East Side's Main Street Monitors

by
Katie Groen
Center for Urban & Regional Affairs, University of Minnesota
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Project Purpose

Economic development professionals and organizations are often challenged to "prove" that their efforts are making an impact. This is particularly important for nonprofit organizations such as community development corporations (CDCs) that rely upon funding from various external sources including foundations, national, state and local government, and intermediaries such as the Local Initiatives Support Corporation (LISC). These funders often require agencies to provide information not only about how funds are being used, but also about what impact or changes those funds have created.

The purpose of this project was to determine a set of variables that provide some indication of changes and impact facilitated by the economic development efforts of the East Side Neighborhood Development Company (ESNDC), St. Paul, MN. Beyond determining what variables to utilize, the focus of the project was to gather the current baseline information and determine methods for future monitoring of these variables.

This project was initiated by ESNDC because it has recently completed the planning phase of an economic development program, the National Main Street Program, and is set to begin implementing related strategies. The Main Street initiative focuses on one commercial corridor, Payne Avenue. As a result, the variables and information utilized in this project also focus distinctly on the avenue. The baseline spreadsheet developed for Payne Avenue is included as an appendix to this report.

Background

ESNDC is a local community development corporation serving the Payne-Phalen neighborhood on the eastside of St. Paul. Main Street is a comprehensive, commercial corridor revitalization program that aims to "make historic and traditional commercial buildings and districts economically viable." The program has been developed by the National Trust for Historic Preservation and is also funded by LISC. The program focuses on four main areas affecting a main street's well being - organization, design, promotion and economic restructuring. The National Main Street program provides some guidance as to what variables they would like to see monitored throughout the course of the program. These variables provided a basis for developing this list.

The variables that have been included in this project will be monitored on an annual basis. There was some consideration of monitoring changes on a shorter term, particularly due to the speed with which ESNDC has been implementing the program, but a yearly time frame was determined most appropriate and feasible.

Three mechanisms have been developed for monitoring and recording information. These mechanisms are:
- individual property files for each property on Payne Avenue

- "Payne" - a business database created in the Access program
- "Payne Tracking" – several Excel spreadsheets

These forms are also included in the appendix to this document.

Data Collected & Sources

The variables were divided into two main categories: "Non-program Results & External Influences" and "ESNDC Program Results." The variables included within each of these sections are listed below with information about the sources of that data, as well as the lag time that should be expected in receiving this information.

Non-Program Results & External Influences

The variables included under the framework of "Non-Program Results & External Influences" represent just that, general monitors that are not direct efforts of ESNDC or other organizations. Obviously, ESNDC would like to assume that the organization's overall efforts do, however, have an impact on the variables monitored within this grouping.

The variables included are:
- private investment in buildings
- business start-ups & failures
- vacancy rates
- ownership
- market value
- public sector investment/improvements
- crime

They are expanded upon below.

Private Investment in Buildings -

The level of private investment in buildings will monitor investment in relation to building permits approved for work on businesses located on Payne Avenue. Although there are some residential structures on the avenue, only building permits approved for commercial structures will be included with this information. Tracking of this variable will include:
- Number of permits approved
- Number of buildings involved
- Total dollars in permits

Source: The Department of Licensing and Inspection has permit information which is updated daily. The information is available by avenue, such as for Payne Avenue, or for another specified area.

Lag time: New systems were being put in place during this project so accessing the data took much longer than it should in the future; allow 2-3 weeks.

Business Start-ups & Expansions –

Information about business start-ups, failures and related variables will provide information about the business climate, and any changes taking place, on Payne Avenue. The information to be included in monitoring these variables will include:

- Number of start-up businesses
- Number of expansions
- Number of start-ups & expansions with ESNDC program influence
- Number of business failures/closures
- Number of businesses downsizing
- Net new business

Source: ESNDC fieldwork and monitoring will be necessary to gather the required information. A spreadsheet has been created to specifically monitor startups, failures, expansions, and downsizings. Information should also be included in the individual property files for later reference. Businesses with "program influence" will include those businesses receiving ESNDC loans or grants. This information will also be kept internally in loan and grant program files.

Lag time: The information should be available at any time, depending on the accuracy and consistency in ESNDC's tracking.

Vacancy Rates –

The monitoring of vacancy rates, and related variables, will provide information about the availability of properties and the character of the properties on Payne Avenue. Monitoring of these variables will include:

- Number of vacant properties
- Number of vacant lots
- Number of buildings used as storage
- Number of businesses with questionable store hours
- Number of buildings otherwise underutilized
- Number of residential properties
- Total vacant & underutilized properties – this total does not include residential
- Number of non-retail businesses

Source: ESNDC fieldwork and monitoring will be necessary to gather the required information. Determinations about "questionable store hours" and "buildings otherwise underutilized" will clearly be subjective. ESNDC staff knowledge about the Avenue's business was particularly helpful for establishing this initial baseline. Staff may want to include specific notes about their assessment of businesses in the individual property files. This will help to develop historical records as well as identify the rationale employed. The individual property files and/or business database may be helpful for tracking these characteristics on an ongoing basis.
Lag time: The information should be available at any time, depending on the accuracy and consistency in ESNDC's tracking. Fieldwork conducted for establishing baseline took approximately 8-10 hours.

Ownership –

This variable will track one aspect of property and business ownership on the avenue:
- Number of business owners that are also property owners

Source: ESNDC fieldwork will be necessary to gather the required information. The database system including all avenue properties has been established to track this, and other, characteristics on an ongoing basis. As with many urban areas, determining the ownership of buildings can be difficult and time-consuming. For this initial baseline, the information was unknown for the vast majority of the properties. The individual property files being developed will provide cause for ESNDC to determine this information which in turn will be helpful for this monitoring project.
Lag time: The information should be available at any time. However the accuracy and extent of ESNDC's knowledge may vary because the information can be difficult to obtain. The baseline number used for 1998 represented ESNDC's knowledge at that time.

Market Value –

Market value data will track the following values for the parcels on the avenue:
- Land market value
- Building market value
- Total market value

Data will be provided as aggregate totals; however, in gathering the information, values for individual parcels will become available.
Source: The most recent assessed values for property and structures are available via the Integrated Realty Information Systems (IRIS) program. Each parcel must be accessed individually to retrieve the information.
Lag time: The information is available at anytime, however, since each parcel must be accessed individually gathering the data may take anywhere from 2-6 hours.

Public Sector Investment/Improvements -
The level of public sector investment will monitor the number of dollars being spent by the City of St. Paul on improvements to Payne Avenue. This investment variable will specifically focus on information about streets and utilities. Tracking of this variable will simply include:
- Dollars invested in Payne Avenue

Source: The St. Paul Department of Public Works has information about the costs of projects completed on Payne Avenue. More than one staff person may need to be contacted if there is more than one project within a given year.

Lag time: For 1998, there was no public sector investment. As a result, the staff person contacted at Public Works was able to provide the information immediately over the phone. Assuming that there will be dollars spent in the future, obtaining exact amounts will likely be more difficult. Allow 4-6 weeks.

Crime -
Crime statistics will provide information about crime incidents that occur directly on Payne Avenue. Crime has been recorded in several categories as outlined below:
- Total calls for service
- Outcomes:
  - Reports filed
    - Personal crime
    - Property crime
    - Nuisance crime
    - Traffic crime
  - Persons "advised"
  - Detox

Calls that resulted in advising individuals or taking individuals to a detox center were not included within the reports filed. These situations involved actions generally included within nuisance crimes. For Payne Avenue, these types of "crimes" represent many of the problems cited by business owners and residents and therefore should be tracked in addition to the reported incidents.

Source: Crime statistics specifically for Payne Avenue were available through the St. Paul Police Department's Vice Unit as a result of funding from the Weed and Seed Program, which provides for greater monitoring of crime. Although funding for this program is only in place for approximately two years, a Vice Unit contact suggested the information would be available at the avenue level for some time.

Lag time: Receiving information from the Vice Unit took quite a bit of time. The Vice Unit contact suggested that ESNDC request the information on a quarterly basis in the future, versus for a yearly time frame as was requested here. He suggested this will decrease the lag time; allow 4-5 weeks.

ESNDC Program Results

The variables included under the header of "ESNDC Program Results" are largely measures of ESNDC's, or other organization's, economic development programs. These variables include:
– micro-entrepreneur training
– workshops
– direct technical assistance
– loans
– grants
– employment created
– marketing and promotions

Due to the nature of the programs that will be monitored, several of the variables will provide information that is not specific to Payne Avenue but may also refer to the greater Payne-Phalen neighborhood.

Micro-entrepreneur training program -

The micro-entrepreneur training program is coordinated with ESNDC and Neighborhood Development Center. It is available to eastside residents with instruction in two languages, English and Hmong. Tracking of this program will inventory the following; the numbers provided will be distinguished by language of instruction as well as provided in total:
▪ number of individuals completing training
▪ number of new businesses established – disaggregated by businesses in the neighborhood and outside the neighborhood
Source: NDC keeps complete records for all training classes and the individual graduates of the program. The training is conducted in two cycles throughout the year, one is generally scheduled to begin in February or March; the second cycle is scheduled for July or August. Records are updated at the end of each cycle and on a less formal basis throughout the year.
Lag time: The information is very accessible through NDC; allow 1-2 weeks. It is important to note that complete accuracy is difficult because the status of the trainees will always be changing.

Workshops –
Workshops would include those activities coordinated by ESNDC, or other such agency, which provide general information, instruction, and suggestions to assist businesses become more successful. These activities or programs will often not be presented by ESNDC, but by an agency, organization or business that is working with ESNDC. Examples from 1998 would include:
- Main Street 101 Training – an overview of the Main Street Model presented to the committee members by the Main Street Director in Racine, Wisconsin.
- Retail Trends Presentation – presented by The Gibbs Planning Group to PABA annual meeting.
- Verbal Judo – training for businesses presented by the Police Department on tactics for confronting individuals who are causing problems in the community, including when not to confront them.

ESNDC will monitor:
- total number of these workshops conducted
- total number of attendees.

Source: A spreadsheet was developed for ESNDC to monitor workshops on an annual basis. This variable was not included in the 1998 baselines because there was no accurate record of the number or nature of workshops conducted.
Lag time: The information should always be accessible, depending on the accuracy and consistency in ESNDC's tracking.

Direct Technical Assistance –
Direct technical assistance consists of specific business assistance provided by ESNDC staff to local businesses. Examples from 1998 would include:
- Marketing assistance – preparation of flyers, assistance in developing mailing list
- General assistance – identifying distributors, coordinating installation of new services
- Marketing assistance – locating sources of market resources on trends or issues, ex. smoke-free restaurants

ESNDC will monitor:
- total number of businesses receiving technical assistance
- impact that assistance has made

Impact assessment will be based on ESNDC's knowledge of the businesses involved. Staff should assess, six months after the assistance, if the business has had a behavior change and/or a business change. This assessment could be done in the form of formal interviews or surveys and/or informal observation or conversations.
Source: A spreadsheet was also developed to track technical assistance efforts on an annual basis. This variable was not included in the 1998 baselines because there was no accurate record of the level of technical assistance provided.
Lag time: The information should always be accessible, depending on the accuracy and consistency in ESNDC's tracking.

Loans –
Three different loan programs will be tracked for this project, ESNDC loans, WIND loans and loans provided by the city of St. Paul. For each of these programs, this project will track the following:
- number of loan applications
- number of loans
- dollars loaned
- leverage dollars provided
- lending rate versus prime rate

For the loan programs with larger geographic regions, those managed by the City and WIND; the numbers will refer to those applicants and loans in the Payne-Phalen neighborhood. They will not refer specifically to applicants and loans on Payne Avenue. For each of the programs, the numbers will be presented by race/ethnicity of the applicant or debtor, as well as presented in total. Each program's information will be distinct from the other programs'.

<u>Source:</u> WIND has complete records of all loans administered and the staff there can provide information specific to Payne-Phalen. City of St. Paul information can be provided according to census tracts. Contact the PED staff serving Payne-Phalen to get loan information for census tracts 0310, 0315, and 0330. ESNDC keeps records for all of its loan activity.

<u>Lag time:</u> WIND information is very accessible, allow 1-2 weeks. Accessing City of St. Paul information can take quite some time, allow 4-8 weeks. ESNDC information should be accessible, depending on the accuracy and consistency in tracking.

Grants –
ESNDC offers grant money to neighborhood businesses. Similar to the loan funds, this project will track the following information about these grant dollars:
- Number of grant applications
- Number of grants
- Dollars granted
- Leverage dollars provided

The numbers will be presented by race/ethnicity of the applicant/grantee, as well as presented in total.

<u>Source:</u> ESNDC keeps records for all of its grant activity.

<u>Lag time</u>: ESNDC information should be accessible, depending on the accuracy and consistency in tracking.

Employment Created –
The amount of new employment created by economic development efforts is not only difficult to track, but also difficult to determine. It is, however, an important factor to assess in any economic development project or initiative. For the purposes of this project, the amount of new employment created on the avenue will be tracked in conjunction with specific programs, the entrepreneurship training, loans and grant programs. The project will track:
- number grants &/or loans
- number of individuals completing training
- number of jobs created – diaggregated by full-time and part-time jobs

Source: This variable was not included in the 1998 baselines because there was no accurate record of employment generated with these programs. ESNDC should solicit information about expected employment creation through future loan and grant applications. The actual employment created will have to be followed up on by ESNDC staff via surveys or informal communication. Information about employment created by NDC's entrepreneurship training is available through that organization.
Lag time: The information for ESNDC loans and grants should always be accessible, depending on the accuracy and consistency in tracking. For information from NDC, allow 1-2 weeks.

Marketing and Promotions -
Marketing and promotions are a specific focus area of the Main Street Program. The level of marketing and promotional efforts can have a strong impact on an area's commercial district. Many activities can be included within this category. This project will focus specifically on promotional events geared toward the commercial district and/or general community. Tracking efforts will focus on:
- Total number of promotional events
- Total budget for events
- Total estimated attendance
- Event/Sales rankings by avenue businesses – total # ranked poor, average, good or excellent

Source: ESNDC monitoring and evaluation will be necessary to gather this information. Feedback from the business community will be particularly needed to determine the "ranking" of the event and estimated attendance. This feedback and evaluation could be recruited through formal and/or informal communication. A spreadsheet has been developed that can serve as a mechanism for ongoing tracking.
Lag time: The information should be available at any time, depending on the accuracy and consistency in ESNDC's tracking.

Variables Omitted
Additional variables were considered for inclusion, but eventually omitted for various reasons. Those variables are highlighted below.

Further employment information –
The National Main Street program suggests that CDCs monitor the overall employment generated on the avenue, not employment specifically coupled with any program. It is suggested that organizations monitor the number of persons employed on an avenue both full-time and part-time and their wage rates. This type of tracking would involve inventorying the businesses employment levels via surveys and/or informal communication.

Although individuals contacted at other Main Street programs suggested their organizations track employment on an informal basis and find it relatively useful, ESNDC determined this information did not need to be tracked further than what is outlined above. ESNDC determined it would be fairly difficult to get a good baseline estimate, the numbers would never be completely accurate, and as a result the information was not completely necessary.

Locus of Ownership –
A more extensive tracking of the level of local ownership was considered for inclusion in this project. This variable would have included tracking the number of business owners that lived in the neighborhood (potentially defined as the immediate zip code) and the number of building owners that lived in the neighborhood.

This variable was disregarded for two main reasons. First, there was substantial question as to what value there was in more or less local ownership. Although local ownership is an important ideal of local economic development efforts, there are successful, positive businesses that not under local ownership. This question was coupled with the fact that the best information source for this variable would be ESNDC staff knowledge. As a result, it could be very time consuming to gather this information and it could remain relatively incomplete.

Housing –
Information about housing values for the blocks adjacent Payne Avenue was also considered for inclusion in this monitoring project. This variable was discarded basically because the chain of causality is not strong enough due to the multiple factors that affect housing values. It would be very difficult to prove that the economic development efforts on Payne Avenue had particularly produced any change in local housing values.

School Data –
The number/percentage of neighborhood children participating in the assisted lunch program was considered for inclusion to serve as a proxy for neighborhood poverty. Similar to the housing data, this variable was not included because asserting any chain of causality would be extremely difficult due to the multiple factors contributing to poverty. It would be very difficult to prove that the economic development efforts on Payne Avenue had particularly produced any change in the neighborhood poverty rate.

Inconsistencies/shortcomings
As is often the case with data-gathering projects at the neighborhood level, there are some inconsistencies or shortcomings associated with the data that has been gathered for this baseline measure. First, some of the data is subjective. This is inherent in this type of project because much data gathering and tracking will need to be done by ESNDC. For example, within the "vacancy rates" variable, determinations about "questionable business hours" and "other underutilized properties" will be made by staff and are not particularly based on set criteria. This subjectivity can obviously affect the consistency of the data. As was suggested previously, staff may want to include specific notes about their assessment of businesses in the property files or business database to identify the rationale utilized.

The quality of the data that is provided through the IRIS program might also be somewhat questionable. There have been instances where the data accessible through IRIS has not matched the same type of information provided through City sources. For example, IRIS has a database that provides information about building permits. The number of permits that was included in this database for Payne Avenue was very minimal compared to the information provided directly from the City.

IRIS staff indicated the information online does come directly from government sources, is updated regularly (daily), and should be accurate. Overall it is a very useful resource. However, information to be used for a specific or detailed purpose should be confirmed with the City or other sources.

A final shortcoming of this project is that it requires a notable amount of tracking by ESNDC staff. Not only can this affect the quality of the data, as suggested above, but it also involves staff time. ESNDC staff, like the staff of many CDCs, tends to have very full job descriptions. Additional work may go undone if it is not a priority and/or simplified.

ESNDC should integrate tracking efforts into the overall Main Street programs/project work; it can and should be viewed as an important step in the overall process. Individual property files, the business database, and an additional spreadsheet are tools that have been developed to make the process easier. Annual updates of these variables will be notably easier if some efforts have been made

throughout the year to track and record the necessary information. The quality of the annual Main Street assessments/updates that will utilize the framework outlined in this project will depend upon the quality of tracking efforts employed throughout the year. Further, the information will be very beneficial to ESNDC's other project areas and general staff knowledge.

Lessons Learned & Conclusions
Some additional points may be useful to ESNDC and other organizations interested in developing monitors or variables to track the status of their commercial districts:

Gathering data takes time. Information requested from outside sources can take some time to receive. Persistence is often necessary to get the type of data requested and it is important to clarify the exact information – time period, format, etc. - that is of interest. In addition, outside individuals or organizations simply need the time to actually gather and transport the data. As suggested above, internal staff time is also necessary to track and update information.

More variables may not be better. Gathering data at the neighborhood level can be very difficult and time-consuming. In addition, it is very difficult to "prove" causality or relationships between variables. A mix of "internal"/programmatic and "external" variables can provide a good overview of the type of information that is most appropriate. It is important to assess the value – what it says about an area or neighborhood and how much time is involved in gathering the information - of each variable or factor to be tracked.

Local surveys may be helpful. This project did not utilize any type of neighborhood business survey for data gathering. A survey would likely have been helpful for determining information about some variables, particularly employment levels, which are often seen as an important measure of economic development activity. A survey could also have been used to develop additional variables that may have added to the overall project. For example, an annual attitudinal survey may be particularly helpful for tracking business owners' attitudes, concerns, and positive perceptions of a neighborhood.

Determining the status, condition and climate of urban neighborhoods and urban commercial corridors is an extremely challenging and time consuming project. There are multiple variables and factors that can be analyzed. The purpose of this project has been to develop a user-friendly, manageable database of variables and related information that provide some insight into the status of the commercial corridor, Payne Avenue. The variables that have been included are those that are relatively accessible through ESNDC tracking efforts and/or outside data sources. They are also intended to be representative of the immense variety of monitors that could be developed. The hope, of course, is that these pieces of information can provide some insight into the impacts ESNDC's efforts are having on Payne Avenue and the area's business climate.

ESNDC Program Results

	1998
Training & Technical Assistance	
Micro-entrepreneur training program	
English:	
individuals completing training	12
number of new businesses started	5
in neighborhood	3
outside neighborhood	2
Hmong:	
individuals completing training	12
number of new businesses started	3
in neighborhood	1
outside neighborhood	2
Spanish:	
individuals completing training	n/a
number of new businesses started	n/a
in neighborhood	
outside neighborhood	
Total:	
total individuals completing training	24
number of new businesses started	8
in neighborhood	4
outside neighborhood	4
Workshops	
number of workshops conducted	n/a -
total number of attendees	(begin 1999)
Direct Technical Assistance provided	
number of businesses served	n/a -
6 month impact	(begin 1999)

behavior change
business change

Loans				1998	1998
Caucasian:				**WIND Loans**	**City Loans**
	# of applications	6		1	-
	# of loans	2		1	-
	dollars loaned	$17,500		$9,000	
	leverage	$17,500		$0	
	rate vs. prime	4.7-5.0% vs. 6.0%		10% vs. 6.0%	
Hmong/Asian:					
	# of applications	-		-	-
	# of loans	-		-	-
	dollars loaned	$ -		$ -	
	leverage	$ -		$ -	
	rate vs. prime				
Latino					
	# of applications	-		-	-
	# of loans	-		-	-
	dollars loaned	$ -		$ -	
	leverage	$ -		$ -	
	rate vs. prime				
African-American					
	# of applications	-		2	-
	# of loans	-		1	-
	dollars loaned	$ -		$3,700	
	leverage	$ -		$1,300	
	rate vs. prime				
American Indian					
	# of applications	-		-	-
	# of loans	-		-	-
	dollars loaned	$ -		$ -	
	leverage	$ -		$ -	

	rate vs. prime			
Total				
	# of applications	6	3	-
	# of loans	2	2	-
	dollars loaned	$17,500	$12,700	
	leverage	$17,500	$1,300	
	rate vs. prime	4.7-5.0% vs. 6.0%	10% vs. 6.0%	
	total investment	$35,000	$14,000	

Grants

		1998
Caucasian		
	# of applications	25
	# of grants	15
	dollars	$38,327
	leverage	$65,817
Hmong/Asian		
	# of applications	-
	# of grants	-
	dollars	$ -
	leverage	$ -
Latino		
	# of applications	-
	# of grants	-
	dollars	$ -
	leverage	$ -
African American		
	# of applications	-
	# of grants	-
	dollars	$ -
	leverage	$ -
American Indian		
	# of applications	-
	# of grants	-

	dollars	$ -	
	leverage	$ -	
Total			
	# of applications	25	
	# of grants	15	
	dollars	$38,327	
	leverage	$65,817	
	total investment	$104,145	

Employment Created   **WIND**

# of grants &/or loans		17	2
# of jobs created	full-time	n/a -	2
	part-time	(begin 1999)	1

Marketing & Promotions

# of promotional events	n/a -
total budget for events	(begin 1999)
total estimated attendance	
event/sales ranking by business owners	
# ranked poor	
# ranked average	
# ranked good	
# ranked excellent	

Non-program Results & External Influences

1998

Based on 181 Parcel Ids, 499-1199 Payne Ave

Private Investment in Bldgs

# of permits	80
# of buildings	44
total $ in permits	$163,444

Business Startups and Expansions

start-ups	12
expansions	1
start-ups or expansions w/program influence	2
failures	7
downsizings	0
net new businesses	5

Vacancy Rates

			land sq. ftg	bldg sq ftg
vacant properties		13	119451	98058
underutilized	storage	5	33003	50834
(some double-counted)	questionable store hours	14	45918	38622
	other underutilized	16	73020	36873
total vacant & underutilized (no properties double-counted)		45	254085	226334
residential		30	124731	66583
vacant lots		12 undetermined		n/a
non-retail businesses		43	371638	315088

Locus of Ownership

business owners also property owners	34

Market Value

		% increase/decrease
Land	$2,394,900	n/a
Buildings	$12,712,500	n/a
Total	$15,107,400	n/a

Public Sector Investment/Improvements

dollars invested	$	-

Crime on Payne Ave

total calls for service		2969
outcomes:		
reports filed		1164
	personal crime	65
	property crime	300
	nuisance crime	219
	traffic related	233
"advised"		988
detox		143

Marketing & Promotions

Promotional Events   **1999**

nature of event	Snowball Stroll
date	2/13/99-2/14/99
budget	
# attendance/attracted	
sales level - ranking	
(poor, average, good, excellent)	

nature of event	
date	
budget	
# attendance/attracted	
sales level	
(poor, average, good, excellent)	

nature of event
date
budget
attendance/attracted
sales level
> (poor, average, good, excellent)

nature of event
date
budget
attendance/attracted
sales level
> (poor, average, good, excellent)

total number of events
total budget
total attendance
total sales rankings
> # "poor"
> # "average"
> # "good"
> # "excellent"

Business Assistance

Workshops   **1999**

type of workshop
date
number of attendees

type of workshop
date
number of attendees

type of workshop
date
number of attendees

type of workshop
date
number of attendees

type of workshop
date
number of attendees

type of workshop
date
number of attendees

total number of workshops conducted
total number of attendees

Business Assistance

Direct Technical   **1999**

Assistance

business served
date
assistance provided
6 month impact
    behavior change (Y/N)
    business change (Y/N)
notes

business served
date
assistance provided
6 month impact
    behavior change (Y/N)
    business change (Y/N)
notes

business served
date
assistance provided
6 month impact
    behavior change (Y/N)
    business change (Y/N)
notes

business served
date
assistance provided
6 month impact
    behavior change (Y/N)
    business change (Y/N)

total number of businesses served
total 6 month impacts
       behavior changes
       business changes

Business Status

Business	Address	Business Owner	Startup	Closure/Failure	Expansion	Downsize	ESNDC Program Influence	Reason for Change	Date