



## DISTRICT REVIEW AND STAKEHOLDER SURVEY – [DISTRICT]

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T A K I N G I N V E N T O R Y

[The District Name] participated in this District Review with CDRP staff on [Date]. This review template provides recommendations to [the district] on the five elements below, which are the basis for future District Plans and scopes of work in future economic development contracts within the City’s CDRP program:

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# ORGANIZATION, PLANNING, OPERATIONS AND FINANCE

## O P E R A T I O N A L E F F E C T I V E N E S S

Organizations participating in the Commercial District Revitalization Program (CDRP) should be composed of stakeholders committed to bringing about commercial revitalization in a targeted commercial district. Ideally, organizations applying for funding will be composed of business owners and commercial property owners from the area along with neighborhood residents and/or associations and other key stakeholders (churches, schools, chambers of commerce) in the area.

During this transition assessment, organizations currently receiving funding must be aware of the future level of commitment and organizational capacity the CDRP will require. This section of the District Review Assessment, **Organization, Planning, Operations, and Finance**, is the foundation for determining an organization's needs and readiness for entering the CDRP. Please provide a cover letter, narrative and attachments for the items in this section.

### *Organization and Board of Directors*

1. Articles of Incorporation
2. Bylaws

The following items should be in the bylaws. Please indicate the article or section:

- Board member eligibility criteria
- Number of board members
- Length of term and number of terms
- Officers and how they are elected
- Committees and how they are appointed
- Meetings, when they are held, and what constitutes a quorum
- How amendments can be made to the bylaws

3. Oklahoma State ID#
4. Federal EIN#
5. IRS Recognition Letter
6. The mission statement for the organization
7. Conflict of Interest Policy or Statement
8. Financial Policies
9. Board of Director's Roster, including contact information, interest in the district (business owner, tenant, property owner, resident) and how long/how many terms they have served on the board
10. Board Meeting minutes from the last two years

## *Planning and Programs*

1. Decision-making: How your organization decides to take on new programs and make changes to existing programs
2. The main goals and benchmarks for your organization this year. Include goals from the entire scope of work and budget under your governance.
3. Current and past efforts in community building activities and how your organization participates with a district and/or place-based stakeholders
4. Do you contract with the City to manage services for a Business Improvement District?
5. Your organization's interests in commercial district revitalization and what you hope to achieve through the City's CDRP

## *Operations and Management*

1. Job descriptions for staff and how performance reviews are conducted
2. The strengths of current staff and what other skills and resources your organization needs. Please indicate areas where your organization is strong and areas where you could use additional training and assistance:
  - Manage and track detailed and complex finances and budgets
  - Follow non-profit reporting standards
  - Facilitate and flow with stakeholders and different constituencies
  - Recommend and manage the appropriate projects and programs for the organization's mission
  - Identify competitive sources for services, obtain quotes, and manage contracts and quality of service delivery
  - Conduct fundraising activities
  - Interact with City staff and services
3. Describe your contact list for the district, who is on it, how you update it, how you use it

## *Finance and Budget*

1. Financial reports – quarterly and annual income statement
2. All sources of funding by percentage and program
3. Budget history – what programs have increased and decreased over the last few years
4. How you bring in private sector resources for the district's growth and development
5. How your organization assesses a return of investment on place based programs and investments
6. Tangible improvements in the district resulting from your funding and resources

## MARKET FUNDAMENTALS, DISTRICT CULTURE AND PROMOTION

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W H O Y O U S E R V E | O U T R E A C H

The CDRP is a place-based program to help districts leverage their resources with the demand of the local neighborhoods and markets. The essential key to a district's success is how well it serves the local market. Needs of the local market provide valuable information for goal setting and benchmarks. In this transition review, your organization needs to include the following information with attachments as needed and be prepared to discuss these items more fully during the meeting with CDRP staff.

- 1.** Description and/or map of district boundaries and a rationale for these boundaries
- 2.** Description of the strengths, weaknesses, opportunities and threats of the district:
  - What are the commercial revitalization needs?
  - What are the needs of the adjacent neighborhood(s) and residents?
  - What are the barriers to revitalization?
- 3.** An inventory of existing businesses and commercial properties in the district
- 4.** Description of the residential neighborhood(s) adjacent and the Neighborhood Associations represented
- 5.** Major changes which have occurred in the district in the last five years
- 6.** Stakeholders' long-term vision for the district?
- 7.** Key projects and/or programs that need to occur in the district to improve it – short-term and long-term.
- 8.** Business types/businesses that could improve the district and increase visitation
- 9.** Advantages and disadvantages of having an investment in this district as compared to other areas – for example, lease rates, property values, access, tenant mix
- 10.** Why have stakeholders invested in this district versus other districts in Oklahoma City? Which other districts would stakeholders consider investing in?
- 11.** Are stakeholders willing to participate actively in a district's growth, both financially and by giving of their time?

## ECONOMIC DEVELOPMENT

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B U S I N E S S M I X | P R O P E R T Y A N D L E A S E

V A L U E S

Describe the business recruitment, retention, and expansion efforts your organization conducts for the district.

## REDEVELOPMENT, DESIGN, BUILDINGS, AND INFRASTRUCTURE

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A E S T H E T I C S | B U I L T E N V I R O N M E N T

Describe the role played by your organization in the following types of district projects relating to Redevelopment, Design, Buildings, and Infrastructure:

1. Redevelopment strategies and projects
2. Streetscape and beautification
3. Façade improvements
4. Zoning changes
5. Design guidelines

## ACCESS AND SAFETY – PARKING, TRAFFIC AND MOBILITY

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E V E R Y T H I N G   T H A T   M O V E S

Describe the role played by your organization in the following types of district projects relating to Access and Safety:

1. Pedestrian environment enhancements
2. Traffic flow and pedestrian crossings
3. Bicycle routes
4. Transit
5. Parking design and enforcement



This outline organizes the major elements for a District Plan and is our recommendation for a table of contents. Consider it as a template that you can customize for your District Plan.

### **I. EXECUTIVE SUMMARY**

- Planning Process
- Key Findings from Understanding the Market
- Summary of Implementation Strategies

### **II. INTRODUCTION**

- Organization Purpose and/or Mission
- District Planning Process, Participants and Acknowledgements

### **III. BACKGROUND DATA**

(Reference the *CDRP Market Fundamentals Guide* for approaches to gathering market information and data resources.)

#### ***Niche Strategy***

The Niche Strategy defines the district and positions it within the market place by:

- Identifying the differential and competitive advantages of the district
- Highlighting the history of the district as well as qualities which make it distinctive

#### ***Market Snapshot & Economic Profile***

*Primary* markets are made up of neighborhood households within a 10 minute walking distance of the business district. *Secondary* markets include all households within a one to three mile radius of the business district. The definition of the secondary market will be adapted to address the specific dynamics of the business district. The market assessment is tailored to a district, and could include:

- Demographic data of the surrounding neighborhoods
- Workforce profile of the surrounding neighborhoods
- Community attitude survey to determine what residents want in their business districts
- Education and crime data
- A retail assessment

- Development patterns and opportunities
- Other information as appropriate

**Stakeholder Outreach and Surveys Summary**

This section provides a summary of the data collected from outreach to stakeholders, including:

- Focus groups, roundtables and one-on-one meetings (Reference also District Review and Stakeholder Survey: Taking Inventory document and meeting summary, and Staff Recommendations)
- Community and Stakeholder surveys – see attached template example

**Planned Projects**

This section highlights programs, projects and investment taking place now or in the future by the private sector or City of Oklahoma City.

**IV. PLAN IMPLEMENTATION, MONITORING AND PERFORMANCE**

This section of the District Plan will include a workplan and funding strategies in 1-, 3-, and 5-year horizons that the Board of Directors will assess and adjust each year. Ideally, the Board will ensure a strong connection between implementation strategies and the organization’s mission. District Plans include strategies and performance metrics across these five elements:

<p>1. Organization, Planning, Operation and Finance</p>	<ul style="list-style-type: none"> <li>– Organization and Board of Directors</li> <li>– Planning and Programs</li> <li>– Operations Management</li> <li>– Finance, Budget, and Self-sufficiency Planning</li> <li>– Appropriate Structure, e.g., BID, Redev. Corp., Main Street, Non-Profit</li> </ul>
<p>2. Market Fundamentals, District Culture and Promotion</p>	<ul style="list-style-type: none"> <li>– Stakeholder Identification and Engagement</li> <li>– Niche Strategy; Branding, Logo, Message</li> <li>– Marketing Communications, Events and Promotion</li> <li>– Community Retail and Service Needs</li> </ul>
<p>3. Economic &amp; Community Development</p>	<ul style="list-style-type: none"> <li>– Tenant and Business Recruitment</li> <li>– Tenant and Business Retention &amp; Expansion</li> <li>– Merchant Membership</li> <li>– Integration of Tenant Mix and Market Needs</li> <li>– Neighborhood Conditions</li> </ul>
<p>4. Redevelopment, Development, Design, and Infrastructure</p>	<ul style="list-style-type: none"> <li>– Regulatory: Zoning &amp; Design Guidelines</li> <li>– Streetscape &amp; Beautification</li> <li>– Facades, Code Enforcement</li> </ul>

	<ul style="list-style-type: none"> <li>– Integration with Access and Safety</li> <li>– Infill Strategies</li> </ul>
5. Access and Safety, Parking, Traffic & Mobility	<ul style="list-style-type: none"> <li>– Parking design and enforcement</li> <li>– Traffic flow and pedestrian crossings</li> <li>– Bicycle lanes</li> <li>– Mass transit alternatives</li> <li>– Pedestrian Realm Enhancements</li> </ul>

**V. ATTACHMENTS**

- Market Profiles, Demographic Reports
- Maps, Site Plans, Renderings
- Stakeholder Outreach Surveys, Focus Group Records
- Budget and Funding Plan Details for Plan Implementation
- Community and Economic Development Resources
  - Small Business Development
  - Loans and Financing
  - Neighborhood Associations and Development
  - Workforce Development

## MARKET FUNDAMENTALS GUIDE

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I N F O R M I N G   T H E   S T R A T E G I E S

The framework of the Oklahoma City Commercial District Revitalization Program (CDRP) is structured on the principle that resources will be concentrated in areas that have the best potential for success as demonstrated by local market opportunities.

As you gather information about the characteristics in your market and district, you will identify items that need attention. This information helps your stakeholders make agreements about revitalization strategies.

This guidance document describes:

- How to understand the market
- Baseline indicators that are important to capture and measure for each district
- Useful resources for gathering this data
- Guidelines for pulling it all together
- How to translate market information into meaningful programming and projects for the district

Please call on the City's CDRP Program Manager, Kim Cooper-Hart with your questions:

email: [kim.cooper-hart@okc.gov](mailto:kim.cooper-hart@okc.gov), phone: 405 297 2900.

### **UNDERSTANDING THE DISTRICT'S MARKET**

Understanding the district's market is the critical first step to making a commercial district truly thrive. By gathering and analyzing market information about a commercial district, it is possible to:

- Identify business and investment opportunities
- Create a unique niche strategy for the commercial district
- Create focus and consensus among stakeholders
- Establish a context for all elements of the District Plan, including design, parking, regulatory and land use decisions

There are three components that are critical to understanding the market in a commercial district: 1. *Economic Profile*, 2. *Stakeholder Outreach*, and 3. *Compleitive Analysis*. After the review of these components, this document concludes with how it fits together into your District Plan.

**1. Economic Profile:**

An economic profile brings together detailed information on the demographics and economic dynamics of the commercial district by compiling key market data in one place. There are two elements to the economic profile:

- **Define the Market or Trade Area:** Start by determining the commercial district’s primary visitation or use area. While economists often purchase data in concentric circles, people don’t generally behave in these patterns. For commercial districts, it’s better to define primary market areas by walking and biking distances, by neighborhoods that support a business node, or by vehicular corridors that feed into a business center.
- **Compile the Market Data:** Market data can come from a variety of sources and is important for benchmarking the progress of the district and for evaluating the effectiveness of program efforts in the district. This information also enables the constituency to better understand and react to the strengths, challenges, trends and opportunities facing the district.

**Market Data and Indicators that districts should strive to track:**

Demographics and Housing	<ul style="list-style-type: none"> <li>– Neighborhood Profiles</li> <li>– Population</li> <li>– Households (Size, Growth Trends, Median Household Income, Gender, Age)</li> <li>– Race and Ethnicity</li> <li>– Housing Trends (Development, Rental Rates, Sales Prices, Affordable Housing)</li> </ul>
Education	<ul style="list-style-type: none"> <li>– Attainment Rates</li> <li>– Area Schools Overview</li> </ul>
Traffic/Transit/Commute Habits	<ul style="list-style-type: none"> <li>– Traffic Flow Data</li> <li>– Transit Routes and Ridership</li> </ul>
Crime Statistics	<ul style="list-style-type: none"> <li>– Nuisance and Serious Crimes</li> </ul>
Retail Sales	<ul style="list-style-type: none"> <li>– Sales Tax Revenue Trends (Overall and By Sector)</li> <li>– Vacancy Rates</li> <li>– Lease Rates</li> <li>– Business Directory</li> </ul>
Office	<ul style="list-style-type: none"> <li>– Vacancy Rates</li> <li>– Lease Rates</li> <li>– Top Employers</li> </ul>

Attractions/Cultural Activity	<ul style="list-style-type: none"> <li>– Arts/Attractions/Amenities</li> <li>– Annual Attendance</li> <li>– Events and Festivals Attendance</li> </ul>
Hospitality and Tourism	<ul style="list-style-type: none"> <li>– Number of Rooms</li> </ul>
Development Trends	<ul style="list-style-type: none"> <li>– Project Type</li> <li>– Cost Per Square Foot</li> </ul>

**Resources for Market Data and Indicators:**

U.S. Census	Claritas/ESRI
Real Estate Data Services	City of Oklahoma City
OKC Chamber of Commerce	Convention and Visitors Bureau

There are many sources for this market data and CDRP staff will help you to find additional sources for this information.

**2. Stakeholder Outreach**

The second component in understanding the market is gathering stakeholder outreach. This step augments the quantitative information about the district by gathering qualitative information from those with “ownership” in the district, including:

- Business and property owners
- Residents
- Community leaders
- City officials

There are a variety of methods that can be used to obtain stakeholder input, here are a couple examples:

**Focus groups, roundtables and one-on-one meetings:** Face-to-face outreach with key stakeholders in the district – in particular business and property owners – is important to gathering valuable qualitative information about the district. Outreach may occur in a variety of formats – including individual discussions and group meetings – and should aim to understand the stakeholder’s vision for the district, as well as their perceptions on district strengths, weakness and opportunities.

Questions to be explored during the meetings could include:

- What is the stakeholder’s long-term vision for the district?
- What key projects and/or programs need to occur in the district to improve it – short-term and long-term? Which business types/businesses could improve the district and increase visitation?
- What are the comparative advantages and disadvantages of having an investment in the district?

- Why have stakeholders invested in this district versus other districts in Oklahoma City? Which other districts would stakeholders consider investing in?
- Are stakeholders willing to actively participate in a district's growth, both financially and by giving of their time?

**Online or direct mail surveys:** Surveys are important in capturing data from a larger group of district stakeholders. They are particularly effective in reaching out to residents and neighborhoods. (Reference the *CDRP Community Survey Example* for more detailed information.)

### 3. Competitive Analysis

Conducting a competitive analysis is the third component important to understanding the market. The goal of the competitive analysis is to determine a commercial district's differential advantages as compared to other competitive business districts within the community or region. Determining a commercial district's competition can most effectively be done through stakeholder surveying. Once a district knows its competition, a brief survey of the competitive districts should be undertaken to understand how they differ in:

- Business Mix
- Predominant Uses
- Market
- Rental Rates
- Physical Characteristics
- Niche

A brief analysis of the findings typically serve to identify gaps in the marketplace or unique opportunities for differentiation.

### **FINALLY - TRANSLATING MARKET INFORMATION INTO ACTION**

Once a commercial business district has collected this abundance of market information, now what? How does information translate into action? Defining the business district's unique niche is the next step resulting from a comprehensive understanding of the local market. The niche should:

- Identify the differential advantage of the commercial business district. It should answer the question: What do we do better and/or different than our competition to reach our markets?
- Include a connection to the history of the district and should identify qualities that make the district distinctive. It should go beyond the physical appearance to get to the heart and soul of the place.

Some examples of niche district strategies include:

- Developed for the Bluebird District in Denver:

*"A distinctly urban neighborhood emerging from a colorful and gritty past, the Bluebird District is an eclectic business and entertainment district at the center of historic Colfax Avenue where edgy meets entrepreneurial and independent meets community."*

- Developed for the Welton Corridor in Denver:

*“Welton Street is a multi-cultural entertainment district, rooted in African American history and seen as a destination for arts, culture and entertainment. The corridor also provides neighborhood serving retail and services and is the focal point and central gathering place for the surrounding neighborhoods including San Rafael, Curtis Park, Cole, Whittier and Five Points.”*

Together, the market analysis and the niche influence the strategies to implement the District Plan. Programming and projects for the district should align to these five elements in a District Plan (Reference the CDRP District Plan Table of Contents Guide):

1. Organization, Planning, Operations and Finance
2. Market Fundamentals, District Culture and Promotion
3. Economic & Community Development
4. Redevelopment, Development, Design, and Infrastructure
5. Access and Safety, Parking, Traffic & Mobility



## COMMUNITY SURVEY EXAMPLE

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Q U A L I T A T I V E M A R K E T D A T A

### **ABOUT THE SURVEY TEMPLATE**

The following document outlines a survey template which you can easily modify for your district. The goal of this survey is to effectively assess stakeholder and neighborhood priorities and use patterns for each district. The template is divided into sections which include both standard benchmarking questions that can and should be used for each district, as well as optional questions that may be posed based upon a district's unique needs.

### **SURVEY FORMAT AND DISTRIBUTION**

This survey template has been formatted for use as an on-line survey using a web-based tool such as SurveyMonkey. On-line surveying has emerged as one of the most effective methods of distribution for seeking stakeholder input, both in terms of time and cost. Access to the survey can be hosted on a website or by emailing a link to the survey instrument. Distribution to stakeholders can efficiently occur via email marketing or by distributing postcards or flyers to the desired survey area. Finally, tabulation of survey results occurs automatically as the responses come in, allowing for immediate feedback into the process.

### **INTRODUCTION**

Every survey should open with an introduction stating:

- Who is distributing the survey
- Why the survey is being undertaken
- Who to contact with questions about the survey
- (OPTIONAL) Information about a giveaway/prize drawing as an incentive to respond

### **BENCHMARKING QUESTIONS**

The following questions can be used to do an initial assessment of the district and can be modified slightly to be used as a yearly benchmarking tool. Questions will be to be adjusted to fit the unique needs of each individual district. Suggested response ideas have been provided.

#### ***Assessing the District Today***

1. Overall, do you feel the (NAME OF COMMERCIAL BUSINESS DISTRICT) is:
  - Improving
  - Declining
  - Staying the same

2. Do you think the following characteristics of (NAME OF COMMERCIAL BUSINESS DISTRICT) have been better or worse during the past 12 months? NOTE: On the first survey, may want to ask about “past 3 years,” and then use 12 months in follow-up surveys.  
(Choice of: *Much Better, Slightly Better, No Change, Slightly Worse, Much Worse, Don't Know*)
- Appearance
  - Business Growth
  - Cleanliness
  - Communications between stakeholders
  - Events and Entertainment
  - Image
  - More retail and restaurants
  - Overall Vitality
  - Safety (Perception)
  - Safety (Reality)
  - Visitor Activity
  - Other (If other, please specify)
3. What do you do when you visit the (NAME OF COMMERCIAL BUSINESS DISTRICT)?
- Attend special events
  - Dine at restaurants
  - Shop for retail goods
  - Nightlife/Live Entertainment
  - Take care of personal business (e.g. drycleaning, bank, salon)
  - Work
  - Other
4. What three specific businesses in the (NAME OF COMMERCIAL BUSINESS DISTRICT) do you visit most frequently?
5. If you DON'T visit (NAME OF COMMERCIAL BUSINESS DISTRICT) is it because of: (Check all that apply)
- Concerns about safety
  - Difficult to get around/find things
  - Generally unappealing environment
  - Lack of arts, culture and entertainment
  - Lack of diverse retail
  - Lack of information about what exists
  - Lack of restaurant options
  - Limited parking
  - Traffic/congestion
  - Other
6. Which improvements would encourage you to visit (NAME OF COMMERCIAL BUSINESS DISTRICT) more often? (Choose from: No, Won't Encourage Me, May Encourage Me to Visit More, Yes, Would Encourage Me to Visit More)
- Better information on what exists
  - Brand name stores

- Live entertainment (music, comedy)
  - More arts and culture venues
  - More convenient parking
  - More/different restaurants
  - More welcoming atmosphere
  - Nightlife
  - Special events
  - Unique, one-of-a-kind shops
  - Other
7. What types of businesses would cause you to spend more in the (NAME OF COMMERCIAL BUSINESS DISTRICT)? (Open Response)
8. Which of the following business districts/shopping areas do you visit at least once per month because you cannot find what you need in (NAME OF COMMERCIAL BUSINESS DISTRICT)?
- Provide a list here of other/competitive business districts
9. What is the one thing you like MOST about (NAME OF COMMERCIAL BUSINESS DISTRICT)?
10. What is the one thing you like LEAST about (NAME OF COMMERCIAL BUSINESS DISTRICT)?

***Looking Ahead at the Future of the District***

1. Looking ahead, list three phrases you'd use to describe your vision for (NAME OF COMMERCIAL BUSINESS DISTRICT). (Open Response)
2. To achieve this vision and improve the (NAME OF COMMERCIAL BUSINESS DISTRICT), which services or programs are important? (Select from: Most Important, Very Important, Somewhat Important, Not Important, Don't Know/No Opinion)
- Projects to improve the pedestrian environment (lighting, landscaping, amenities)
  - Improved pedestrian crossings and traffic calming
  - Improve the retail and business mix through economic development assistance
  - Improve safety
  - Increase mixed-use development
  - Improved transit, including streetcar, bus service, etc.
  - Stronger marketing, public relations and events to build a positive identify
  - Improve communications between business, property owners and nearby residents
  - Improve parking accessibility
  - Better trash, graffiti control and overall cleanliness of the street
  - More arts and culture
  - Encourage public art projects
  - Increase job opportunities
  - Other (If other, please specify)
3. If you could make one improvement to enhance the (NAME OF COMMERCIAL BUSINESS DISTRICT) what would it be?

***If you want to test willingness to support BID or pay other assessments***

1. Would you consider paying new or additional assessments to support enhancements and improvements to the (NAME OF COMMERCIAL BUSINESS DISTRICT)?
  - Definitely yes
  - Probably yes
  - Don't know
  - Probably no
  - Definitely no
2. If yes, please choose up to three services or improvements you would consider paying for:
  - Use the same response options from Question #2 in "Looking Ahead"

***If an organization exists in the district***

1. How would you rate the services provided by the (NAME OF COMMERCIAL BUSINESS DISTRICT ORGANIZATION)? Choice of: Excellent, Good, Fair Poor, No Opinion
  - Provide list of services that the organization provides here, i.e. marketing, business support, cleaning, etc.)
2. Overall, how would you grade the (NAME OF COMMERCIAL BUSINESS DISTRICT ORGANIZATION)?
  - "A" – Services are excellent and I am very satisfied with (NAME OF COMMERCIAL BUSINESS DISTRICT ORGANIZATION)
  - "B" – Services are good, but there is room for improvement
  - "C" – Services are fair and there is room for much improvement
  - "D" – Services are poor and I am dissatisfied with (NAME OF COMMERCIAL BUSINESS DISTRICT ORGANIZATION)
  - "F" – Services are very poor and (NAME OF COMMERCIAL BUSINESS DISTRICT ORGANIZATION) has been a failure
  - "I" – Incomplete. I do not know if services are good or poor OR too soon to tell
3. Please explain why you graded the (NAME OF COMMERCIAL BUSINESS DISTRICT) as you did and how you feel the organization could be improved. (OPEN RESPONSE)

**DEMOGRAPHIC QUESTIONS**

1. Which of the following best characterizes your interest in (NAME OF COMMERCIAL BUSINESS DISTRICT)?
  - Commercial property owner
  - Business owner
  - Residential property owner
  - (NAME OF SPECIFIC NEIGHBORHOOD) Resident
  - Charitable/Non-Profit
  - Government
  - Other (If other, please specify)
2. How long have you been in (NAME OF COMMERCIAL BUSINESS DISTRICT)?

3. (OPTIONAL) Where are you located in (NAME OF COMMERCIAL BUSINESS DISTRICT)? NOTE: This question is helpful where the district is large and it makes sense to divide it into sub-districts.
4. Contact Information:
  - Name
  - Address
  - City
  - State
  - ZIP/Postal Code
  - Email Address
  - Phone Number
  - Addresses of commercial properties owners
  - Names/addresses of businesses owned
5. Would you like to take a more active role in the development of (NAME OF COMMERCIAL BUSINESS DISTRICT) as a volunteer as a volunteer and/or committee member?
  - Yes
  - No