The dialogue focused on the current state of BCMS fundraising, including policies, planning and processes, the existing board culture and a desired future state for strategic fund development. The online assessment tool is attached and a summary of the results are found in Section II.

The subsequent training and planning service design and delivery focused on expanding the board's role to be more intentional and future-oriented around financial sustainability, especially as it relates to the large-scale projects identified in its strategic plan. The process was driven by the objectives articulated in the Technical Assistance application, as follows:

- Developing a customized strategy for fundraising success.
- Achieve a higher level of financial involvement to continue to revitalize the downtown community.

The overarching intent is to better position Boyne City Main Street to evaluate, develop and access a range of funding opportunities.

Based on the results of the initial interview, the in-person discovery and assessment sessions and the results of the online assessment, the training and planning sessions focused on the following elements:

- Day One: Creating a Culture of Philanthropy
  - Clarity of Roles and Responsibilities
  - Intentional Recruiting and On-Boarding
- Day Two: Expanding Capacity
  - Reframing Donor Cultivation
  - Organizing the Information
  - Monitoring and Evaluating
  -

The training and planning in support of these objectives was delivered in a two-day board retreat format on November 5-6, 2015. Participants included key board and committee members, the Main Street Manager, Boyne

City's City Manager and Brittney Hoszkiw of Michigan Main Street. Participants were engaged and active throughout the process. Significant deliverables from these sessions include:

- Evaluation of board, volunteer and staff roles in fund development
- Elements of a Philanthropic Culture
- Intentional Recruiting and On-Boarding
- Reframing Donor Cultivation

This document is a record of the output of the technical assistance sessions. Attachments include supporting materials for reference and follow up.

## **Section II. Boyne City Main Street 2015 Board Fund Development Assessment Results**

Nonprofit Network deploys assessment tools as part of a critical information-gathering process designed to inform the best possible outcomes of the service design and delivery. An initial phone interview was facilitated by Brittney Hoszkiw of Michigan Main Street and included the new Main Street Manager, Lori Meeder and Michael Cain, Main Street board member and Boyne City's City Manager. This discovery conversation explored the current state of BCMS programs and revenue streams, its culture around fund development, and how the board understands its roles and responsibilities. Following this conference call, it was agreed that the Consultant would deliver an online assessment to be completed by the board and members of the Organization Committee and meet with the full board for further exploration and assessment. The combined data from the interview process, the board fund development assessment, plus consultation with the Michigan Main Street Organization Specialist, determined the final design and delivery of the technical assistance services.

The online Fund Development Assessment collected data on the current state of BCMS fundraising, including policies, planning and processes. This assessment offered a series of statements, each with the following response options:

- "Yes, we do this. This is demonstrated by:"
- "No, we don't do this. We need help because:"
- "Other/Comments"

In analyzing the results of the online assessment, we are looking for trends and patterns that indicate how close or how far apart the individual responses to each question within each topic area are. With few exceptions, there was no clear pattern of consensus. There is strong recognition that the robust nature of the TIF collections may have contributed to the fundraising culture of BCMS. Overall, the predominant narrative from this assessment is that the board's role is to set priorities and long-term goals, while the role of funding those goals and priorities is left to the committees. Thus, fundraising within the BCMS is often compartmentalized and may not be as efficient and effective as is possible.

In analyzing the online assessment results, the following considerations helped to inform the specific approach to be deployed during the training and planning sessions:

1. For each area, what is it that BCMS does well? Where might it improve?
2. Which area might be targeted as a priority for improvement?
3. What improvements might need to be addressed immediately?
4. What areas might need more focused attention, or more time and/or resources?

### Fund Development Infrastructure

These questions explore the scope and depth of the organization's fund development infrastructure, including its tools and resources, policies and procedures and Board and Committee recruitment and on-boarding practices.

Statement	"Yes"	"No"	"Other"	Comment(s)
The financial needs of the organization are clear to all Board and Committee members.	70%	30%	10%	"Yes" comments: We discuss and vote on the annual budget each year. We have regular budget reviews. (3) It is talked about openly and frequently as board meetings. (3) "No" comments: We rarely talk about our financials. Not all see long term needs. "Other" comments: Needs have not been emphasized due to strong funding from property tax and Boyne Thunder revenue.
Information regarding the sources, stability and security of our revenue sources is understood by staff and Board members.	89%	11%	0%	"Yes" comments: Current revenue sources are discussed and understood. (3) Discussed at board meetings. (5)
All Board members are asked to make an annual financial gift.	10%	90%	0%	I don't need to be asked. We are asked to sponsor events.
All Board members make a financial gift annually.	11%	89%	0%	I don't know. I'm not sure, but I think we all do.
Board and committee member candidates are provided detail about their fundraising responsibilities during the Board recruitment process.	11%	78%	22%	"Yes" comments: It is talked about. "No" comments: Not been our focus. I didn't know we had fundraising responsibilities. No, I don't think so. Because the primary source of revenue is tax dollars, people don't think they will have to fund raise other than maybe a special project once and awhile. I am a committee chair and we have not been asked to help raise funds – yet. "Other" comments: Not that I am aware. We do volunteer fundraising, but didn't know it was a "responsibility".

### Fund Development Infrastructure (Continued)

Statement	“Yes”	“No”	“Other”	Comment(s)
Board and Committee members know their respective roles in supporting the fundraising efforts of the organization.	36%	55%	9%	<p>“Yes” comments: Committee members do, and report to the board. We talk about specific fundraising events. If our MS-sponsored events are fundraising, then the answer is yes. Talked about, as needed.</p> <p>“No” comments: Not that I am aware. Delegated to Organization Committee. I think the board members feel their role is to give the blessing on projects or fundraisers and then committees and/or the director will make it happen. I am a committee chair and we have not been asked to help raise funds – yet.</p> <p>“Other” comments: Do we have assignments and roles?</p>
Board and committee members are provided with the tools and training necessary to be actively engaged in the fund development process and fundraising activities.	10%	60%	30%	<p>“Yes” comments: We have an upcoming training on it.</p> <p>“No” comments: No. (5) Not an issue.</p> <p>“Other” comments: We are working in this direction. I don’t think so. If this is going to become an ongoing responsibility, then we will need to be trained.</p>
The organization accepts multiple forms of payment and making a donation is easy and uncomplicated.	11%	44%	44%	<p>“Yes” comments: The City offices handle the accounting for the MS program and I see them deal with cash, checks and PayPal. Prior to PayPal, we also allowed them to use our credit card machine for processing payments.</p> <p>“No” comments: No. (3) Hasn’t been an issue, haven’t asked for donations except for a few event sponsors.</p> <p>“Other” comments: It could be made more clear to the public and board. Not sure if this is commonly known. Unsure. I believe the City just added credit card processing. I always write checks and they are cashed.</p>

### Fund Development Infrastructure (Continued)

Statement	“Yes”	“No”	“Other”	Comment(s)
The organization accepts multiple forms of payments and donations through our website.	11%	67%	33%	<p>“Yes” comments: Boyne Thunder accepts online registration payments and the Farmers Market has used PayPal for some event registration payments.</p> <p>“No” comments: No. (3) Not that I am aware of. (2) Only for Boyne Thunder.</p> <p>“Other” comments: Unsure. Nothing for general donations. Don't know.</p>
We have a donor database that is updated with information that includes what generated the gift, donation history and how the donor was thanked.	10%	55%	36%	<p>“Yes” comments: Event fundraising such as Boyne Thunder and Stroll the Streets do have database information on donors.</p> <p>“No” comments: No. (3) Not that I ever heard of. I have never seen this type of list. Don't think so.</p> <p>“Other” comments: Unsure, but good idea! Sponsors. Not sure. Have not seen this. Perhaps it is part of the volunteer database.</p>
We have a gift acceptance and recognition policy.	0%	67%	33%	<p>“No” comments: No (3). Not that I am aware of. I know the City does not so I highly doubt MS has anything in place. Don't think so.</p> <p>“Other” comments: Unsure. (2) Have not received recognition, but personally do not feel this is necessary. When you give, you give with no expectation.</p>

### Fund Development Infrastructure (Continued)

Statement	“Yes”	“No”	“Other”	Comment(s)
We have a system that ensures we apply for appropriate grants and send timely reports.	89%	0%	22%	<p>“Yes” comments: Lori does handle this. We regularly receive grants to aid us in our goals. Involved with it. Lori is awesome and on top of things. We apply for all appropriate grants from MEDC, Foundations, etc. We have received numero use grants. I’ve been part of the process on a few grant applications.</p> <p>“Other” comments: Most of the grants are submitted through the City. We have spreadsheets with some grant information and use tickler files/calendar to remind us of reporting. For some of the larger grants, we use a 3<sup>rd</sup> party administrator/consultant. We excel in this area!</p>
We have a fundraising calendar that is shared with staff, Board and Committee members.	10%	80%	10%	<p>“Yes” comments: Just an events calendar.</p> <p>“No” comments: No. (6)</p> <p>Don’t think it has been generally shared.</p> <p>“Other” comments: Unsure.</p>

### Communication

These questions are intended to understand the scope of the organization's communication efforts and strategies, including its Case for Support, storytelling, consistency and frequency of delivery and feedback loops.

Statement	“Yes”	“No”	“Other”	Comment(s)
Our fundraising communications include clear, accurate and honest information about our organization.	40%	20%	40%	<p>“Yes” comments: We make a big effort to be transparent. Yes. Indoor farm market fundraising. I think so.</p> <p>“No” comments: Has not been a priority.</p> <p>“Other” comments: Probably, but not that I know for certain. To the extent we do it, yes. The only fundraiser that I am aware of is Boyne Thunder and while the info is accurate and honest, there is very little about MS. I don’t know that we have “fundraising communications”, per se.</p>

### Communication (Continued)

Statement	“Yes”	“No”	“Other”	Comment(s)
We regularly communicate with our donors regarding our activities and the impact of their support.	12%	62%	37%	<p>“Yes” comments: Events</p> <p>“No” comments: Not directly. I don’t think there is a lot of follow-up but we don’t get a lot of donations. Maybe more so for the Farmers Market.</p> <p>Has not been a priority.</p> <p>“Other” comments: I don’t know.</p> <p>Unsure.</p> <p>Maybe more so for the Farmers Market.</p>
We thank our donors quickly, personally and appropriately.	43%	0%	57%	<p>“Yes” comments: I believe this to be the case. Cards are mailed out. I think so – thank-you letters.</p> <p>“Other” comments: I don’t know. (2)</p> <p>Unsure, but I assume so.</p> <p>I suspect the people directly involved are doing this.</p>
We regularly solicit feedback and stories from our donors and supporters.	29%	43%	28%	<p>“Yes” comments: We do get unsolicited feedback from donors and supporters. I’m not sure if we solicit for the feedback.</p> <p>Events – Boyne Thunder.</p> <p>“No” comments: Not that I’m aware of. I don’t think so.</p> <p>“Other” comments: Unsure.</p> <p>Again, people directly involved are probably doing this.</p>
Our communications are delivered regularly in multiple forms and use multiple formats including social media, online presence, presentations, print and commercial media outlets.	57%	14%	29%	<p>“Yes” comments: E-newsletter, emails, etc. I see activity on Facebook and the use of the Chamber of Commerce enews has a large audience.</p> <p>Yes, I help do this.</p> <p>“Other” comments: Unsure.</p> <p>Not all donors want this visibility. Be careful with all of this.</p>
All Board and Committee members are able to share the mission and vision of the organization and recognize their role as ambassadors.	71%	0%	43%	<p>“Yes” comments: We speak of this regularly. (2) Yes, board members are good ambassadors.</p> <p>“Other” comments: Not sure if they all have their 30 second elevator pitch.</p> <p>I don’t know, especially at the committee level.</p> <p>We excel at this.</p>

### Communication (Continued)

Statement	“Yes”	“No”	“Other”	Comment(s)
Our Case for Support is up-to-date and provides a compelling reason for people to do business with us.	33%	17%	67%	<p>“Yes” comments: Yes for event sponsorships, no for general support.</p> <p>“Other” comments: Not familiar with this term. Unsure if we have a “case for support”. I don’t know. We are good at this too.</p>
We regularly collect data about our fundraising activities that is observable, measurable and accessible to evaluate and improve our processes and decision-making.	62%	37%	25%	<p>“Yes” comments: We know what we raise per event. The Boyne Thunder committee does a great job examining their event. Event sponsors only.</p> <p>“No” comments: Not been a focus. If we do, I have not seen it.</p> <p>“Other” comments: Boyne Thunder is the only fund-raising event. We see the financials.</p>
The majority of our fundraising efforts do not depend on the weather, selling tickets or passive participation.	37%	62%	12%	<p>“Yes” comments: Taxes, Boyne Thunder, Stroll the Streets, Farmers Market. Property tax is the major funding source.</p> <p>“No” comments: It seems like most of ours do. We are weather dependent. All of them depend on participation with the exception of tax collection.</p>
We have a variety of fundraising activities that include events, but events are not the only fundraising activity.	37%	50%	25%	<p>“Yes” comments: Taxes. Most of our funds come from tax collection (TIF) of the DDA.</p> <p>“No” comments: Mostly events.</p> <p>“Other” comments: Unsure. The renewal of our TIF was huge!</p>
Fund development activities focus on acquiring donors, retaining donors and/or upgrading donor gifts.	14%	57%	29%	<p>“No” comments: Not been a focus I am aware of. Not aware of any. No fund development.</p> <p>“Other” comments: Unsure. What is the question?</p>
We regularly evaluate fund development trends and patterns and analyze their implications for our organization.	37%	62%	12%	<p>“Yes” comments: Annually during budget review process. It is examined each year at budget time.</p> <p>“No” comments: No, with the exception of our Boyne Thunder event. Not as a board. No fund development.</p> <p>“Other” comments: We discuss the TIF situation with the legislature in Board meetings.</p>

### **Section III. Summary of Training and Planning Sessions**

The subsequent training and planning service design and delivery focused on exploring an expanded culture of philanthropy that supports Boyne City Main Street's programmatic and financial sustainability. The process was driven by the objectives articulated in the Technical Assistance application, as follows:

- Developing a customized strategy for fundraising success.
- Achieve a higher level of financial involvement to continue to revitalize the downtown community.

The overarching intent is to better position Boyne City Main Street to evaluate, develop and access a range of funding opportunities.

The training and planning in support of these objectives was delivered in a two-day board retreat format on November 5-6, 2015. Participants included key board and committee members, the Main Street Manager, Boyne City's City Manager and Brittney Hoszkiw of Michigan Main Street. Participants were engaged and active throughout the process. Significant deliverables from these sessions include:

- Evaluation of board, volunteer and staff roles in fund development
- Elements of a Philanthropic Culture
- Intentional Recruiting and On-Boarding
- Reframing Donor Cultivation

Based on the results of the initial interview, the in-person discovery and assessment session and the results of the online assessment, the training and planning session focused on the following elements:

- Day One: Creating a Culture of Philanthropy
  - Clarity of Roles and Responsibilities
  - Intentional Recruiting and On-Boarding
- Day Two: Expanding Capacity
  - Reframing Donor Cultivation
  - Organizing the Information
  - Monitoring and Evaluating

*The PowerPoint presentations that guided this session and the related materials are attached.*

## Section IV. Summary of Day One

The Day One Session began with an exploration of the assembled participants' meaningful connection to Boyne City Main Street. Participants were asked to reflect on what attracted them to BCMS, and what keeps them engaged. They were also asked to describe a particular event or moment in time when they felt the most proud of, the most committed to Boyne City Main Street. These results are important because of the positive indicators that align with the elements necessary to foster a culture of philanthropy. These "points of pride" are:

- The community's recognition and support of local businesses
- BCMS events that draw people into the downtown, that positively impact people and highlight the history of Boyne City
- When people from outside of Boyne City recognize how special the city is and appreciate the people of Boyne City
- Hiring Lori as the MS Manager
- The completed projects and infrastructure improvements
- BCMS's ability to influence larger, city-led projects
- How well the committees and board work together and the diversity of participation

### Creating a Culture of Philanthropy

The session continued by introducing the model of a Culture of Philanthropy. "*Philanthropy means voluntary action for the common good.*" Robert L. Payton, former head of the Center on Philanthropy. Fund Development makes philanthropy possible by bringing together a particular cause and those willing to invest in the cause.

Key elements that support this culture are:

- Understanding of the organization's Mission, Vision and Values
- Clarity of roles and responsibilities
- Intentional recruiting and on-boarding
- Financial commitment from board members
- Clarity of financial needs of the organization by board and committee members
- Infrastructure

The BCMS mission was reviewed:

"Through community partnerships and a shared vision for the future, work to keep downtown Boyne City vibrant and successful while preserving its historic heritage and supporting sustainable projects."

When asked to describe what conversations the board and committees are having that connect the work and work plans to the mission, participants generally agreed that they might be more intentional about this. It was revealed that during its recent, annual goal-setting session, the mission statement was broken down into six sections and that drove the development of goals.

#### *Recommendation:*

Some strategies the board and committees may wish to explore to provide more intentionality around connecting the work to the mission are:

- At the start of each meeting, any member may share a “Mission Minute”; an observation or reflection of how they have experienced an impact of the work of BCMS.
- When developing new projects and/or work plans, include intentional conversations about the mission and its relevance (or not) to the objectives of the project.

Additionally, it may be helpful to participate in a comprehensive dialogue that results in the articulation and publication of the core values of BCMS.

Incorporate a regular review of financial reports into every board meeting.

Conduct regular, joint review meetings between committees and board.

### **Clarity of Roles and Responsibilities**

A shared understanding of roles and responsibilities around fund development and fundraising is an essential foundational component for success. Comprehensive fund development planning must begin with this shared understanding. To begin the dialogue about roles and responsibilities, a brief survey (copy attached) of Roles and Responsibilities in Fundraising was distributed and completed. The purpose of this survey is to determine the current state of responsibility for fundraising, and a desired future state. It is common for a board to resist a high level of involvement in identifying and acquiring financial resources for its organization. This is especially true for Main Street boards, given the consistency of funding received as the community’s DDA or TIFA. Through the course of the day, board members explored this bias, the reality that the available funding is not sufficient to achieve its long-term, “big” projects and why board members play a crucial role in the financial health of the organization.

At the conclusion of the two-day session, most participants found that their responses to the roles inquiry had shifted; primarily from staff assuming much of the responsibilities to a joint responsibility for many of the roles.

Participants were then asked to consider their existing expectations about Fund Development, and of how board members and staff are expected to contribute to this effort. These results follow:

#### **Board**

Time and talent  
 In-kind and/or financial contributions according to each member’s ability  
 Proper representation of BCMS  
 Delivering the same message/being on the page  
 Consistency  
 Support the work of stabilizing the tax base  
 Building a portfolio (of work) to create successful grant applications  
 Creating earned income and fundraising opportunities

#### **Staff**

Identifying potential sources of revenue  
 Documented accountability  
 Proper representation of BCMS  
 Connecting cost to effort  
 Consistency  
 Generate revenue to support downtown events  
 Communicating the impact of BCMS

Following this exploration was a discussion of common staff and board roles. The manager is typically one of the most important participants in building relationships with key individual and institutional donors and ensuring

effective board involvement in fundraising. Deep involvement in fundraising is usually an inescapable part of the manager's job. One of the board's foremost responsibilities is to secure adequate resources for the organization to fulfill its mission. Given the scope of work expected from both board and staff, an organization may wish to consider creating a Development Committee to focus on and assume the specific roles to be played relating to fund development and fundraising. Regardless of the means of execution, these specific roles must be assumed and performed in order for an effective culture of philanthropy to exist:

- Define short and long-term funding needs with help of Board and Staff
- Provide training for full Board and Volunteers
- Involve everyone in fundraising activities that honor individual talents
- Monitor and evaluate goals and efforts

*Recommendation:*

It is recommended that the Roles and Responsibilities in Fundraising survey be used to provoke deep conversation about primary responsibilities, and guide decision-making around an expanded role for board members.

### **Cultivating Supporters - Intentional Recruiting and On-boarding**

"...a board of directors should be a tool of democracy. ... the board actually needs to be reclaimed as an essential feature of a healthy organization. Starting with this premise, our focus would be to build a robust and enthusiastic team of people who feel accountable to each other, are strong partners with staff, and want to do their best work (including fundraising.)" *From All Aboard: Boards That Work, by Kim Klein and Stephanie Roth, Grassroots Fundraising Journal*

Boyne City Main Street enjoys a strong and robust board and many dedicated committee members. Our bias is that to remain strong, attention must be paid to a systematic and intentional recruiting and on-boarding process. Day One's session explored how boards must be balanced with a mix of skills, knowledge and abilities, and how to analyze the board's recruiting needs to achieve an optimal balance. Specific strategies were explored and discussed, as follows:

- List your Main Street program and/or DDA goals
- Identify the skills, expertise and/or background needed to reach each goal
- Consider your current members
  - Where are we strong? Who is transitioning out?
- Identify possible sources for qualified, talented individuals beyond your current circles
  - Current board members and staff contacts
  - Volunteers
  - Donors and sponsors
  - Business contacts
  - Local professional groups, service clubs
  - Who knows who, who knows who, who knows who...

Recruitment tools and strategies were also discussed:

- Introduction
  - Meet for coffee
  - Cover letter with introduction, reason for interest in the person, an invitation to discuss opportunities

- Information Packet
  - Marketing and program materials
  - Strategic plan/work plans
- Job Description
  - Time commitment, including terms and term limits
  - Expectations, including financial

When considering candidates, it is important to take the long view. Look for potential officers, committee chairs and project leaders. It might also be useful to find ways to continue the relationship with outgoing members, such as playing a role in special projects or actively participating as an ambassador to new contacts.

When candidates are accepted and approved through the normal process, the next step is to ensure a successful onboarding experience. New members who are actively oriented are able to participate much more fully and meaningfully than members who are left to “figure things out” on their own. Crucial questions to ask as you refine your orientation process are:

- *How will you help a new board member build trusting, meaningful and collaborative relationships with existing board members?*
- *How will existing board members build trusting, meaningful and collaborative relationships with new board members?*

*Recommendations:*

- Create a matrix or list of current skills, knowledge and abilities of the existing board and key committee members.
- Expand the current system of targeting recruitment based on business type to include specific and necessary skills sets.
- Some specific strategies to improve the onboarding experience:
  - Develop an Orientation Checklist
  - Conduct an initial orientation session before the first meeting
  - Add new member to mailing lists prior to first meeting
  - Review important organizational documents
  - Discuss the organizational culture and language (Main Street has jargon!)
  - Review format of financial statements – deep dive
  - Build training around the frequency of a task/activity (such as reviewing financial statements or developing work plans)
  - Develop and reinforce collaborative norms; these are the ways in which the group interacts with one another to achieve its objectives
  - Assign current board member to mentor new member

The dialogue that accompanied the topics that were presented and explored by participants was thoughtful, measured and engaging. Expanding the board’s role beyond its current and successful model will require a significant cultural shift. At the close of Session I, the following conclusions were reached:

- The current model has worked thus far
- There are large-scale projects the board would like to complete that lack sufficient funding
- The current, committee-driven model of fundraising will likely not raise sufficient capital to support the completion of these large-scale projects
- The board is willing to explore expanding their current role around fund development and fundraising

- The board is willing to strengthen and/or build processes/systems to support a more efficient and effective distribution of roles and responsibilities

## Section V. Summary of Day Two

The second day of the board retreat focused on reframing donor cultivation as a natural part of the development processes already demonstrated by the BCMS board and committees. Building relationships with businesses, funders and the community, sharing the stories and successes of BCMS, connecting the work and work plans to the mission of BCMS; all of these existing elements create an environment that supports successful fund and donor development.

The Day Two agenda follows:

- Reframing Donor Cultivation
  - Fundraising data and trends
  - Personal philanthropy
  - Exploring resistance
  - Communication strategies
  - Case for Support
- Organizing your Information
  - Defining fundraising targets
  - Sources of funding
  - Strategies and action plans
- Monitoring and Evaluation
- Wrap Up

### Attending to Resistance

72% to 87% of annual cause-based (charitable) giving comes from individuals. Online giving is on the rise, including crowd-source funding, but the fact remains that individuals present the most significant opportunity for raising the revenue an organization needs to pursue its mission. A major obstacle to accessing this resource is the fear and resistance to asking for money. One of the primary roles for board members is to identify and acquire financial resources. This must not be viewed as something to be avoided, but rather as a natural process of contributing to the work of the organization.

To begin this conversation, session participants were asked to identify 2-4 reasons/factors for resisting involvement in fundraising. In groups, they then explored and charted specific strategies that might be deployed to minimize those reasons. The following is the results of this activity:

<u>Factors contributing to resistance</u>	<u>Ways to minimize resistance</u>
Lack of perceived need for financial support	Create passionate pitch that is relevant to the receiver of the pitch
Fear of rejection, fear of feeling embarrassed – “Work is already funded (through TIF)”	Communicate past successes, identify financial realities and accountability measures, continue to educate the public and potential donors about , deploy consistent messaging
goal to not negatively impact the funding opportunities of other, local organizations	Target specific individual donors, create/carve out a different base of donors from other, local organizations

*Recommendations:*

- Create, clarify and communicate all the ways in which board and committee members can choose to participate.
- Address resistance and deploy specific strategies to minimize.
- Continue to provide all board and committee members with good information they can share with others about the work of BCMS and its overall impact.
- On a regular basis, share and reflect on the results of all fundraising efforts.

**Donor Cultivation**

Donor cultivation is a primary element of a Fund Development Plan. Donor cultivation is most successful through a process of relationship building, and being donor-centered. While the principle customer segment of BCMS is the business owner; its work can be supported and sustained through a robust donor base.

To begin this process, it is important to understand the types of donors with whom you may interact.

- Predisposed
  - Individual, business or other entity with possible alignment to your mission
- Prospect
  - Individual, business or other entity with demonstrated interest in your mission
- Donor
  - Those who have given time, money or service

To be donor-centered, it is important to understand that not everyone is interested in your mission. You must find those who do or might share your passion. People become donors because they identify with organizations that help them to achieve their own mission. Giving isn't about money. Giving is about the hearts and minds and values of the donors. Donors must be treated as part of the team – not in the grandstand observing or applauding. Your donors have their stories; how effectively do you tell their story?

*Recommendations:*

- Collect and organize your stories
  - Be a good story listener
  - What are you doing that your community likes?
  - What are you doing that your community doesn't like?
  - In what areas might you improve?
- Evaluate and enhance frequency and methods of donor communication
  - Create a comprehensive a donor database that is updated with information that includes what generated the gift, donation history and how the donor was thanked.
- Develop donor feedback processes

Host an annual dinner for the community and supporters that both promotes the successes of BCMS and celebrates its supporters.

**Case for Support**

The most successful organizations are masterful at communication – both internal and external. Internally, they develop and nurture relationships among board members, staff and volunteers that are based on mutual respect,

integrity and trust. Externally, they create and deploy systems and processes that articulate their particular value proposition and equally important – if not more so – collect information from constituents and customers that allows for investigation into the meaningful impact of their work.

In order to remain competitive and relevant, organizations must identify their case for support, their value proposition. Donors need a compelling reason to support your efforts. They must know that you understand their needs, and that BCMS presents a credible and attractive solution to something they perceive as important. As you encounter potential volunteers, donors and participants, you should be prepared to do the following:

- Answer the question, “So what?” when introducing the organization and its work.
- Describe what you deliver and offer independent validation for the value you claim.
- Be relevant to each stakeholder.
- Focus on delivering stakeholder value.
  - How does Boyne City Main Street improve your stakeholder’s life?
  - What is in it for them?
  - What is really important to the stakeholder, and how do you know?

Participants paired up and engaged in an exercise that allowed each partner to develop a “mini-case for support” for BCMS that he/she would share with a prospective donor. Each partner then shared his/her case with the other. Group feedback indicated that these conversations were not as challenging as expected, due in large part to the speaker sharing the story of BCMS from a personal perspective. This felt authentic, and made the conversation flow fairly easily.

## **Organizing your Information – Elements of a Fund Development Plan**

### **Building the Plan**

The session continued with identifying specific steps to build a successful plan, as follows:

- Define your fundraising targets
  - Main Street (DDA) goals (big picture)
  - Program related goals (specifics)
  - Operational goals
- Outline specific sources of funding to reach your target revenue goals
- Design strategies and action plans

The conversation around fund development planning must begin with a clear understanding of the reasons for acquiring financial resources. The board and staff must ask and answer the following questions:

- How much money do we need to continue operating current programs? · How much additional money is needed to start one or more new programs, or to expand current efforts that the Board has approved? ·
- Of the total amount we need for current and existing programs, how much is already assured -- received, committed, or almost certain to be received? ·
- How much still needs to be raised, by program or type of activity -- new programs, core activities, and administrative and operating costs to support core activities? ·
- Is the total amount a reasonable total goal for this year, given our past experience and success in raising funds? If not, what new programs or expansion should be put off, and what will be the revised goal? ·

- Of the total amount to be raised, how much can we raise from each of the following sources: foundations, corporations, individual donations, community organizations/service clubs, and fundraisers?

Develop your plan based on these objectives. Identify tasks or activities that need to be accomplished, who will be responsible for completing it and specify a time deadline. Be firm about deadlines and follow-up.

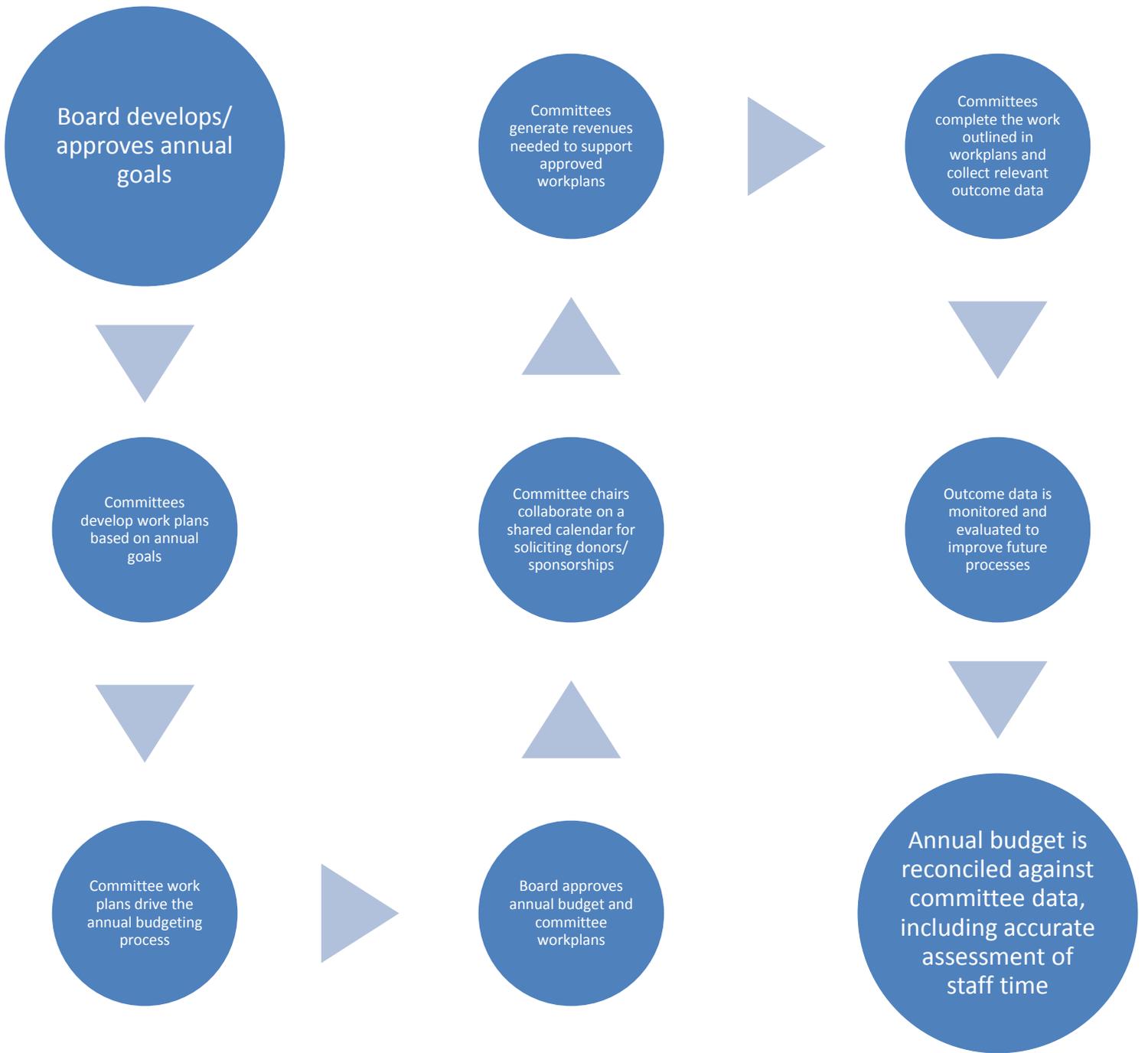
Next we organize the information, based on the answers to; *for what are we raising money?* Once expenses are identified and categorized by Main Street goals, program related goals, or operational goals, the universe of revenue streams is laid out. Expenses are listed according to the percentage of each revenue stream from which the expense is expected to be covered. This process can be used for both forecasting and tracking.

Program Goal Expense	Revenue Required	Assured Revenue % of Total	Targeted Revenue Source % of Total	Targeted Revenue Source % of Total	Targeted Revenue Source % of Total

The process flow begins with fundraising targets, which in turn, lead to fundraising strategies, followed by action plans. A sample strategy chart is below:

Strategy	Description	Target Audience	\$ Goal	Expenses	Assigned to:	By when?
Grants	Write grants	Private foundations	\$25,000	\$0	Manager	Grant deadlines
Events	Fundraising dinner	Current and prospective donors	\$10,000	\$2,500	Manager, committee	Refer to planning calendar
Direct Mail	Back to School appeal	Current donors	\$10,000	\$2,500	Volunteer	Sept. 1 <sup>st</sup>
BIG Gifts	Cultivate and ask for BIG gifts	Current and prospective major donors	\$50,000	\$0	Manager, board members	2 donor visits per month
Online giving	Raise money online	Current and prospective donors	\$5,000	\$0	Manager, committee	Nov. 1 <sup>st</sup>

To support the building of the plan, the group engaged in a dialogue about its current process for establishing fundraising targets. The flow chart on the following page reflects a hybrid of the current process and some missing, but desirable elements.



*Recommendations:*

- Refine the current process for establishing fundraising targets as identified in the above flow chart.
- Provide ongoing training and tools to committees to ensure workplans are completed and shared with the board, and across committees.
- Refine the data collection process to ensure all relevant data is collected and used to inform continuous process improvement:
  - Determine what data
    - During planning phase; what do we need to know?
  - Agree on documentation method(s)
    - Must be observable, measurable and accessible
  - Assign data collection
    - Who will collect the data? Provide tools and training
  - Share the data
  - Reflect on the data using mediative questions

## Section VI. Boyne City Main Street Fund Development Recommendations – OVERVIEW

### Creating a Culture of Philanthropy

#### *Recommendations:*

Some strategies the board and committees may wish to explore to provide more intentionality around connecting the work to the mission are:

- At the start of each meeting, any member may share a “Mission Minute”; an observation or reflection of how they have experienced an impact of the work of BCMS.
- When developing new projects and/or work plans, include intentional conversations about the mission and its relevance (or not) to the objectives of the project.

Additionally, it may be helpful to participate in a comprehensive dialogue that results in the articulation and publication of the core values of BCMS.

Incorporate a regular review of financial reports into every board meeting.

Conduct regular, joint review meetings between committees and board.

### Clarity of Roles and Responsibilities

#### *Recommendation:*

It is recommended that the Roles and Responsibilities in Fundraising survey be used to provoke deep conversation about primary responsibilities, and guide decision-making around an expanded role for board members.

### Cultivating Supporters – Intentional Recruiting and On-Boarding

#### *Recommendations:*

- Create a matrix or list of current skills, knowledge and abilities of the existing board and key committee members.
- Expand the current system of targeting recruitment based on business type to include specific and necessary skills sets.
- Some specific strategies to improve the onboarding experience:
  - Develop an Orientation Checklist
  - Conduct an initial orientation session before the first meeting
  - Add new member to mailing lists prior to first meeting
  - Review important organizational documents
  - Discuss the organizational culture and language (Main Street has jargon!)
  - Review format of financial statements – deep dive
  - Build training around the frequency of a task/activity (such as reviewing financial statements or developing work plans)
  - Develop and reinforce collaborative norms; these are the ways in which the group interacts with one another to achieve its objectives
  - Assign current board member to mentor new member

## Attending to Resistance

### *Recommendations:*

- Create, clarify and communicate all the ways in which board and committee members can choose to participate.
- Address resistance and deploy specific strategies to minimize.
- Continue to provide all board and committee members with good information they can share with others about the work of BCMS and its overall impact.
- On a regular basis, share and reflect on the results of all fundraising efforts.

## Cultivating Donors

### *Recommendations:*

- Collect and organize your stories
  - Be a good story listener
  - What are you doing that your community likes?
  - What are you doing that your community doesn't like?
  - In what areas might you improve?
- Evaluate and enhance frequency and methods of donor communication
  - Create a comprehensive a donor database that is updated with information that includes what generated the gift, donation history and how the donor was thanked.
- Develop donor feedback processes

Host an annual dinner for the community and supporters that both promotes the successes of BCMS and celebrates its supporters.

## Organizing your Information

### *Recommendations:*

- Refine the current process for establishing fundraising targets as identified in the flow chart.
- Provide ongoing training and tools to committees to ensure workplans are completed and shared with the board, and across committees.
- Refine the data collection process to ensure all relevant data is collected and used to inform continuous process improvement:
  - Determine what data
    - During planning phase; what do we need to know?
  - Agree on documentation method(s)
    - Must be observable, measurable and accessible
  - Assign data collection
    - Who will collect the data? Provide tools and training
  - Share the data
  - Reflect on the data using mediative questions

Boyne City Main Street is a strong, mature organization with a core of dedicated and active volunteers. As in any organization, there is great value in reflecting on performance and outcomes over time, and to consider adjustments. Boyne City Main Street is exploring an expanded role for its board that will allow it to make deliberate and data-informed choices about its future financial sustainability.

## Top 10 Major Donor Fundraising Trends for 2014-2015

August 2014

Reprinted from the [Fired-Up Fundraising Blog](#)

Fundraising is changing! Everything is shifting these days.

Donors are changing, too. Post-recession donors really are different!

Are you changing your own fundraising strategies to keep up with donors' newest attitudes and preferences?

Fundraising is recovering nicely now that the recession is over.

And since 87 percent of all gifts come from individuals—either through bequests, family foundations, or outright gifts—let's track the wants and needs of these donors today.

Charitable gifts were up 3 percent last year, and [wealthy individuals led most of that increase](#).

Here are my Top 10 Major Donor Trends for 2014-2015. See if you can ride these fundraising trends to **major fundraising success** in the coming year or two!

### 1. Donors Are Starting to Trust Again

We saw donors' trust plummet in the recession. People lost trust in all larger institutions: government, the financial industry, Wall Street, and also nonprofits.

We saw this in donors' questions to us: "How will you use my money?" "Where will my money go?" "Will my money be wasted?"

#### Your Strategy?

- Foster personal relationships with your donors.
- Be transparent. Be specific.

### 2. Major Donors See Their Gifts as Investments to Achieve Good

We've all heard the drill: donors want information on the specific results you are creating.

They want to know that you are both efficient and effective.

#### Your Strategy?

- Go out of your way to demonstrate to your donors that their gifts actually create good in the world.
- Sharpen up your donor communications and be sure you are talking the language they want to hear.
- It's easy to pay lip service to this goal. It's much harder to get it right!

### 3. Donors Want to See Your Financials Tied Directly to Your Impact

Here's your chance to build more trust: show your donors the right financials.

You can assure them, calm them down, and quiet their doubts—IF you communicate correctly.

You've got to tie their money DIRECTLY back to the impact they are creating.

## Your Strategy?

Talk to them in terms of the [MPI formula](#):

- Money—How much money you raised (or they gave)
- Purpose/Project—What projects you spent the money on
- Impact—What impact did you accomplish with the project?

When you LINK the money directly to the project and the impact, you quell your donors' doubts about you. And when you build up their trust, they will invest more in your nonprofit.

## 4. Rise of the Boomers as Donors

The Boomers are the major donors of today. They are 34 percent of all donors, but they are giving 43 percent of all of the money.

Remember the older generation of donors? They would give out of a sense of duty.

Boomers, on the other hand, see giving as a means of self-expression.

## Your Strategy?

- Let Boomers' personal interests and passions guide their individual cultivation plans.
- Help them connect to what is most meaningful to them.

## 5. Women are the #1 Donor Demographic

OK, get ready. I'm gonna surprise you with some new data:

**Sixty-four percent of all charitable gifts are made by women.** (Huffington Post, June 2014)

Boomer and older women are more likely to GIVE and also GIVE MORE than their male counterparts. (Indiana University)

Fifty-two percent of women came into their marriages with assets equal to or larger than their partners. (US Trust)

## Your Strategy?

- Review your prospect lists.
- Reevaluate the capacity of the ladies.
- Get to work and go see them!

## 6. The MEGA Donor

MEGA gifts are back!

Our most generous donors are finally letting go.

All that recession-based caution is loosening up, and we are seeing multi-million-dollar gifts all over the place.

The [ten largest new charitable gifts](#) from individuals announced in 2013 came to a combined \$3.45 billion. (*Forbes* and *Chronicle of Philanthropy*)

## Your Strategy?

- The *Chronicle of Philanthropy* says that most mega gifts happen close to home.

- So keep your eyes open locally! You may have more ways to access your friendly local billionaire (or multi-millionaire) than you think.
- Be opportunistic and never stop trying to get the door open!

## 7. Major Donors Who Volunteer Give Much, Much More

How about this: 89 percent of high net worth individuals volunteer with nonprofits.

I'll never forget about the time a mega-wealthy donor said to me, "We give our money where we give our time."

I never, ever forgot that!

Clearly the wealthy only make big gifts to the causes that are near and dear to their hearts.

### Your Strategy?

- What are you going to do to get your mega donors more involved? How about a committee, or your board? How about a focus group?
- It's one thing to take them on site in the middle of your action. (That's terrific and a must-do!)
- It's a next step to get them involved in decision-making or policy roles. That's when the bigger money may start to flow in.

## 8. The Role of Financial Advisors

Holy komoly! Donor-advised funds grew from \$38 billion in 2011 to \$45 billion in 2012.

That is a pile of money. And much of it is under the management of financial wealth advisors, isn't it?

### Your Strategy?

- Do what you can to befriend the financial planners, estate attorneys, CPAs, and wealth advisors in your community.
- Why not put a financial advisor on your board, or on a special fundraising committee?

## 9. Big Data

I am barely beginning to understand what Big Data can do for fundraisers. For example:

Big Data can watch thousands of donors and, based on their activities, create customized experiences for them.

And you can use "predictive modeling" to ID "sleeper" major gift prospects.

This statistical technique compares your major donors to all other donors. It develops a "distinguishing formula" to describe your major donors.

Then it scores all other donors in your file by how much they look like the major donors.

Pretty mind-blowing!

### Your Strategy?

- Clean up your database as much as possible!
- Add as much data as you can about people's interests and their activities—in addition to tracking their gifts.
- And start exploring what Big Data can do for you.

## 10. Donors Want a Big Idea!

Remember last year when Stanford University announced that it had [raised one billion in one year](#)?

Well, I was pretty impressed!

How did Stanford raise all this? Well they had:

"Very big ideas, and they're good at capturing people's imagination, thinking about what they can do and what they could be."

### Your Strategy?

- Pull out your very best big ideas.
- Use them to capture people's imagination.
- Talk about what you can do and what you can be to the community and the world.

And you just might raise the mega gifts too!

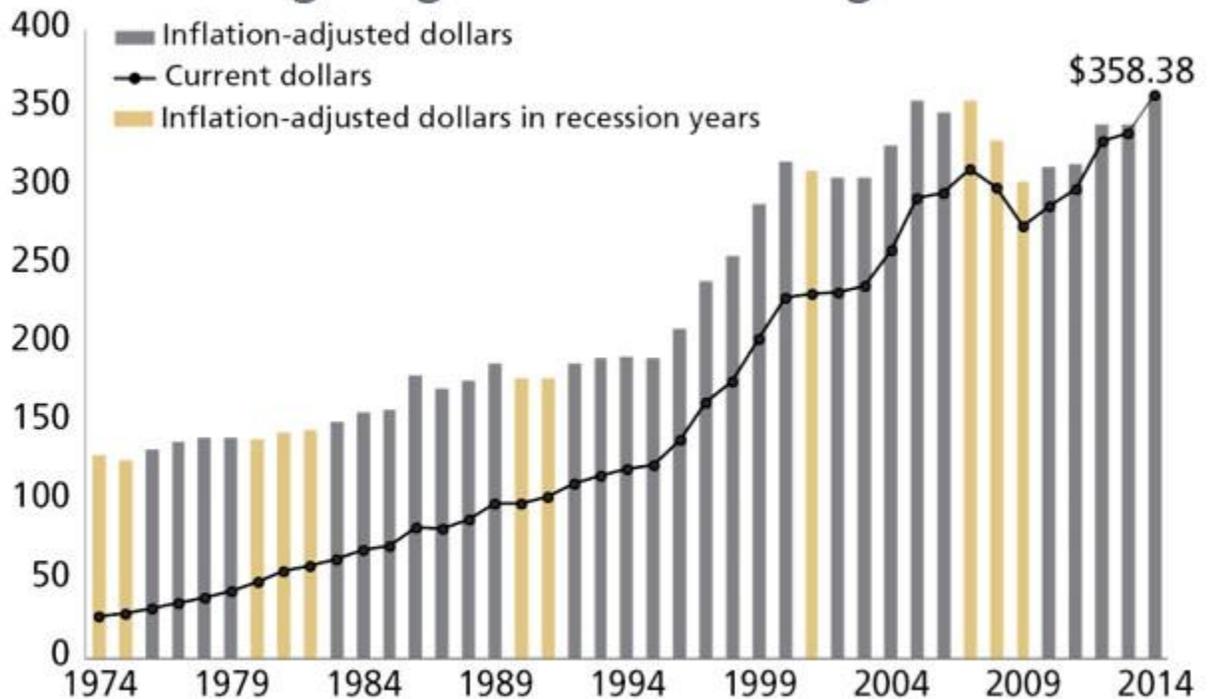
Gail Perry, MBA, CFRE, Fired-Up Fundraising

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# Charitable Giving Statistics

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## Charitable giving hits a record high



SOURCE: Giving USA Foundation | *GIVING USA 2015*

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## Individual and Family Philanthropy

- The average annual household contribution is \$2,974.<sup>1</sup>
- Americans gave \$358.38 billion in 2014. This reflects a 7.1% increase from 2013.<sup>2</sup>
- Corporate giving in 2014 increased to \$17.77 billion - a 13.7% increase from 2013.<sup>2</sup>
- Foundation giving in 2014 increased to \$53.7 billion - an 8.2% increase from 2013.<sup>2</sup>
- In 2014, the largest source of charitable giving came from individuals at \$258.51 billion, or 72% of total giving; followed by foundations (\$53.97 billion/15%), bequests (\$28.13 billion/8%), and corporations (\$17.77 billion/5%).<sup>2</sup>
- In 2014, the majority of charitable dollars went to religion (32%), education (15%), human services and grantmaking foundations (12%), and health (8%).<sup>2</sup>
- Arts, culture, and the humanities experienced the largest giving increase in 2014, receiving 9.2% more than the previous year.<sup>2</sup>
- Charitable giving accounted for 2.1% of gross domestic product in 2014.<sup>2</sup>
- Historically, charitable giving rises about one-third as fast as the stock market.<sup>3</sup>

- It is estimated that between \$6.6 trillion and \$27.4 trillion in charitable bequests will be made between 1998-2052.<sup>5</sup>
- It is estimated total charitable contributions will total between \$21.2 to \$55.4 trillion in between 1998-2052.<sup>5</sup>
- By the year 2055, some \$41 trillion will change hands as Americans pass on their accumulated assets to the next generation.<sup>5</sup>
- 98.4% of high net worth households give to charity.<sup>6</sup>
- 63% of high net worth donors cite “giving back to the community” as a chief motivation for giving.<sup>6</sup>
- Last year, the greatest percentage of high net worth households gave to educational (85%) and basic needs (81%) organizations, followed by 70% to the arts, 67% to health related organizations, and 67% to religious organizations.<sup>6</sup>
- In 2013, 100 of the largest charities reported receiving 13% more in online donations, and 25 of these charities collected more than \$10 million each in 2013 from online gifts.<sup>7</sup>

## Charitable Organizations: the tax-exempt sector

- In May 2015, there were approximately 1,521,052 charitable organizations in the United States.<sup>9</sup>
- There are an estimated 316,532 congregations in the United States in May 2015.<sup>9</sup>
- In 2012, public charities reported over \$1.65 trillion in total revenues, \$1.57 trillion in total expenses, and over \$3 trillion in total assets.<sup>9</sup>
- Sources of revenue for tax-exempt organizations in 2012 were program service revenues, including government contracts and fees (73%), contributions, gifts, & government grants (21%) and lastly, dues, special event income, rental income and net sales from goods (6%).<sup>9</sup>
- There were 86,192 foundations in the United States in 2012, a 5.3% increase from 2011.<sup>3</sup>

## Online Giving

- In 2013, Online giving grew by 13.5%, while overall charitable giving grew by 4.9%.<sup>17</sup>
- Of all charitable giving in 2013, online giving accounted for 6.4%.<sup>17</sup>
- Small nonprofits grew their online giving the most.<sup>17</sup>
- Faith-based nonprofits had the biggest increase in online giving.<sup>17</sup>

## Volunteering (Individuals)

- 64.5 million adults volunteered 7.9 billion hours of service, worth an estimated value of \$175 billion.<sup>11</sup>
- The estimated dollar value of volunteer time is \$22.55 per hour for 2013.<sup>12</sup>
- The top four national volunteer activities are fundraising or selling items to raise money (25.7%), food collection or distribution (23.8%), general labor or transportation (19.8%), and tutoring or teaching (17.9%).<sup>13</sup>
- The top four volunteer areas are for religious (34.2%), educational (26.5%), social service (14.4%), and health (8.0%) organizations.<sup>13</sup>

## Donor-Advised Funds

- There were 217,367 donor-advised fund accounts in 2013.<sup>14</sup>
- Donor-advised funds held \$53.74 billion in assets in 2013.<sup>14</sup>
- Annual contributions into donor-advised funds were \$17.28 billion in 2013.<sup>14</sup>

- Donors recommended grants from donor-advised funds totaling \$9.66 billion to charities in 2013.<sup>14</sup>
- Average donor-advised fund account size was \$241,217 in 2013.<sup>14</sup>

## Supporting Organizations

- There are more than 57,000 Supporting Organizations operating in the United States.<sup>15</sup>
- Supporting organizations have combined total assets of \$76-billion.<sup>16</sup>

## Other Charitable Giving Vehicles

- There were 91,244 Charitable Remainder Unitrusts with total assets of \$85.2 billion in 2012.<sup>16</sup>
- There were 14,616 Charitable Remainder Annuity Trusts with total assets of \$6.4 billion in 2012.<sup>16</sup>
- There were 6,498 Charitable Lead Trusts with total assets of \$23.7 billion in 2012.<sup>16</sup>
- There were 1,324 Pooled Income Funds with total assets of \$1.25 billion in 2012.<sup>16</sup>

## Sources

1. The Center on Philanthropy at Indiana University
2. Giving USA 2014
3. The Foundation Center
4. Center on Wealth and Philanthropy
5. The 2010 Bank of America Study of High Net Worth Philanthropy conducted by the Center on Philanthropy at Indiana University
6. The 2014 Bank of America Study of High Net Worth Philanthropy conducted by the Center on Philanthropy at Indiana University
7. The Chronicle of Philanthropy
8. Congressional Research Service
9. The Urban Institute, National Center for Charitable Statistics
10. Bureau of Labor Statistics
11. Independent Sector
12. The Urban Institute
13. The Corporation for National and Community Service
14. National Philanthropic Trust - Donor Advised Fund Market Report 2014
15. The Urban Institute, National Center for Charitable Statistics, US Non Profit Sector
16. Internal Revenue Service - Statistics of Income Tax Statistics: Split-Interest Tax Statistics
17. The Charitable Giving Report, derived from The Blackbaud Index

## Organization Committee

**Project: Solicit and Process Applications for Board of Director Vacancies**

Team Leader: Bob Carlile

Phone: 582-7135

E-mail: rhcarlile@hotmail.com

Team Member: Michelle Cortright

Phone: 582-2814

E-mail: mcortright@harborhouse.com

Team Member: Lori Meeder

Phone: 582-9009

E-mail: mainstreet@boynecity.com

Tasks:	Person:	Schedule**:	Budget:	Comments:
1. Develop press releases to all possible constituencies to convey Board vacancies whenever they occur.	Main Street Manager	September	-	
2. Review criteria to screen applicants	Committee	October	-	
3. Update questionnaire for applicant use	Committee	October	-	
4. Process applications and make selection for Board consideration	Committee	November	-	
5. Recommend successful candidates to Board for action	Committee	December	-	
6. Submit MS Board-approved candidate to City Commission for approval.	MS Director	December	-	
7. Update board orientation packet	MS Director			
8. Orientation Meetings with new Board Members	Committee	January		

**Measurement of Success:** An established method of filling vacancies on the Board of Directors with quality candidates and ensuring their engagement and understanding of the role of Main Street.

\*\*Timetable above is for vacancies which will occur due to Board term expirations. Mid-term vacancies will be processed on an as-needed basis using the steps above.

**Project: Boyne Thunder (See attached project breakdown)**

Team Leader: Bob Alger	Phone: 340-0246	E-mail: rwalger@live.com
Team Member: MS Director	Phone: 582-9009	E-mail: Mainstreet@boynecity.com
Team Member: Emily Wilmot	Phone: 459-1471	E-mail: ewilmot@korthaseflinn.com
Team Member: Lisa Bergman	Phone:	E-mail:

Tasks:	Person:	Schedule:	Budget:	Comments:
See attached Boyne Thunder work plan detail.		January		
Events to include:				
- Friday Dinner	Lisa B			
- Friday night Stroll the Streets and Street Show	Bob Mathers			
- Saturday Breakfast	Lisa B			
- Saturday Lunch	Lisa B			
- Saturday Poker Run	Bob A			
- Saturday Sommerset Point Reception	Ward C			
- Saturday Awards Dinner / Auction	Lisa B			
- Food Trucks	MS Director			

Revenue:	\$260,000
Expenses:	\$224,000 (includes CQ & CM checks)
Net Income:	\$36,000

Measurement of Success: Quality event for downtown and successful fund raiser for program and beneficiaries

**Goal: Celebrate Main Street and its Volunteers**

**Project: Annual Celebration**

Team Leader: Michelle Cortright

Phone: 582-2814

E-mail: mcortright@harborhouse.com

Team Member: Monica Kroondyk

Phone: 582-7861

E-mail: kroondykm@boynelibrary.org

Team Member: MS Director

Phone: 582-9009

E-mail: Mainstreet@boynecity.com

Tasks:	Person:	Schedule:	Budget:	Comments:
1. Define purpose of event/possible activities/awards	Committee	March		
2. Determine Location and Date	Committee	Mid March		
3. Develop budget estimate		March		
4. Create invitation and press release				
5. Hire entertainment and caterer				
6. Gifts?				
7. Awards?				
8. Develop service plan and volunteer needs / assign tasks as needed				
9. Promotion: news releases for print, radio, e-news	MS Director			
10.				
11.				

Totals: \$3,000

Measurement of Success: Create a quality event to recognize Main Street Volunteers and community successes

**Project: Volunteer Recruitment**

Team Leader: MS Director/Volunteer Coordinator

Phone: 582-9009

E-mail: Mainstreet@boynecity.com

Team Member: Bob Alger

Phone: 340-0246

E-mail: rwalger@live.com

Team Member: Monica Kroondyk

Phone: 582-7861

E-mail: kroondykm@boynelibrary.org

<b>Tasks:</b>	<b>Person:</b>	<b>Schedule:</b>	<b>Budget:</b>	<b>Outcomes/Comments:</b>
Recruiting	Committees	Ongoing		All committees
Develop "Volunteer Application Package" to recruit and inspire volunteers	MS Director	February	500	Help from Marketing Committee
Job Descriptions and Intake Forms	MS Director	April		
Database	Monica or UW			Google Docs?
Talking Points and Press Releases	MS Director	January		Help from Marketing Committee
Meet with United Way	Monica and MS Director	February		
Recognition Event	Committee	Fall??	2,000	Work with that sub committee
Standardize a process for Thanks Yous – formal and informal				
Develop Volunteer Hours Survey	MS Director	January		For MS Reporting
Gifts (shirts, hats, etc)			1,000	
Communication and progress reports				

Measurement of Success: Develop a diverse and talented pool of engaged volunteers who are part of a winning team and ambassadors and educators of the Main Street program, growing into committee chairs and board members.

**Project: Waterfront/Marina**

Team Leader: MS Director

Phone: 582-9009

E-mail: Mainstreet@boynecity.com

Team Member: Bob Alger

Phone: 340-0246

E-mail: rwalger@live.com

Team Member: Barb Brooks

Phone: 582-0336

E-mail: bbrooks@boynecity.com

Team Member: Andy Kovolski

Phone: 582-0375

E-mail: andy@boynecity.com

<b>Tasks:</b>	<b>Person:</b>	<b>Schedule:</b>	<b>Budget:</b>	<b>Comments:</b>
Revisit Waterfront Master Plan	Committee	January		
Review Boyne on The Water Plan	Committee	December		
Investigate Pop Up Activities to activate open spaces	MS Director	January	1,000	Per Boyne on the Water Plan
Identify Funding Opportunities	Committee	Ongoing		Potential Financing/Bonding Discussions have taken place
Develop I Love Boyne City Waterfront Campaign	Marketing		1,500	

Measurement of Success: An inviting waterfront, protected and enjoyed by all, that is a gateway to our community and an economic driver for downtown.

**Project: Budget and Fund Development**

Team Leader: Rob Swartz

Phone: 582-9009

E-mail: robswartz@charter.net

Team Member: Mike Cain

Phone: 582-0377

E-mail: mcain@boynecity.com

Team Member: MS Director

Phone: 582-9009

E-mail: Mainstreet@boynecity.com

Team Member: Michelle Cortright

Phone: 582-2814

E-mail: mcortright@harborhouse.com

<b>Tasks:</b>	<b>Person:</b>	<b>Schedule:</b>	<b>Budget:</b>	<b>Comments:</b>
Review Final Fund Development Training Document	Committee	December		
Gather Goals and Budgets from Committees	Committee	January		
Develop Draft and Review Prior Year Actual/Budget	MS Director	January		
Present to Org Committee	Rob Swartz	January		
Present to MS Board	Rob Swart	February		
City Commission Budget Work Session	MS Director	March		
Brainstorm Session on Fund Raising Ideas/Activities	Committee	March		

Measurement of Success: Financially sound budget with sufficient funding to meet goals.

**Project: Sister Cities International – Slane Ireland**

Team Leader: Becky Kuebler

Phone: 547-1483

E-mail: bakuebler@yahoo.com

Team Member: Lori Meeder

Phone: 582-9009

E-mail: Mainstreet@boynecity.com

Team Member: Michelle Cortright

Phone: 582-2814

E-mail: mcortright@harborhouse.com

Team Member: Linn Williams

Phone: 582-3505

E-mail: linnwilliams28@gmail.com

<b>Tasks:</b>	<b>Person:</b>	<b>Schedule:</b>	<b>Budget:</b>	<b>Comments:</b>
Recruit Committee members	Committee			Waiting to hear back from Slane
Group trip to Ireland	Michelle			Potential Fundraiser?
Information Sharing	Becky			
Engaging the Schools	Becky			
Educational Programs	Becky			
Add to Weekly Newsletter	MS Director			
Regular Communications – Connect on FB	MS Director			
Request receipt of regular communications from Slane	Becky			
Publicity, Press Releases Etc	MS Director			

Measurement of Success: Develop a relationship and connection with a Boyne Valley City in Ireland with similar heritage.

**Project: Goal Setting**

Team Leader: Ben Van Dam

Phone: 582-9009

E-mail: ben@vandamboats.com

Team Member: Rob Swartz

Phone: 340-0246

E-mail: robswartz@charter.net

Team Member: MS Director

Phone: 582-0336

E-mail: Mainstreet@boyncity.com

Team Member:

Phone:

E-mail:

<b>Tasks:</b>	<b>Person:</b>	<b>Schedule:</b>	<b>Budget:</b>	<b>Comments:</b>
Org Committee Discusses Ideal Format, Venue and Facilitator	Committee	August		
Inquiries for facilitators and facilities	MS Director	September	500	
Available Dates Determined	Committee	September		
Save the Date Email sent	MS Director	September		
Coordinate logistics of session	Ben	October		
Hold Session	Ben	October	500	
Send Recap of Session	MS Director	October		
Follow up Session	Rob	November		
Presented to Board For Approval	Committee	December		
Communicate to Committee Chairs	MS Director	December		

Measurement of Success: Establish specific, measureable and attainable goals and action steps for the continued success and vibrancy of downtown.

**Project: Add Part-Time Support Position**

Team Leader: Rob Swartz

Phone: 582-7553

E-mail: robswartz@charter.net

Team Member: Mike Cain

Phone: 582-0377

E-mail: mcain@boynecity.com

Team Member: MS Director

Phone: 582-9009

E-mail: Mainstreet@boynecity.com

Team Member: Michelle Cortright

Phone: 582-2814

E-mail: mcortright@harborhouse.com

<b>Tasks:</b>	<b>Person:</b>	<b>Schedule:</b>	<b>Budget:</b>	<b>Comments:</b>
Develop Job Description	MS Director	December		
Include in Budget	Committee	January		
Present to Org Committee	MS Director	January		
Communicate position through normal channels	MS Director	January	200	
Review Candidates and Schedule Interviews	Committee	February		
Determine Office Location and equipment needs	Committee	February	1,000	
Select Candidate	Committee	March		
Present to Board	MS Director	April		
New Hire Orientation	MS Director	April	12,519	15 hours/week @\$15/hour + 7%

Totals: \$13,719

Boyne Thunder Committee

Boyne Thunder 2016					
	Timeline	Event Tasks	Person Responsible	Status	Notes
<b>Off Water Logistics</b>					
	1-Apr	Order tent, tables, chairs	Bob A		Jordan Valley Rentals Nancy 536-2895 or 675-2895
	1-Apr	Order Porto Potties	MS		At Your Service Extras for D/T Michelle 536-9668
	15-Jun	Signage for Veteran's Park, boat launch	Bob A		
	1-Jun	Order banners	Marketing		
	1-Jun	Park layout for sponsors and vendors	Mike/Ward/Bob A		
	15-Jun	Trailer parking arrangements	Bob A		Boyne Boat Yard
	15-Jun	Vehicle parking arrangements			
	1-May	Order dumpsters	MS Director		American Waste Jeremy 547-2162
		Secure hand-held radios	Bob A		3 from Challenge mountain (Bill)
	15-Jun	Hire Cleaning Company	MS		UpNorth Cleaning Stacy 675-2441
	15-Jun	Restroom cleanup	MS		UpNorth Cleaning Stacy 675-2441
	1-Jun	Placement of Security fencing	MS		
	1-Jun	Arrange parking area fencing with city	MS		Andy Kovolski 582-0375
	5-Jul	Prepare pavilion	MS		Andy Kovolski 582-0375
	1-May	Boyne Boat Yard Parking/Insurance	MS		Charlie Herrick
	1-Jun	Honeywell parking lot agreement / insurance	MS		Diane Fiel 582-3839 diane.fiel@honeywell.com
	5-Jul	Small Launch Closing Notice Signs	MS		
	5-Jul	Placement of Trailer Parking Directional Signs			
	31-May	On water event Insurance	MS		Dan Bergman 989-621-8804
	5-Jul	Order Change/Money Bags	MS		Michele Hewitt 582-0335
<b>Permit Acquisition</b>					
	1-Jan	3 in Boyne City (Park, Signage, Street Closure)	MS		
	1-Mar	MS Board approval for liquor license	MS		
	15-Mar	City Commission approval for liquor license	MS Director		
	1-Apr	Charlevoix, Park for lunch	MS		Linda Weller 547-3270 lindaw@cityofcharlevoix.org
	15-Apr	Liquor License	MS		
	15-Mar	DNR	MS		Andrea 536-7235 Loretta Cwalinski 989-732-3541 x5910
	1-Mar	Coast Guard/Homeland Security	MS		Morgan Gambino 906-635-3304 Chris Porter 906-635-3222
		County Sheriff / Marine Patrol (all jurisdictions)	Pete		
<b>Miscellaneous</b>					
	15-May	Contact Marinas - Catt, Harborage, Landings	MS		Harborage Mark 582-3340 Landings Ed 313-378-9371
	1-May	Check Little League Field Usage	MS		<a href="mailto:boynecitylittleleague@gmail.com">boynecitylittleleague@gmail.com</a> Tina 615-209-1437
		Budget update	Kim Striebel		
<b>Marketing</b>					
	15-Jun	Press Releases	MS		
	1-Jan	Update website	Emily	on going	
	15-Apr	Arrange Web, Radio and Newspaper ads	MS		
	1-Jun	Order fliers and banners (from Bayside)	Kristyn		
	15-Jun	Display banners (Charlevoix 31/Mercer and m66/31)			
	15-Jun	Display banners (Chamber, M75 south, park)	Bob A		
	1-Jun	Distribute fliers /posters	Committee		
		Fliers for boat shows	Kristyn		needed???????
<b>Registration</b>					
	1-Feb	Update Registration Package	Emily	ongoing	
	1-Mar	Registration	Emily		March 2 @ 9:00 am - past participants, March 16 open
		Data Tracking ???	Emily		
	30-Jun	Meal Headcount	Ward		Going Away?
		Event payout (prizes) W-9s	committee		\$3,000, \$2,000, and \$1,000 in 2015
		Financial Management	Kim Striebel		
		Registration/Information booth	Emily		
	15-Feb	Establish Unique Passwords for Reg.?	Emily		
	15-Jun	Pay Pal Apps loaded on devices	MS		
	1-Jan	Website Upgrade	Emily		
	15-Jun	Insurance Policies on all boaters	Emily		

	30-Jun	Online Registration Deadline Final Counts	Emily		
	30-Jun	Provide Final Participant Spreadsheets to all	Emily		
<b>Sponsorship</b>					
		Personal sponsor attention (host/hostess)	Kristyn		
		Sponsor banner recognition at events	Kristyn		
		Secure sponsors	Mike K.		
<b>Stroll The Streets</b>					
	1-Apr	Music	Karen		
	1-May	Boat Recruitment	Bob M		
	1-Jun	Cars	Bob M		
	15-Jun	Maps/Logistics			
	1-Jun	Intersection Security	MS		Chuck Vondra County Sheriff Dept 675-1909
	15-Jun	Blinking Lights at Park and Water	MS		Andy Kovolski 582-0375 or Jeff Gaither 582-0352
	8-Jul	Street Closure Signs	MS		
	15-May	Bulmann Dock and Lift	MS		Steve Bulmann
	5-Jul	Contact Sheet - Confirmation of Boat Arrival	MS		
<b>Event Planning</b>					
	15-Jun	Boyne City 4th of July Parade Entry	Bob M		
		Fathers Day Boat Show Bay Harbor			?
	1-Jun	DJ / Music Friday	Bob A		Experience DJ Services Roger Coates 582-7510 rdcoates@me.com
	1-Jun	DJ / Music Saturday	Bob A		Experience DJ Services Roger Coates 582-7510 rdcoates@me.com
	1-Jun	DJ Sound System for Driver Meeting?			Experience DJ Services Roger Coates 582-7510 rdcoates@me.com
	1-Jun	Security for food / beer tent	Ward		
	1-Jun	Stereo Wars on Friday evening	Bob M		106 KHQ participate Place to Park on Fri
	1-Jun	Lighting/Electricity	MS/Bob A		Randy Frykberg 582-6621 or 330-1249
		Camp Quality and Challenge Mtn Boat Rides	Tracy N		
		Sommerset Reception	Ward		
		Determine auction location, time	Committee		Post dinner, Saturday night?
		Secure Auction Items	Camp Q/Challenge Mtn		
		Secure auctioneer	MS Director		
		Martina Hahn speed painting	MS Director		
<b>Food and Beverage</b>					
		Secure caterer	Lisa		
		Friday lunch for Camp Quality children	Lisa		
		Lunch food for Friday volunteers?	Lisa		
		Friday dinner, 7:00 - 9:00 p.m.	Lisa		7:00 - 9:00, motion passed, one vendor, not to exceed
		Saturday breakfast, 7:00 a.m.	Lisa		7:00 - 8:00 \$90 total/plate for dnnr, brckfst, dnnr
		Saturday lunch - Charlevoix	Mike K./Bob A		Lions Club of Chx chicken Bill T. 675-7551 tubitz@gmail
		Saturday dinner, 7:00 p.m.	Lisa		
		welcome/thank you from beneficiaries	Kristyn / Bill A./Lori M		at the conclusion of dinner
		Order all products for food events	Lisa		
		Table linens	Lisa		
		Secure ice vendor	Mike D		
		Meet with Bayside: product, bar, truck	Mike D		
		Identify liquor retailer	Mike D		
		Identify supplier for mixes, cups, ice etc	Mike D		
		Layout bar setup	Mike D		
		Flowers	Lisa		
		Volunteer Party			?
<b>Merchandise</b>					
		coordinate sales throughout event	Nan and Linda		
		Check 2015 inventory	Nan and Linda		
		Order merchandise	Nan and Linda		
		Order boaters gifts	Nan and Linda		
		Order Poker Cards	Bob A		
		Order Wrist bands	Nan and Linda		
		Order boat numbers	Committee?		BIG ones/EARLY
		Shirts for committee members	Nan and Linda		

	Volunteer Shirts	Nan and Linda	
	Gifts for Champagne cruise captains	Krystyn	Camp Quality Invoiced?
<b>Work Crews</b>			
	Pre-event set-up (tbls, chrs, tnt lghtng, dsply brds, e	Bill A. / Challenge Mtn	Wed Morning Prior
	Volunteers for Marina Staff	Bill A. / Challenge Mtn	
	Post event tear down	Bill A. / Challenge Mtn	
	After dinner clean-up on Friday night	Bill A. / Challenge Mtn	
	After dinner clean-up on Saturday night	Bill A. / Challenge Mtn	
	Lunch Receptionist, Chx Harbor	?	
	Stroll the Streets / Street closures	Bill A. / Challenge Mtn	Law Enforcement needed at Water/Park intersection
	Boat and Car show	Bill A. / Challenge Mtn	
	Volunteer deployment as needed	Krystyn	
	host/greeter for participants @ park entrance	?	
	Saturday Afternoon help at boat launch	Bob A	
<b>On Water Logistics</b>			
	Coordination of Marshal boats	Bob M/Pete O	
	Marshal Boat captain meeting (DNR invite)	Bob M/Pete O	
	Vests/flags for marshal boats	Bob M/Pete O	
	Marshal Boat on course deployment	Bob M/Pete O	
	Coordination of Card Boats	Bob A	
	Contacts made with Harbor Masters	Bob A	
	Final Poker Rules emailed to participants	Emily	
	Contact Boyne Boat Yard parade lap marker buoys	Bob M/Don Bauman	
	Clarify Poker Card Pickup Process	Bob A	
	Secure flag ships (pace boats)	Bob M	
	Start sequence	Bob M	
	Lunch Departure	Committee	
	Parade lap buoy set up	Don Bauman (vol thru Bob M)	
	Course Determination	Bob A/committee	
	Participant Dock assignment/organization	Pete O as needed	
	Relocation of seasonal boaters from city marina	MS Director, marina staff	
	Boat Launch management	Bob A	
	Participant docking at Sommerset	?????????????	
<b>Photographer/Video</b>			
	Secure Videographer/define scope of work	Bob M. / Pete/ Bob A	Third Coast Media, Randy Calcaterra
	Secure Photographer	Bob M. / Pete / Bob A	Shoot to Thrill, Pete Boden
	Boat, chopper acquisition	Bob M. / Pete / Bob A	TC Helicopters
	Engage Local Photographer	MS Director	So we can 'own' pictures
<b>Post Event Wrap Up</b>			
	Participant Surveys and Communication	MS	
	Financial Reports/Analysis	Kim Striebel	
	Thank yous	MS?	
	Video Mailing	MS Director	
	Press Release with Pictures	MS Director	
	Issue Checks for Poker Hand Winners	MS Director	
	2015 Merchandise Inventory Report	Nan and Linda	

<b>Champagne Cruise</b>		Secure boats	Kristyn/Jeff		Leave on this work plan?
		Ice for coolers	Kristyn/Jeff		Leave on this work plan?
		Order champagne / food	Kristyn/Jeff		Leave on this work plan?
		Coordinate with card stop #5	Kristyn/Jeff		Leave on this work plan?
		Determine departure time / cruise route	Kristyn/Jeff		Leave on this work plan?
		Recruit participants	Kristyn/Jeff		Leave on this work plan?

Design Committee

**Goal: Maintain / Enhance on-going projects**

**Project: Buff Up Boyne – First Saturday in May**

Team Leader: Aaron Place

Phone: 838-6038

E-mail: markkowalske@gmail.com

Team Member: MS Director

Phone: 582-9009

E-mail: mainstreet@boynecity.com

Team Member: Scott MacKenzie

Phone: 420-0903

E-mail: director@charlevoixhumane.org

Tasks:	Person:	Schedule:	Budget:	Comments:
1. Organize central location for event	MS Director	January		Reserve Sunset Park, Sign Approval and Parking Spaces
2. Call team members to get commitment to help	Aaron	March 15		
3. Create incentive program for volunteers	MS Director	April 1	\$200	Giveaways, gift cards, etc
4. Organize food and refreshments for volunteers	Aaron	April 1	\$300	food and refreshments
5. Check with DPW RE: streets washed down. If so, coordinate what streets to clean, fire trucks, and helpers	MS Director	April 1		
6. Contact Wood Shop to update banners / secure tent for registration area	MS Director	April 1		
7. Email sent to businesses and schools	MS Director	April 1		
8. Coordinate areas for clean-up	committee	April 15		
9. Locate and organize sign in sheets, bags from city, gloves, maps, etc.	MS Director	April 15		
10. Article in newspapers / hang banners at Veteran's Park, Sunset Park	MS Director	April 1		
11. Set up day of event	Committee	May		

Totals: \$500

**Measurement of Success:** A cleaner Boyne City with more than 100 volunteers participating.

**Goal: Maintain a Comprehensive Public Improvements Program**

**Project: Streetscape furnishings**

Team Leader: Becky Harris

Phone: 582-2814

E-mail: bharris@harborhouse.com

Team Member: Bruce Janssen

Phone: 582-9835

E-mail: thewoodshop74@yahoo.com

Team Member: MS Director

Phone: 582-9009

E-mail: mainstreet@boynecity.com

Team Member: Andy Kovalski

Phone: 582-0375

E-mail: maintenance@boynecity.com

<b>Tasks:</b>	<b>Person:</b>	<b>Schedule:</b>	<b>Budget:</b>	<b>Comments:</b>
1. Review status of Streetscape furnishings plan. (Benches, bike racks, trash containers, banner poles, signage)	Committee	January		Plan now in its third year. Need to determine number for budgeting
2. Organize database document of current furnishings	MS Director	March		
3. Determine furnishings / banners/signage to be purchased and locations	Committee	February 15	12,000	Check with Mark C. Review Boyne on the Water Plan for Ideas
4. Order furnishings	MS Director	April 1	3,000	Discuss potential needs along Front Street with Catt Dev project
5. Install furnishings for spring, summer, and fall	City/DPW	April	500	
6. Discuss current inventory, maintenance, and storage of streetscape furnishings.	Committee	May		
7. Remove furnishings for the winter	City/DPW	Late Fall	500	
8. Review and Brainstorm Experimental Pop Up Place/ Activities	Committee	February	3,000	Per Boyne on the Water Plans
9. Brainstorm Ideas for Boyne Ave Entrance	Committee/Garden Club	February	3,000	Remains a High Priority. Help with Northern Homes Landscaping?

Totals: 22,000

**Goal: Maintain Comprehensive Public Improvements Program**

**Project: Summer Maintenance Enhancement and Capital Improvement Plan**

Team Leader: MS Director	Phone: 582-9009	E-mail: <a href="mailto:mainstreet@boynecity.com">mainstreet@boynecity.com</a>
Team Member: Mike Cain	Phone: 582-0377	E-mail: <a href="mailto:mcain@boynecity.com">mcain@boynecity.com</a>
Team Member: Andy Kovalski	Phone: 582-0375	E-mail: <a href="mailto:maintenance@boynecity.com">maintenance@boynecity.com</a>
Team Member:	Phone:	E-mail:

Tasks:	Person:	Schedule:	Budget:	Comments:
1. Review scope of work within Main Street district	committee	March 10		
2. Review goals of program with DPW	MS Director/committee	March 15		
3. Refine and finalize scope of work Define hours, rate of pay; update job description	MS Director/committee	April 1		
4. Advertise position	Committee	April 1		
5. Hire position	Committee/DPW	May	\$6,000	
6. Review Infrastructure Needs: Sidewalks, riverwalk,	Committee	March	5,000	

Totals: \$11,000

**Measurement of Success:** A clean, well maintained downtown.

**Goal: Streetscape Beautification**

**Project: Flower box planting and tree maintenance**

Team Leader: Mark Contrucci

Phone: 582-3984

E-mail: markandchitra@gmail.com

Team Member: Garden Club

Phone:

E-mail:

Team Member: MS Director

Phone: 582-9009

E-mail: mainstreet@boynecity.com

Team Member: Carla Winteringham?

Phone: 459-4634

E-mail: cawinteringham@yahoo.com

Tasks:	Person:	Schedule:	Budget:	Comments:
1. Meet with Boyne Valley Garden Club to evaluate past summer. What went well, what needs improvement, etc. Review maintenance program and costs.	Committee	October	-	
2. Determine club's interest in committing to another year. If yes, secure commitment in writing. If not, send out Requests for Proposals to interested parties.	MS Director	November	-	
3. Outline scope of work. Plants, schedule of plantings, anticipated maintenance needs, cost. Order plants	Committee/ Garden Club	November/December	\$2,300	Discuss potential flowers along Front Street with Catt Dev project coming on line and Boyne Ave Entrance
4. Review maintenance contract with Mark C's Trees. Determine changes for upcoming year	Committee	December	-	
5. Hire contractor for planter maintenance	MS Director committee	February/March	4,500	RFP to go out in February
6. Review quality of plantings and maintenance	Committee	Ongoing - summer		
7.				

Totals: \$6,800

**Measurement of Success:** Colorful and well maintained planters that add to the beauty of historic downtown.

**Goal: Implement a Design Education Program**

**Project: Architectural Treasure Hunt**

Team Leader: Rebecca Harris

Phone: 330-2704

E-mail: bharris@bsharris@

Team Member: Bruce Janssen

Phone: 582-9835

E-mail: thewoodshop74@yahoo.com

Team Member: MS Director

Phone: 582-9009

E-mail: mainstreet@boynecity.com

Team Member: **Design Intern?**

Phone:

E-mail:

Tasks:	Person:	Schedule:	Budget:	Comments:
1. Discuss new ideas including prizes	Committee	January/February		Make recommendation to MS board by March 1
2. Take photos of different and unique elements in the Main Street district	Committee		Donated	Should this event be in the summer? Could promote and finish on last Stroll night?
3. Create Press Release with contest rules	MS Director			
4. Create contest document	Becky		Donated	
5. Print document (200 copies) <b>Email blast with PDF</b>	Becky		\$50	May be donated
6. Publish contest rules <b>Email blast with PDF</b>	Becky		\$15	May be donated
7. Distribute copies around town and to schools <b>Email blast with PDF</b>	Becky		-	
8. Collect completed entry forms	Becky		-	
9. Announce winners and distribution of prizes <b>announce email and place in paper</b>	MS Director		\$200	

Totals: \$275

Measurement of Success: This is a tool to promote architectural and historical awareness throughout the community...a 50% return of the number of contest sheet distributed.

**Goal: Community awareness of historic preservation**

**Project: Historic walking tours and Stroll Through History (First STS)**

Team Leader: Kecia Freed Co-Chair

Phone: 582-9340

E-mail: Kecia@twin-valley.net

Team Member: Rebecca Harris

Phone: 330-2704

E-mail: bsharris@charter.net

Team Member: MS Director

Phone: 582-9009

E-mail: mainstreet@boynecity.com

Team Member: Karen Guznicziak

Phone:

E-mail:

Tasks:	Person:	Schedule:	Budget:	Comments:
1. Review brochure for any changes and determine quantity for re-ordering	Committee	December	3,000	
2. Potential guided tours starting at the Dilworth with President Roosevelt	Committee		-	Stroll Through History with first STS
3. Period Characters throughout town	Committee		-	Work with HS Students ?
4. Contact Baseball Teams	MS	April / May		
5. Reserve baseball field	MS	January		
6. Arrange for ice cream	MS	May	200	
7. Arrange for Pine River Jazz Band	Karen	March	\$700	
8. Call Flywheelers to bring equipment	Karen	April/May		
9. Invite Old Car Clubs	Bob Mathers?	April		
10. Press Releases and Ads	MS	April	500	
11. Invite Schools to special tour with President Roosevelt	MS	April		

Totals: \$4,400

**Measurement of Success:** Quality event promoting and raising awareness of history of downtown buildings

**Goal: Make Downtown Sparkle for the Holidays**

**Project: Brighten Up Boyne Contest**

Team Leader: Lindsay Regan?

Phone:

E-mail: lmregan@gmail.com

Team Member: Ray Guzniczak

Phone: 582-3535

E-mail: cnt90@gtlakes.com

Team Member: MS

Phone: 582-9009

E-mail: Mainstreet@boynecity.com

Team Member:

Phone:

E-mail:

Tasks:	Person:	Schedule:	Budget:	Comments:
1. Review guidelines, prizes, deadlines and entry form	Committee	Sept	-	
2. Create flyers for announcing the event	Kecia	Oct	\$150	
3. Distribute flyers to all downtown businesses		Oct	-	
4. Contact judges – Previous year’s winner		Nov		
5. Collect entry forms		Nov	-	
6. Complete judging during the annual Santa Parade hours and awarding of ribbon		Day after Thanksgiving	-	
7. Award prize		Nov	\$300	
8. Create Press Release with Photo		Dec		

Totals: \$450

Measurement of Success: Boyne City is “dressed” for the holiday season in creative, fun style by at least 75% of active storefronts within the CBD.

**Goal: Make downtown sparkle for the holidays**

**Project: Holiday Street Decorations**

Team Leader: Becky Harris

Phone: 330-2704

E-mail: bsharris@charter.net

Team Member: MS

Phone: 582-9009

E-mail: mainstreet@boynecity.com

Team Member: Patrick Kilkenney

Phone: 582-6597

E-mail: pkilkenney@boynecity.com

Team Member: DPW

Phone: 582-0375

E-mail: maintenance@boynecity.com

Tasks:	Person:	Schedule:	Budget:	Comments:
1. Year three of 3 year contract with Michigan Decorations.	Committee	December/January		70 Snowflakes and 10 Large Decorations
2. Determine layout / design for holiday season.	Committee	May		
3. Present to MS board for comment and approval	MS	May		
4. Prepare RFPs for Tree Lights and Garland / Mail to all possible vendors	Committee	June		Tree lights to stay up. Add canopy lights to 20 trees (4 each on 100 and 200 blocks of Lake and Water and 2 on Front Street). Garland 70 20' ropes for 70 poles + installation
5. Review Proposals / Make recommendation to board	Committee	August		
6. Meet with vendor to finalize decoration plan	Committee	Sept		
7. Sign contract		Sept		
8. Snowflakes and Decorations Installed	MS	After Veterans Day		
9. Garland Arrives and installed	MS	Nov 5-10		
10. Tree Lights Installation	MS	End of Oct		

Totals: \$15,000

Measurement of Success: A well-lit and decorated downtown for the holidays

**Goal: Encourage owner investment in buildings**

**Project: Local Facade Program**

Team Leader: Aaron Place	Phone:	E-mail: aaronandrewplace@hotmail.com
Team Member: Bruce Janssen	Phone: 582-9835	E-mail: thewoodshop74@yahoo.com
Team Member: MS Director	Phone: 582-9009	E-mail: mainstreet@boynecity.com
Team Member:	Phone:	E-mail:

<b>Tasks:</b>	<b>Person:</b>	<b>Schedule:</b>	<b>Budget:</b>	<b>Comments:</b>
7. Review guidelines and application requirements	Committee	February		
8. Press Release Inviting Applications	MS	March		
9. Applications Received for Review	MS	April 30		
10. May Design Committee Recommendations	Design Committee	May		
11. Recommendations to MS Board	MS	May		
12. Inform Applicants of Decision and Send Formal Communications	MS	May		

Totals: 15,000

Measurement of Success: Continuous improvement in building facades in downtown corridors

**Goal: Art in public places**

**Project: Walkabout Sculpture Show**

Team Leader: Martha Sulfridge

Phone: 675-7226

E-mail: marty\_12@msn.com

Team Member: Becky Harris

Phone: 330-2704

E-mail: bsharris@charter.net

Team Member: MS Director

Phone: 582-9009

E-mail: mainstreet@boynecity.com

Team Member: Wally Barkley

Phone: 675-6546

E-mail: w60barkley@gmail.com

Team Member: Aaron Place

Phone: 838-6038

E-mail: aaronandrewplace@hotmail.com

<b>Tasks:</b>	<b>Person:</b>	<b>Schedule:</b>	<b>Budget:</b>	<b>Comments:</b>
Review with Design Committee	Committee	Dec		
Review desired locations	Martha and DPW	Jan		
Call to Artists, start Database	Martha Becky	Dec		
Photo Contest to generate awareness	MS	Sept		
Press Release for Photo Winner	MS	Nov	100	
Create Budget with Committee	Becky	Nov		
Sponsorship and grant applications (covers Artist stipend \$500 each)	MS Grant/ Committee Sponsors	Ongoing/ Feb for CEDAM	4,000	Goal of 8 for 2016-17
Update website URL	Becky	Dec		
Application online or email to artists	Becky	Dec		
Invitations designed & printed?	?	Dec		
Invitations sent out?	?	Jan		
Winter Selfie Photo contest 'Freeze Frame'	MS	Dec		Winner announced at Winterfest Jan 30
Send out Artists Acceptance Letter	Martha	Feb		

Send out Contract with Acceptance	Martha	Feb		
Return our signed contract to Artists	MS	march		
Discuss bases and cost with Wally	Committee	Dec		Wally to donate?
Design and print Updated Ballots	Becky	March	600	
Gala/Reception Plans	Martha		500	
Design and order plaques	Aaron			Aaron to donate thru Decka Digital?
Volunteers for installation — coffee, snacks	Committee			
Installation meeting with DPW	Martha	April		
Press release sent out	MS	May		
Finalize plans for installation	Martha DPW	May		
Installation & Luncheon	Becky	June	850	
Photograph all pieces with people interaction	Becky	June		
Begin artists recruitment again	Committee	July/Ongoing		
People's Choice awarded	Committee	June	1,000	
Teardown and 2 <sup>nd</sup> installation	Committee	June		

Totals:

Measurement of Success: Art in Public Spaces that engages the public and creates vibrancy in downtown.

**Goal: Permanent Sculpture in Public Space**

**Project: The Last River Draw**

Team Leader: Robin Berry

Phone: 675-7605

E-mail: robin@robinleeberry.com

Team Member: Lindsay Regan

Phone: 248-

E-mail: lmregan@gmail.com

Team Member: MS Director

Phone: 582-9009

E-mail: mainstreet@boynecity.com

Team Member: Ron Ludgin

Phone: 582-2791

E-mail: Ludgin.r@gmail.com

<b>Tasks:</b>	<b>Person:</b>	<b>Schedule:</b>	<b>Budget:</b>	<b>Comments:</b>
13. City Commission Approvals	MS	Oct		
14. DEQ Permits	Andy Poineau and Patrick Kilkeeney	Nov		
15. MEDC Patronicity Crowdfunding Website, Video and Application	MS	Jan	25,000	This is ready to go as soon as DEQ permits in place
16. Grant C3F	MS	Oct	1,500	Approved \$1500
17. Grant Laura Musser Foundation	MS	Oct	5,000	Submitted
18. Create Awareness and Generate Donations	Committee	Dec		Civic Org Presentations
19. Design and Produce Banner	MS and Kecia Freed	March	250	
20. Complete Fundraising	Committee direction from Lindsay Regan	March		
21. Sculpture Production and Installation	Martha and Andy	April to June	50,000	
22. Press Release	MS	June		
23. Reception and Installation Celebration	Robin and Ron	July		

Measurement of Success: Art in Public Spaces that represents our lumbering heritage and creates vibrancy in downtown.

**Project: National Historic Registry State Sign**

Team Leader: Becky Harris	Phone: 330-2704	E-mail: bsharris@charter.net
Team Member: Lindsay Regan	Phone: 582-9835	E-mail: lmregan@gmail.com
Team Member: MS Director	Phone: 582-9009	E-mail: mainstreet@boynecity.com
Team Member: Design Intern?	Phone:	E-mail:

<b>Tasks:</b>	<b>Person:</b>	<b>Schedule:</b>	<b>Budget:</b>	<b>Comments:</b>
24. Investigate application procedures	MS	Feb		
25. Approval from MS Board and City Commission	MS	March		
26. Make application	Intern?	June	250	<a href="http://www.michigan.gov/mhc/0,4726,7-282-65121_61084_62918---,00.html">http://www.michigan.gov/mhc/0,4726,7-282-65121_61084_62918---,00.html</a>
27. Determine location(s)	MS and DPW	June		
28. Press Release	MS	July		
29. Installation and Celebration	DPW	August	3,900	
30.				
31.				
32.				
33.				
34.				

Total: \$5,000

Measurement of Success: Installation of National Historic Register Sign in Prominent Corridor.

**Project: Support the Theater Restoration**

Team Leader: Becky Harris

Phone: 330-2704

E-mail: bsharris@charter.net

Team Member: Pat O'Brien

Phone: 582-1700

E-mail: pat@patobrien.com

Team Member: MS Director

Phone: 582-9009

E-mail: mainstreet@boynecity.com

Team Member:

Phone:

E-mail:

<b>Tasks:</b>	<b>Person:</b>	<b>Schedule:</b>	<b>Budget:</b>	<b>Comments:</b>
35. Meet with Theater Owner	MS	March		
36. Meet with Rialto Theater Owner	MS	April		
37. Determine other potential operators and or locations				
38. Help with potential façade improvements			5,000	

Measurement of Success: Get building owner to consider potential options for theater renovations

## Promotions Committee

BOYNE CITY MAIN STREET:

COMMITTEE: PROMOTIONS

FY15-16 WORK PLAN

GOAL: Improve Existing Events

Project: Chocolate Covered Winter – Presidents Weekend

Team Leader: Karen Guzniczak

Phone: 582.3505

E-mail: [linnwilliams28@gmail.com](mailto:linnwilliams28@gmail.com)

Team Member: Libby

Phone: 582-6222

E-mail: [jbaumann@gmail.com](mailto:jbaumann@gmail.com)

Team Member: Kim McNaughton

Phone: 582-6222

E-mail: [kim@boynechamber.com](mailto:kim@boynechamber.com)

Tasks:	Person:	Schedule:	Budget:	Comments:
Marketing, Posters and Ads	MS	January	500	
Chili Cook Off	Libby	Jan		Coldwell Banker
Children's Games	Karen	Jan		Katie/Bob Doblowski
Snowman Decorating Contest?	Committee			
Cross Country Ski Event	MS			Jack Laurent?
Fat Tire Bike Event	Kim			Michael Cortright?
Indoor Sidewalk Sales	Kim			Merchants
Contact local businesses for specials and schedule of events	Kim	February	0	Wine and chocolate Tastings The win EMporium
Contact Sweet Shops for Treat Trail	MS		0	
Arrange Sponsors	MS/ Chamber			Family Fare, O'Brien, Ace Hardware, 4 Front, Classic Instruments
Horse Rides	MS		300	
Scavenger Hunt to Find the Presidents	MS/Karen			
Hot chocolate Contest	Gaeyle?			
Bands and Heaters	Karen		500	
Bonfire with hotdogs and marshmallows	MS and DPW		300	

\$1,600

Measurement of Success: Celebrating Winter and Bringing People Downtown

GOAL: Improve Existing Events

Project: Irish Festival Week – St. Patrick’s Day

Team Leader: Linn Williams

Phone: 582.3505

E-mail: [linnwilliams28@gmail.com](mailto:linnwilliams28@gmail.com)

Team Member: Becky Kuebler

Phone: 582-6222

E-mail: [jbaumann@gmail.com](mailto:jbaumann@gmail.com)

Team Member: Kim McNaughton

Phone: 582-6222

E-mail: [kim@boynechamber.com](mailto:kim@boynechamber.com)

Tasks:	Person:	Schedule:	Budget:	Comments:
Irish Dinner	Linn	January	2000	Contact Eagles, Dennis Cristman
Dinner entertainment	Linn	January	500	George Colburn, Paul Gelderblom, Jeannine Sladick, Poetry Limericks,
Dinner Ticket Sales	Kim	February		
Dancing Workshop	Linn	Feb	100	Jeannine Sladick
Marketing and Ad Campaign – Posters	Committee/Kecia	February	300	
Contact Library	Committee	February	50	Dancing Workshop, Story Telling and George Colburn
Contact local businesses for schedule of Irish events (Sante, FreshWater, O’Brien, Family Fair, Farmers Market,	Kim	February	0	Irish Whiskey Tastings and Food Pairings,
Business After Hours			0	
Arrange Sponsors	MS/ Chamber			Family Fare, O’Brien, Ace Hardware, 4 Front, Classic Instruments
Merchant Participants and Pot of Gold				

\$2950

Measurement of Success: Celebrating Irish Heritage and Bringing People Downtown

**GOAL: Boyne area as a dining destination**

**Project: Boyne Appetit**

**Team Leader: Cindy Janssens**

**Phone: 989.942.7265**

**E-mail: [cynthia2248@msn.com](mailto:cynthia2248@msn.com)**

**Team Member: Alan Haley**

**Phone: 231.350.2962**

**E-mail: [Alana.haley@sommersetpointe.com](mailto:Alana.haley@sommersetpointe.com)**

**Team Member: Kim McNaughton**

**Phone: 231.582-6222**

**E-mail: [kim@boynechamber.com](mailto:kim@boynechamber.com)**

<b>Tasks:</b>	<b>Person:</b>	<b>Schedule:</b>	<b>Budget:</b>	<b>Comments:</b>
Logo and Tagline Creation	Cindy/Becky	November	250	Building the Brand
Press Release	MS	December, January, May	0	With Window Clings, WW Kick Off, Spring Event
Ad Campaign	MS/Kecia		250	
Bill Board Consideration	Marketing		2,500	
Window Clings	Cindy	December	175	
Data for booklet	Cindy/Becky			
Wine Wednesdays Punch Cards Posters	MS/Kecia	December		
Details for WW Published Monthly	Cindy			
May Event with Mushroom Festival				
Event in Coordination with BT and STS	Cindy			
Taste of Boyne around SOBO Fest?	Committee			
FB Page and Website				
Publishing/printing of booklet and other merchandise			5,000	
Other Activities	Committee			

**\$ 8,175**

**Measurement of Success: The Boyne area becomes known as the dining destination of the Upper Northwest Region of Michigan**

**BOYNE CITY MAIN STREET:**

**COMMITTEE: PROMOTIONS**

**FY16-17 WORK PLAN**

**GOAL: Buy Local Campaign**

**Project: Buy Boyne First**



Contact Mushroom Festival Committee to be included on their schedule	Committee	March		Long- term goal is to make downtown more a focal point
Create and Distribute Flyers / Posters	Hugh/Kecia	April	\$75.	Need 2 or 3 people to distribute
Identify Mushroom Pole Prize categories and order prizes.	Committee	April	\$250.	Six categories \$25.00 each, plus baseball style caps w/ mushroom design on front w/ Boyne City Morel Mushroom Pole on one side and Winner on the other side. Work with Janice from Embroidery by Janice Designing new cap. Include Where Life Meets Lake. Categories are: 1 <sup>st</sup> on Pole, Largest Mushroom, Smallest Mushroom, Longest Distance Traveled, Best Dressed, Best of Show Have Keisha Design Awards Certificate. Print on Manila Medium Stock Paper.
Recruit volunteers to work events / Mushroom Pole	Committee	April		At least 3 people needed to hang mushrooms on the pole and answer people's questions. Look for mesh bags to hang mushrooms in such as onion bags. Need string, scissors, sign in sheet for mushrooms, pencils, scales, table & chairs, ladder / step stool.
Set up the Mushroom Pole	Karen	Thursday before Event		Mushroom Pole stored at Hugh's building
Mushroom Pole Contest 11:00am to 5:00pm	Karen	Day of event		Set up table & supplies 10:30am Need to determine time for contest.

Announce Mushroom Pole Winners / Award Prizes. Send list of winners to Chamber to put on web site and in the newsletter.	Committee	Saturday 5:30 p. m.		Awards announced at Mushroom Pole
Remove Mushroom Pole	Karen	Monday		Return to Hugh's Building

Measurement of Success: Good participation and attendance and developing partnership with Mushroom Festival committee

BOYNE CITY MAIN STREET:

COMMITTEE: PROMOTIONS

FY16-17 WORK PLAN

GOAL: Improve and Grow Existing Special Events

Project: Stroll the Streets of Boyne June 10 –thru Labor Day

Team Leader: Karen Guzniczak

Phone: 582-2355

E-mail: [cnt90@att.net](mailto:cnt90@att.net)

Team Member: Barb Bryant

Phone: 582-9196

E-mail: [bbbryant@charter.net](mailto:bbbryant@charter.net)

Team Member: Linn Williams

Phone: 582-6858

E-mail: [gwms40@att.net](mailto:gwms40@att.net)

Tasks:	Person:	Schedule:	Budget:	Comments:
Sponsorship – Solicit businesses to support event. Draft letter and mail.	Committee	February / April	+ \$16,000 goal	Work with organization committee
Marketing – Create and implement marketing plan	Committee	April - June	\$500	Newspaper Ads and Posters. Take information to Young State Park, Whiting Park & Boyne Mountain / Blue Green Resorts.
Entertainment – book Music and Activities	Karen, Pat O'Brien	January through early June		Hire approx. six, seven musical entertainment groups, balloon artist, magician, face painter etc. per week.

<p>Send Contracts to Performers as they are booked.</p>	<p>Robin Berry</p>		<p>\$16,000</p>	<p>Entertainment to be placed on the 100 &amp; 200 blocks of Water Street &amp; Lake Street, by the Chamber and possibly on East Main. Locations may vary. Bliss Fest coordinating music for S. Lake Street &amp; Main. To be paid for by Stroll The Streets Fund.</p>
<p>Coordinate Signage on Buildings</p> <p>Pat O'Brien's</p> <p>Colwell Bankers</p> <p>Country Now &amp; Then</p>	<p>MS/Karen</p>	<p>End of May –Labor Day</p>		<p>Coordinate with the Wood Shop to hang the large Stroll the Streets Banner on the Colwell Bankers Building , the Sponsorship Banner on Pat O'Brien's Building &amp; the smaller Stroll the Streets Banner on Country Now &amp; Then's Building. Remove after Labor Day.</p>
<p>Contact the City for Permission to Close Streets as needed, to Use Sidewalks, and Reserve Sunset Park.</p> <p>Contact the City to Coordinate the dropping off of Barricades as needed.</p>	<p>Karen / committee</p>	<p>Sunset Park June 4th through August 30<sup>th</sup>.</p> <p>Street Closings ,</p> <p>Boyne Thunder.</p> <p>Labor Day Weekend Car Show.</p>		<p>Boyne Thunder Close Water Street from East to Park Street and from Park to Lake Street for Display Boats, Cars &amp; Entertainment.</p> <p>Coordinate with the Labor Day Car Show to Close Water Street from East to Park Street and Park to Lake Street for Displaying Vehicles and Entertainment.</p> <p>Need barricades at the end of Water St. by East Street, blocking the driveway of Parkside Grill &amp; Treats on Water Street, across Water East of Park St. &amp; West of Park St. &amp; across Water St. at Lake Street.</p>

Volunteers – Recruit Volunteers to help with Stroll the Streets	Committee	May		Need about 6-8 volunteers for the summer
Submit payment request for entertainers  Send out by Monday morning of each week.	Karen	Weekly June to September	As needed	Fax list of names of entertainment with addresses and amount to be paid to Boyne City Treasurers Office
Coordinate Other Activities/Entertainment				

Measurement of Success: An exciting event that boosts the overall image of downtown and has many businesses who help to support it.

BOYNE CITY MAIN STREET:

COMMITTEE: PROMOTIONS

FY16-17 WORK PLAN

GOAL: Improve and grow existing Special Events

Project: Main Street Float in 4<sup>th</sup> of July Parade

Team Leader: Karen Guzniczak

Phone: 582-2355

E-mail: [cnt90@att.net](mailto:cnt90@att.net)

Tasks:	Person:	Schedule:	Budget:	Comments:
Coordinate theme for float: Stroll the Streets	Committee	May / June		Promote Stroll the Streets w/entertainment on float
Organize trailer and truck for float	Karen	June		Karen has trailer and vehicle to pull float
Purchase supplies	Karen / Committee	June	\$100.00	
Design and Make Float	Committee	June		Work on float in Karen's garage

Recruit volunteers to be on float during parade	Karen / Committee	May / June	200.00	Musicians, etc. from Stroll the Streets
Float in Parade	Karen	July 4th		Recruit driver
			\$300.00	

Measurement of Success: Better awareness of Main street program and Stroll the Streets

BOYNE CITY MAIN STREET:

COMMITTEE: PROMOTIONS

FY15-16 WORK PLAN

GOAL: Improve Existing Events

Project: Harvest Festival Last Sat in Sept

Team Leader: KimMcNaughton

Phone: 582-6222

E-mail: [kim@boynechamber.net](mailto:kim@boynechamber.net)

Team Member: Jim Baumann

Phone: 582-6222

E-mail: [jbaumann@gmail.com](mailto:jbaumann@gmail.com)

Team Member: Karen Guzniczak

Phone: 582-2355

E-mail: [cnt90@att.net](mailto:cnt90@att.net)

Team Member: Barb Bryant

Phone: 582-9196

E-mail: [bbbryant@charter.net](mailto:bbbryant@charter.net)

Tasks:	Person:	Schedule:	Budget:	Comments:
Coordinate schedule of events, marketing, entertainment with the Chamber's arts and crafts show and the farmer's market	Chamber and promotions committee	Early August		Need more produce and fruit vendors.
Marketing – create and implement marketing plan	Joint committees	August	\$300.00	Newspaper articles, ads, posters

Entertainment- book music and activities for the weekend and locations for set-up	Karen / Deb committee	August	\$1000.00	Music times are: 10:00 am to 12 pm 12:00 pm to 2:00 pm 2:00 pm to 4:00 pm Three musical entertainment groups in time slot Pumpkin painting (bought pumpkins from Bolts farm @ \$.50 ea. ), hay rides, children's games, race pushing pumpkins with feet across a line, corn toss, scarecrow contest
Coordinate signage during event, Main Street information table, etc	Promotions committee	September	\$100.00	
Volunteers- organize volunteers to help with Main Street booth, games, set up entertainment, and clean-up	Joint committee	September		
Coordinate Street Closings	Karen / Kim	September		Close Water St. from East St. to Lake St. close Lake St to either Ray St. or E. Main St.
Contact Becky Kuebler for Horse Rides				
Northern Michigan Equine Therapy for petting zoo				
Art Demos	Linn Williams			Contact people who will demonstrate their art. Blacksmiths, broom makers, rope makers, basket makers, etc.
Arrange Sponsors	MS/ Chamber			

\$1400.00

Measurement of Success: Thousands of people in the downtown area enjoying the Harvest festival, Farmers Market, Shops and Restaurants.

BOYNE CITY MAIN STREET:

COMMITTEE: PROMOTIONS

FY16-17 WORK PLAN

GOAL: Improve Existing Special Events

**Project: Santa Parade and Downtown Holiday Open House Friday After Thanksgiving**

Team Leader: Karen Guzniczak  
 Team Member: Linn Williams  
 Team Member: Barb Bryant

Phone: 582-2355  
 Phone: 582-6858  
 Phone: 582-9196

E-mail: [cnt90@att.net](mailto:cnt90@att.net)  
 E-mail: [gwms40@att.net](mailto:gwms40@att.net)  
 E-mail: [bbbryant@charter.net](mailto:bbbryant@charter.net)

Tasks:	Person:	Schedule:	Budget:	Comments:
Hire Hay ride operator	Karen	October	\$0 - \$300.00	Becky Kuebler
Organize Santa Parade / Confirm location to meet Santa	Committee	October		Santa gives out candy canes donated by Glen's Market. Hot Chocolate from Boyne Mountain
Organize Open House with all downtown businesses. Send letter encouraging participation.	Committee	October	\$50.00	Holiday Open House from 5:00 pm to 9:00 pm. Santa Parade at 6:00pm Hay Rides 6:30 pm. Santa in gazebo right after parade.
Hire Reindeer to be in Parade and in Old City Park after the Parade	Karen / Hugh	Book by 1st of year	\$750.00	Carol Bolton 269-491-8507 Cell Reindeer Ranch
Organize activities and entertainment to happen that evening. Need 6 to 10 volunteers for costumes. Six to seven Volunteers to set up & remove barricades. One or two volunteers to supervise fires in the park and one volunteer to give out the Hot Chocolate.	Committee	October		Volunteers to wear costumes in parade and for activities. Own six costumes plus have four Elf Costumes. Costumes at Karen's. Play music in the Gazebo Locate wood for Fires in Park
Marketing – create and implement marketing plan	Committee	October	\$200.00	Newspaper articles / Posters
Decorate Old City Park Gazebo	Committee	Mid November	\$200.00	Decorate Gazebo with live tree, garland, lights& bows. Contact City for Stanchions
Pick up sleigh and decorate float	Karen / Committee	Mid November	\$75.00	Pick up sleigh from Charles Robinson. Decorate in Guzniczak's Garage.
Hire Santa	Karen	October	Donated	Ray Zavesky (great Santa) Maybe find a Mrs. Claus

				<p>Santa hands out Candy canes donated by Glen's Market</p>
<p>Set- up for parade, entertainment, open house, hay ride, Santa in gazebo, etc.</p>	<p>Committee</p>	<p>November time of event</p>	<p>\$50.00</p>	<p>Rent heater for gazebo from Taylor Rental Boyne.  Contact City for burn barrels &amp; barricades.  Contact Police Department to lead parade  Fire Department to set up Fire Truck at intersection of Lake &amp; Water streets.  Parade line up starts at 5:45 p.m. on East Main from in front of Library to Lake Street.  Parade starts at 6:00 p. m. from the corner of Main and Lake Street north to the corner of Lake and Water Street , Water Street east to East Street and right on East Street by the Dilworth Hotel where it ends. Santa's Sleigh turns left on East Street /M75 to River Street Stage Hay Rides in front of Park Side Grill and Treats.  Place Barricades at:  Main and Park Street for Parade Lineup  Main &amp; Lake Street Intersection,  Ray &amp; Lake Street Intersection,  Alley between Remax &amp; Indo China on Lake Street  Water &amp; Lake Street Intersection run at angle between Sunburst and Fifth Third Bank.</p>

				<b>South Park and Water Street  by Pat O' Brien's  North Park and Water street  by Parkside Grill  Across Driveway by Parkside  Grill  Two Barricades blocking  Parking Spots for Hay Ride  Staging Area in front of Park  Side Grill  Water Street and East Street  Intersection</b>
<b>Arrange Girl Scout Tree Lighting</b>	<b>MS</b>			
<b>Get Christmas Lights turned on</b>	<b>MS</b>			
<b>Check with Coldwell Banker on Live Nativity</b>	<b>Libby</b>			

**\$1500.00**

**Measurement of Success: Hundreds of people gather downtown to enjoy the Holiday atmosphere, Santa, food and Shopping.**

**Boyer City Main Street**

**Committee:**

**Design**

**FY 2016-17 Work Plan**

**Project: SOBO Arts Festival Last Saturday in June**

Team Leader: Becky Harris

Phone: 330-2704

E-mail: bsharris@charter.net

Team Member: Kathy MacDonald

Phone 269-832-0496

E-mail: kmacdonald1980@gmail.com

Team Member: MS Director

Phone: 582-9009

E-mail: mainstreet@boynecity.com

Team Member: Julie Stratton

Phone:

E-mail:

Tasks:	Person:	Schedule:	Budget:	Comments:
<ol style="list-style-type: none"> <li>1. Select Chairperson - select committee and assign team leads</li> <li>2. Review Surveys, analyze data and make recommendations</li> <li>3. Review Financials - Prepare Budget for upcoming year</li> <li>4. Review Grant Request deadlines, opportunities</li> <li>5. Research new musicians, artists, performers</li> </ol>		Dec		
<ol style="list-style-type: none"> <li>6. Research Wine Tasting Venue - regulations, necessary approvals</li> <li>7. Recruit Demonstration Artists</li> <li>8. Update Information &amp; dates to Assoc., MFEA, Art Trail</li> <li>9. Poster Contest Artist Commissioned</li> <li>10. Review &amp; Update Sponsorship Materials</li> <li>11. Update Call to Artists and Website</li> <li>12. Develop Juried Process and Panel</li> </ol>		Dec		
<ol style="list-style-type: none"> <li>13. Event Info and Dates placed on all Festival Sites</li> <li>14. SOBO website updated with festival information</li> <li>15. Update Data base of artists and contacts</li> <li>16. Create schedule of Email Blasts</li> <li>17. Create Call to Participate materials</li> <li>18. Send letter requesting funds to Petoskey Area Visitors Bureau</li> <li>19. Send out 1st Call to Participate - Email Blast THEN CALL EACH</li> <li>20. Prepare Sponsorship Packet and Solicit Sponsors</li> </ol>		Jan		
<ol style="list-style-type: none"> <li>21. Follow-up Calls Participation Email Blast</li> <li>22. Update Website with Forms and any new information</li> <li>23. Prepare Volunteer schedule and solicit volunteers</li> <li>24. Prepare Musician schedule and Solicit Musicians</li> <li>25. Prepare Street Performers schedule and solicit performers</li> <li>26. Solicit Vendors - Food Vendors, Emcee,</li> <li>27. Solicit Sponsorships - Follow-up</li> </ol>		Feb		

28. Hire/Confirm equipment required, tents, tables, sound equipment, stage				
29. Finalize Advertising materials 30. Poster Deadline for art submissions 31. Prepare & Send Artist participants package (itinerary, places to stay, poster, etc. 32. Committee to review submissions and select a winner 33. Poster - Announced & Press Release sent 34. Poster Art photographed and digitized for promotional materials 35. Solicit Sponsorships - Follow-up		March		
36. Poster Contest Show at Boyne Art Collective 37. Prepare Poster with informational text 38. Children's Court Organized 39. Prepare Sponsorship Ad Copy 40. Compile sponsorship placements, Posters, Banners, Website, Handbill, 41. Prepare footprint for vendors, participants, foot traffic, etc.		April		
42. Send Out Press Release 43. Prepare Newspaper Ads 44. Finalize/confirm Artist 45. Finalize/confirm Music 46. Finalize Vendors/Presenters/Demonstration Artists 47. Ads to Joy, PNR group 48. Schedule to Jack 49. Sponsorship logos to Banner Supplier 50. Finalize all handbill information for graphic artist 51. Finalize footprint for set-up of all participants in the space 52. Finalize signage needed, prepare for printing		May		
53. Publicity - Display Posters in store fronts, Flag the lamp posts 54. Publicity - Farmers Market, hand out handbills, signs to beach park 55. Schedule to News Review, all newspapers 56. Radio Show Announcements - provide copy 57. Print handbills, banners, signage		June		

Measurement of Success: A successful well attended festival that promotes the arts of all type and brings people to Boyne City.

## Marketing Committee

# **2015/16 MS MKT CC Summary Report**

11-4-15 updated

## **1.) Boyne City Main Street Marketing Committee**

The Main Street Marketing Committee is responsible for the development and management of the Boyne City Main Street Branding Strategy to support the organization's goals and objectives.

The MS MKT CC oversees, assists, or sometimes manages the promotional efforts of the 4 point committees to ensure the effective use of BCMS's branding elements in all MS promotional efforts, including event specific and organization wide positioning" projects.

Organizationally the committee rolls up to the Promotions 4 Point Committee.

## **2.) 2015-16 MS MKT CC Members include:**

Jim Baumann  
Barb Brooks  
Kecia Freed  
Karen Guzniczak  
Becky Harris  
Lori Meeders  
Sally Van Domelen

## **3.) 2015/16 Projects/Activities List-attached**

## **4.) 2015/16 Paid /free Ad Summary-attached**

## **5.) CC Strengths/CC Growth Opportunities -discussion**

### **5.) Focus Forward (starting items for discussion & consideration):**

- New Website Development
- Vision/Mission clarification & talking points
- Expand Free PR - take advantage of more "free" PR (travel publications, events calendars, tv, social media)
- MKT CC Project Work Plans-assign/develop
- Branding Training/Guidelines to MS CC's
- Promotional Tools " "

- Recruit & train Mkt CC volunteers (core cc members and ad-hoc)
- Business Recruitment Brochure
- Photo Library – Organize & refresh
- Support for MS Board Planning Session Goals

Economic Restructuring Committee (Team Boyne)

**Goal #1: Assist Main Street Businesses**

**Project: On a Bi-Annual Basis, Survey and Meet with Downtown Property and Business Owners**

Team Leader: MS Director

Phone: 592-9009

E-mail: Mainstreet@boynecity.com

Team Member: Bob Carlile

Phone: 582-7135

E-mail: rhcarlile@hotmail.com

Team Member: Jim Baumann

Phone: 582-6222

E-mail: jim@boynechamber.com

<b>Tasks:</b>	<b>Person:</b>	<b>Schedule:</b>	<b>Budget:</b>	<b>Comments:</b>
1. Define scope of survey; prepare questions	Committee	August		
2. Circulate survey for committee input; incorporate comments into final draft	Committee	August		
3. Create survey on line	Jim	September		
4. Email all businesses explaining survey; with link	Jim	September		
5. Review responses; create list of businesses for personal visits	Committee	October		
6. Schedule meetings / interviews	MS	October		
7. Volunteers conduct interviews	Committee	October		
8. Compile and summarize data from survey and visits	MS	November		
9. Prepare and make presentation to city commission	Committee	December		
10. Meet with business to review results, create action strategies	Committee	January		

Measurement of success: To identify and address issues to assist businesses be more successful

**Project: Create Business Recruitment Packet**

Team Leader: MS

Phone: 582-9009

E-mail: [mainstreet@boynecity.com](mailto:mainstreet@boynecity.com)

Team Member: Kecia Freed

Team Member: Don Ryde

<b>Tasks:</b>	<b>Person:</b>	<b>Schedule:</b>	<b>Budget:</b>	<b>Comments:</b>
Define scope and goal of project	committee	January		
Gather data from market study, news articles, etc.	Committee	February		
Identify business owners for testimonials	Committee	February		
Consult with graphic artist on photos, content, etc.	MS	March		
Review first draft with committee	Committee	April		
Submit changes, etc. for revised draft	MS	April		
Solicit printing bids	MS	April		
Secure final approval from committee	MS	May		
Send to printer	MS	June		
Distribute to businesses, chamber, real estate offices	Committee	June		

Total 1,500

Measurement of success: Completed brochure that reflects the vitality and energy of the business climate in Boyne City

**Project: Monthly Team Boyne meetings**

Team Leader: Jim Baumann /Bob Carlile

Phone: 582-6222

E-mail: jim@boynechamber.org

<b>Tasks:</b>	<b>Person:</b>	<b>Schedule:</b>	<b>Budget:</b>	<b>Comments:</b>
Purpose is to invite all new business owners to Team Boyne meeting. This allows them to introduce themselves and their business to a group of involved community citizens, and to make them aware of Team Boyne and the network it offers				
Contact chamber / Main Street when there is the possibility of a new business opening	committee	On-going	0	
Contact new business owner	MS	On-going	0	
Schedule meeting with Team Boyne	MS	On-going	0	Discuss with them their presentation and acquaint them with Team Boyne
Follow up with new business	MS	On-going	0	

Total 0

Measurement of success: All new business owners attend Team Boyne no later than 2 months after opening.

**Goal: Business Retention / Recruitment**

**Project: Expand outdoor café regulations to include alcohol service**

Team Leader: MS

Phone: 582-9009

E-mail: Mainstreet@boynecity.com

Team Member: Scott McPherson

Phone: 582-6597

E-mail: scott@boynecity.com

Team Member: Don Ryde

Phone: 582-

E-mail: postal49740@gmail.com

<b>Tasks:</b>	<b>Person:</b>	<b>Schedule:</b>	<b>Budget:</b>	<b>Comments:</b>
1. Revisit current outdoor café regulations	Committee	February	0	
2. Contact at least 5 communities that allow outdoor cafe alcohol service. Do survey: what's worked, what problems have been created, community reaction, etc	MS	March 15	0	
3. Revisit possible ordinance language to permit alcohol service	Scott	March 30	0	
4. Update presentation materials for public meetings.	MS	April 15	0	Need to show how tables with "barricade" will look on sidewalks
5. Schedule public information meeting	Scott	By April 30	0	Invite representatives from communities that allow alcohol service
6. Coordinate public hearing schedule through planning commission	Scott	May meeting	0	
7. Present to Main Street board	MS	May meeting	0	
8. If supported by Main Street and approved by planning commission, present to City Commission	Scott / MS	June	0	

Totals: -

Measurement of Success: City commission approves change to outdoor café regulations to allow alcohol service on sidewalks

**Goal: Business Retention / Recruitment**

**Project: Develop Business Prospect Calling Plan and Recruiting Team**

Team Leader: Ward Collins

Phone: 582-9009

E-mail: Mainstreet@boynecity.com

Team Member: Scott MacKenzie

Phone: 582-6597

E-mail: scott@boynecity.com

Team Member: MS

Phone: 582-

E-mail: postal49740@gmail.com

<b>Tasks:</b>	<b>Person:</b>	<b>Schedule:</b>	<b>Budget:</b>	<b>Comments:</b>
1. Approve Recruitment Materials	Committee	February	0	
2. Develop a Top Five List of Business Type	Committee	March	0	
3. Develop a Top Twenty list of Businesses	Committee	March	0	
4. Investigate potential connections with locals	Committee	March		
5. Develop Calling Team Members	MS	March	0	Need to show how tables with "barricade" will look on sidewalks
6. Work with Developers to Gauge Space Potential	MS/Michelle	By March 30	0	Invite representatives from communities that allow alcohol service
7. Reach out to prospects	Scott	April	0	
7. Set up Calling Day(s)	MS	April	0	
8. Follow Up Thank You's	Ward	May		

Totals: 1,500

Measurement of Success: Proactively set up a minimum of five meetings with potential businesses.

**Boyne City Main Street**

**Committee: Team Boyne**

**2016-17 Work Plan**

**Goal: Business Retention / Recruitment**

**Project: Theater Restoration**

Team Leader: MS Director

Phone: 582-9009

E-mail: Mainstreet@boynecity.com

Team Member: Hugh Conklin

Phone:

E-mail:

Team Member: Pat O'Brien

Phone:

E-mail:

<b>Tasks:</b>	<b>Person:</b>	<b>Schedule:</b>	<b>Budget:</b>	<b>Comments:</b>
1. Meet with Building Owner	MS	October	0	
2. Support Design Committee Efforts	Committee	November	0	
3. Meet with potential theater operators	Committee	October	0	
4. Work on Façade Improvement for Marquee	MS		5,000	
5.				
6.				
7.				
8.				
9.				
10.				

Measurement of Success: Due diligence is completed and results provide enough information to make future decisions on theatre

**Project: Building Inventory**

**2016-17 Work Plan**

Team Leader: MS Director

Phone: 582-9009

E-mail: Mainstreet@boynecity.com

Team Member: Intern?

Phone:

E-mail:

Team Member: Pat O'Brien

Phone: 582-1700

E-mail: pat@patobrien.com

<b>Tasks:</b>	<b>Person:</b>	<b>Schedule:</b>	<b>Budget:</b>	<b>Comments:</b>
11. Get Property List from Deb Chavez	MS	June	0	
12. Get Property Owner Listing from City Treasurer	MS	June	0	
13. Schedule Phone Meetings with Property Owners	Intern	June/July	0	
14. Meet with realtors	Intern	June	0	
15. Develop Data to be gathered (property type, rental rates, square footage, tenant types, lease types)	Intern	June	0	
16.				
17.				
18.				
19.				
20.				

Measurement of Success: Produce a complete and accurate report with up to date data on buildings in the DDA.

## Michigan Main Street Dates for 2016

March 7-8 Quarterly Farmington  
May 23-25 National Main Street Conference WI  
September 12 -13 Manager Retreat  
September 22 Year End Accreditation Visit  
December 5-6 Quarterly Old Town

Please review the Year End Accreditation date and let me know if we need to change it. The Year End Accreditation Visit will happen in the morning or afternoon depending on what works best for your community.



Date: January 7, 2016

To: Pat O'Brien, Chair and Main Street Board

From: Lori Meeder, Main Street Director

RE: Façade Grant Bill Noblett

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## **OVERVIEW**

In June 2014, Bill Noblett and Carpentree Building was awarded a facade grant for building renovations. Because of the visibility of this building to the entry corridor to downtown, the board awarded \$10,000.

Due to funding and unforeseen structural issues with the building, the project was delayed and the grant agreement expired in June 2015. Bill requested an extension of the grant agreement and explained that he now had an investor that will fund the renovations. July 2015, the design committee recommended to the board an extension be awarded to Bill Noblett's grant for another 6 months.

In August, the board approved a 6 month extension, with a reduced amount of \$7,350 (from the original \$10,000) with stipulations that the project start no later than August 21, 2015 and must be completed within 6 months. The six months was up on December 12.

A letter stating the approval and stipulations was mailed and emailed to Bill on August 10, 2015. I drove by the property on August 21, 2015 and again on August 28, 2015 and there appeared to be no work started on the project. I attempted to contact Bill on August 28 to get an update and reminded him that the original deadline of August 21 had passed. He indicated at that time that he had done some roof sealing and stabilization. There has been no visible progress on the building.

## **RECOMMENDATION**

That the board consider rescinding the grant and grant extension approval and consider a potential re-allocation of façade grant dollars to other projects.



December 18, 2015

Lori Meeder  
Executive Director  
Boyne City Main Street  
319 North Lake Street  
Boyne City, MI 49712

Dear Lori,

The Groundwork Center for Resilient Communities requests a letter of support for a grant application that would allow the Bay Area Transportation Authority, the Michigan Department of Transportation, Groundwork, and a diverse set of stakeholders to advance a preliminary feasibility analysis on establishing passenger rail between Ann Arbor and northern Michigan.

The Ann Arbor to Petoskey and Traverse City corridor presents an opportunity to use an existing railroad asset to provide additional transportation options for Michigan travelers—including many of the 2 million annual visitors to northern Michigan. After a series of public forums around the state, Michigan residents identified Traverse City as the No. 1 destination for train travel. In addition, the state included this project as a long-term priority in its 2011 State Rail Plan.

The preliminary feasibility analysis would begin to answer questions about the existing railroad corridor: track conditions, potential costs, economic impact, ridership, and more. The study will cost approximately \$120,000.

Project partners expect to cover 80 percent of the funding with a federal Service Delivery and New Technology program grant. We are asking local communities along the corridor for letters of support and to share the cost of the remaining 20 percent as a local match.

The Groundwork Center for Resilient Communities requests the following from the Boyne City Main Street program:

- 1) A letter or resolution of support for the grant application;
- 2) And, permission to list Boyne City Main Street on the project web site as a supporter.

Thank you for your consideration and your interest in this project.

Sincerely,

A handwritten signature in black ink that reads "James Bruckbauer". The signature is fluid and cursive.

Jim Bruckbauer



Date: January 7, 2016

To: Pat O'Brien, Chair and Main Street Board

From: Lori Meeder, Main Street Director

RE: Ann Arbor To Traverse City Rail Plan

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## **OVERVIEW**

Re-establishing passenger rail service between two of Michigan's most vibrant cities—Ann Arbor and Traverse City—will link fast-growing destinations in the northwest and the economic and population centers in the southeast. This initiative will solidify Michigan as a leader in a new era of modern train travel while boosting economic development along the corridor. A 2009 Grand Valley State University study found that Michigan cities with once-a-day train service boosted their downtown economies by up to \$45 million each year.

The Ann Arbor to Petoskey and Traverse City corridor represents an opportunity to use an existing railroad asset to provide additional transportation options for Michigan travelers—including many of the 2 million annual visitors to northern Michigan. After a series of public forums around the state, Michigan residents identified Traverse City as the No. 1 destination for train travel. In addition, the state included this project as a long-term priority in its 2011 State Rail Plan. This Rail Plan will also include a sub route to Petoskey, through Boyne Falls.

Groundwork is working with citizens and public officials to build local and legislative support for a 2016 passenger rail feasibility study to determine what resources are needed to bring back the rail connection between Traverse City and Ann Arbor. Groundwork believes that bringing passenger rail service back to northern Michigan is possible in less than a decade with a focused campaign of public engagement, technical analysis, and adequate support from a cross section of community, state, and federal agencies.

The first step is a preliminary feasibility analysis that could answer questions about the existing railroad corridor, track conditions, potential costs, economic impact, ridership, and more. Groundwork will be applying for a grant to fund this study and is requesting

letters of support from local organizations that would benefit – directly or indirectly - from this initiative. They have provided a suggested support letter (see attached) from Boyne City Main Street.

### **RECOMMENDATION**

That the Boyne City Main Street board provide a letter of support to the Bay Area Transportation Authority and the Groundwork Center for Resilient Community's Service Delivery and New Technology for a grant application for the northern Michigan passenger rail study and allow Groundwork to list Boyne City Main Street as a supporter on the project website.

Date

Sharon Edgar  
Michigan Department of Transportation  
Office of Passenger Transportation  
P.O. Box 30050  
Lansing, MI 48909

Dear Sharon Edgar,

The Boyne City Main Street program fully supports the Bay Area Transportation Authority and the Groundwork Center for Resilient Community's Service Delivery and New Technology grant application for a northern Michigan passenger rail study.

The Ann Arbor to Petoskey and Traverse City corridor presents an opportunity to use an existing railroad asset to provide additional transportation options for Michigan travelers—including many of the 2 million annual visitors to northern Michigan. After a series of public forums around the state, Michigan residents identified Traverse City as the No. 1 destination for train travel. In addition, the state included this project as a long-term priority in its 2011 State Rail Plan.

The preliminary feasibility analysis would begin to answer questions about the existing railroad corridor, track conditions, potential costs, economic impact, ridership, and more.

We encourage you to give favorable consideration to the Bay Area Transportation Authority's request. This study is in the best interest of moving our state, our downtowns, and our local economy forward.

Sincerely,