

# OREGON MAIN STREET: Exploring Downtown Program 2008 Enrollment Instructions

## IMPORTANT INFORMATION ON ENROLLMENT

\* Communities can enroll at any time during the year



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# OREGON

ECONOMIC & COMMUNITY  
DEVELOPMENT DEPARTMENT



## PREFACE

This manual contains information for communities submitting applications to enroll in the Oregon **Exploring Downtown Program** for 2008. Before completing the enrollment forms, it is recommended that you read and share this information.

Upon receipt of the required forms, you will receive a letter from the Oregon Main Street Coordinator accepting the community into the "Exploring Downtown" Program.

Further information concerning the Oregon Main Street Program may be obtained from:

Gary Van Huffel  
Main Street Coordinator  
Oregon Main Street Program  
775 Summer St. NE, Suite 200  
Salem, OR 97301  
gary.vanhuffel@state.or.us

## Requirements

Submit the following at any time:

- 1) **Submit Original of the Letter of Intent to Participate**
- 2) **Complete Community Assessment Survey**

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# MAIN STREET PROGRAM OVERVIEW

## I. INTRODUCTION

The Oregon Main Street Program was reestablished by the Oregon Legislature in 2007 building on a successful state program that was fully funded from 1982 through 1998. The program is managed by Oregon Economic and Community Development Department (OECD) in cooperation and partnership with other state agencies and organizations. The goal of the program is to provide assistance to all communities wanting to revitalize their downtowns, preserve their unique identity, and create opportunities for economic development. The program funds a staff position, contract technical assistance, training, promotion, and competitive grants.

Oregon Main Street has a 6-member Advisory Committee and Task Force that help set policies and priorities for the program. In conjunction with the National Trust for Historic Preservation's Main Street Center, Oregon Parks and Recreation, and Oregon Housing and Community Services, Oregon Main Street provides technical assistance and support to Oregon communities that wish to establish local Main Street Programs. The Oregon Main Street Program is supported by over twenty state agencies and organizations cooperating on programs, technical assistance, response teams, and grants.

Over 1,600 communities in over 40 states have initiated this program nationwide. Despite the end of state coordinated program in 2002, many communities continued to follow the Main Street Approach™.

### THE MAIN STREET APPROACH TO DOWNTOWN REVITALIZATION

While commercial district revitalization can be addressed in many ways, the underlying premise of the Main Street approach is summed up in the program goals – to encourage economic development, within the context of historic preservation that is appropriate to today's marketplace. This approach advocates a return to community self-reliance, empowerment, and the rebuilding of commercial districts based on traditional assets, unique architecture, personal service, local ownership, and a sense of community.

The Main Street approach is incremental and will not produce wholesale, immediate change. Expensive improvements, such as pedestrian malls constructed with once plentiful public funds, often fail to address the underlying causes of commercial district decline and do not always produce the desired economic results. If a long-term revitalization effort is to succeed, it will require careful attention to every aspect of downtown – a process that takes time and requires leadership and local capacity building. The Main Street Program should be seen as one of many tools that a community utilizes to generate economic and entrepreneurial growth. Also, while they may be an important component of an overall plan for downtown revitalization, communities should not confuse substantial public improvement projects for the Main Street Program.

A local Main Street Program is *not* designed to tackle the bigger issues of an entire community. The focus is limited to revitalization of the central business district. This certainly takes into account that a healthy, economically viable, and attractive downtown is important to the whole community's overall health and vitality. Both the public and private sectors of the community must be involved and committed for a local Main Street Program to

succeed. Each sector has an important role to play and each must understand the other's needs, strengths, and limitations so that an effective partnership can be created.

## **II. MAIN STREET'S FOUR POINT, EIGHT-PRINCIPLE APPROACH**

The Main Street methodology addresses the following four areas of concern and combines activities in these areas to develop a community's individual strategy for redeveloping downtown. They are organization, promotion, design, and economic restructuring.

### **A. Organization**

The Main Street approach to downtown revitalization requires the effort of the entire community. The merchants, property owners, local government officials, residents, and civic leaders must agree to support common goals for revitalization and join together in a partnership for funding and supporting the local Main Street Program for the long term. The downtown development organization and the local Main Street Executive Director or Program Manager are key players. A local Executive Director or Program Manager is necessary to act as an advocate for the downtown and to coordinate the various efforts of individuals and groups to ensure that all are working together to develop the downtown. Volunteer involvement from throughout the community is essential for the program to succeed.

### **B. Promotion**

The promotion of the downtown as a single, unified commercial area – in the same way that a major shopping mall is promoted – will help attract customers and strengthen Main Street's role as a viable business center. The downtown organization can coordinate an aggressive promotion and marketing campaign that includes a program of special events and business promotions. If it is to thrive, the downtown must improve both its self-image and the image it projects to potential customers and investors.

### **C. Design**

Good design is essential to all aspects of downtown revitalization. The Main Street design philosophy is not a "purist" preservation approach, but one that seeks to utilize and enhance those elements of quality design that remain in each building. Good design must be extended to include promotional literature, store windows, merchandise displays, public improvements, and street amenities.

### **D. Economic Restructuring**

Economic Restructuring seeks to change the ways in which downtown "works" by restoring many of the elements that Main Street has lost over the past few decades. While many small downtowns may not regain their dominance as primary retail centers, careful economic and market analysis usually confirms that they can maintain economic strength by diversifying the present mix of retail uses and by attracting new retail and non-retail functions, including office, recreation, services, and residential uses. Business retention and recruitment, development of effective merchandising techniques, encouraging entrepreneurial reuse of upper floors for downtown housing and office space, and better utilization of existing and potential recreational assets are all aspects of Economic Restructuring.

Successful Main Street Programs are usually structured as non-profit corporations guided by an active working board. Four standing committees that correspond to the four points develop projects and work plans for implementation. Local programs hire a paid director to help coordinate the efforts of volunteers and implement the program.

## **E. Eight Principles**

Countless experiences in helping communities bring renewed life to downtown have shown time and again that Main Street Four-Point Approach succeeds only when combined with the following eight foundation principles:

### **1. Comprehensive**

A single project cannot revitalize a downtown or commercial neighborhood. An ongoing series of initiatives of the four points is vital to build community support and create lasting progress.

### **2. Incremental**

Small projects make a big difference. They demonstrate that “things are happening” on Main Street and hone the skills and confidence the program will need to tackle more complex problems. Over time, small changes make a dramatic difference in the commercial district.

### **3. Self-help**

The Oregon Main Street Program can provide valuable direction and hands-on technical assistance, but only local leadership will bring long-term success by fostering and demonstrating grassroots community involvement and building local capacity, entrepreneurship and commitment to the revitalization effort.

### **4. Public/Private partnership**

Every local Main Street Program needs the support and expertise of both the public and private sectors. Both local government and the private sector bear responsibility for funding and the local Main Street Program.

### **5. Identifying and capitalizing on existing assets**

To avoid mistakes or create false expectations, one of the Oregon Main Street Program’s key goals is to empower communities to recognize and make the best use of their unique offerings. Local assets provide the solid foundation of a successful Main Street initiative.

### **6. Quality**

From storefront design to promotional campaigns to graphics to special events, quality must be the goal. The local Main Street Program and the commercial district must be synonymous with quality.

### **7. Change**

Changing community attitudes and habits is essential to bring about a commercial district renaissance. A carefully planned Main Street Program will help create paradigm shifts that change public

perceptions and practices to support and sustain the revitalization process.

#### **8. Action-oriented**

Frequent, visible changes in the look and activities of the commercial district will reinforce the perception of positive change. Small, but dramatic improvements early in the process will remind merchants and the community that the revitalization effort is under way. This requires the hands-on involvement of program leaders, staff, and volunteers.

### **III. SERVICES PROVIDED BY THE OREGON EXPLORING DOWNTOWN PROGRAM**

The primary emphasis of the **Oregon Exploring Downtown Program** is to provide technical assistance to communities exploring options for downtown revitalization. Enrolled cities can receive the following types of assistance.

- A. Reconnaissance Visits
- B. Assistance with Work Plans
- C. Community Assessment
- D. Training Workshops & Annual Conference
- E. Mentoring
- F. Public Relations Assistance
- G. Telephone Consultation
- H. Specific Technical Assistance Visits
- I. Access to the Oregon Main Street Program's Resource Library (Salem)

#### **A. Reconnaissance Visits**

A visit by the State Coordinator, other agency staff, or consultant would be conducted while in your area for local workshops or other state business. This will be an opportunity for local leaders to meet, tour, and discuss opportunities for the downtown revitalization.

#### **B. Assistance With Downtown Work Plans**

The Oregon Main Street Program can assist the community with a work plan that would advance your local program to the Transforming Downtown Program.

#### **C. Community Assessment**

Exploring Downtown communities may be selected for a Community Assessment. A small team of professionals will address the needs of a community. The team will spend approximately two days in selected community meeting with community leaders, observing, and analyzing local conditions. An assessment will be made of the capacities and opportunities that will provide the basis for the local downtown organization's ongoing work plans. A written report is provided after the visit. The local program is expected to provide meeting facilities, maps, copies of background information, and transportation for community tours.

#### **D. Training Workshops and Annual Conference**

Statewide training sessions will be held in various locations throughout the state. These training sessions will cover a wide variety of topics including design education, market analysis, fundraising, marketing, and promotion. These workshops are

opportunities for local leaders, business owners, volunteers, and elected officials to learn more about the Main Street Approach. Attendance will be a consideration for your selection in the other Oregon Main Street Programs.

**E. Mentoring**

While enrolled in the program, a representative from a Performing Main Street community may be assigned to support your efforts, Main Street managers and directors are a great source knowledge for starting up downtown programs.

**F. Public Relations Assistance**

Oregon Main Street staff will work with local programs to help generate community interest. Information about each community's program and progress will be included in Oregon Main Street's media releases and marketing materials.

**G. Telephone Consultation**

Oregon Main Street staff is available to the local program representative for telephone consultation and advice on any downtown issue.

**H. Specific Technical Assistance** The Oregon Main Street Coordinator, Advisory Committee, contract professionals, and local representatives may recommend specific technical assistance for the local downtown program. Experts may be contracted to work in the community for 1 to 2 days. A local representative and partners will work with the Oregon Main Street Program to help define the focus for the visit. Oregon Main Street establishes attendance requirements to ensure broad information exchange at the local level.

**I. Access to the Oregon Main Street Program Resource Library and Four-Point files** **Oregon Main Street** has a downtown revitalization library and Four-Point file with sample projects and ideas.

## **IV. TIME REQUIREMENTS**

Communities in the Exploring Downtown Program are not required to have a local program representative dedicated to downtown revitalization through the Main Street Approach. The Oregon Main Street Coordinator will work with the individual that submits the Letter of Intent to Participate (City Official).

Typical responsibilities for the local program will be making arrangements for meeting space, notifying partners of upcoming meetings, coordinating community announcements, and leading activities for local organization efforts.

## **V. ELIGIBILITY REQUIREMENTS**

Any city, town, or downtown organization that meets the following requirements is eligible to apply for participation in the 2008 round of the Oregon Transforming Downtown Program.

**A. Population Eligibility**

All cities in the State of Oregon are eligible to apply for the Oregon Exploring Downtown Program, that are under 50,000 in population. In larger metropolitan areas, applications may be for distinct neighborhood commercial districts rather than for the central business district. Communities larger than 50,000 population must contact the Oregon Main Street Coordinator for eligibility.

## **VI. LOCAL COMMITMENT TO THE TRANSFORMING DOWNTOWN PROGRAM**

Communities selected to participate in the Oregon Exploring Downtown Program are expected to:

**A. Provide a local contact**

**B. Consider organizing a downtown revitalization organization**

A lasting downtown revitalization effort will only succeed in communities having a well structured, ongoing, and active downtown development organization. Such groups assume responsibility for certain tasks such as downtown promotions, facilitation of private sector building improvements and other cooperative projects. The downtown organization is responsible for establishing the overall direction of local revitalization efforts, program budget, and staffing. This organization should ultimately become a major resource for local government on all matters affecting the downtown. This entails building a certain amount of trust and understanding of each entity's interrelated role.

**C. Commit to learning and using the Four-Point Main Street Approach and Eight Principles.**

Successful downtown organizations work systematically through a workplan stating goals and objectives based on the Four-Point, eight-principle Main Street approach to downtown revitalization – concentrating attention on issues related to Design, Organization, Promotion, and Economic Restructuring. While the approach is tailored to each community, all technical assistance is geared to this successful model.

**D. Complete the Letter of Intent to Participate and the Assessment Survey.**

## **VII. THE ENROLLMENT PROCESS**

A City Official may submit a Letter of Intent to Participate at any time. The State Coordinator will review the letter and send an official letter to the community confirming acceptance of the city into the Exploring Downtown Program. Letters must be submitted to;

Gary Van Huffel  
Main Street Coordinator  
Oregon Main Street  
775 Summer St. NE, Suite 200  
Salem, OR 97301

## **VIII. COMPLETING THE ASSESSMENT SURVEY**

The Assessment/Survey must be completed within two months of acceptance into the program. It is estimated that a knowledgeable city official can complete the survey in less than an hour. The Oregon Main Street program will not provide specific assistance until the assessment survey has been received. The purpose of the assessment survey is to start the community dialog on key elements needed to succeed at downtown revitalization. The answers to the assessment survey also provide the Oregon Main Street team with an idea of what types of assistance may be needed for your program.

## Letter of Intent

(Name and Title) \_\_\_\_\_

City of \_\_\_\_\_

Address \_\_\_\_\_

Date: \_\_\_\_\_

Re: Intent to Participate in Oregon Main Street - Exploring Downtown

As the authorized executive for the City of \_\_\_\_\_, Oregon and with support of the local governing body, I hereby state our interest and commitment to participate in Oregon Main Street in the Exploring Downtown program. We acknowledge that we value our downtown and are committed to exploring the Main Street Approach™ to preserve and revitalize this important asset. Furthermore, in order to explore this program we commit to:

1. Consider the Main Street Approach™ in the twelve (12) month period beginning June 1, 2008; and
2. Complete and submit (estimated to require less than one hour) a Community Assessment Survey within two (2) months of this letter; and
3. Designate a primary local contact for the duration of this commitment, who will attend a minimum of one Application Workshop, Regional Workshop, or Annual Conference; and
4. Within one (1) month of the termination of this commitment (May 1, 2009), the local contact will submit a brief report to the Oregon Main Street Coordinator outlining downtown accomplishments, planning progress, work plans, and interest to continue or advance in Oregon Main Street programs.

Furthermore, with this commitment we understand that:

1. A letter from the Oregon Main Street Coordinator will confirm our acceptance into the program; and
2. There will be no charge for the local contact or other community representatives to attend the Oregon Main Street workshops; and
3. This commitment will acknowledge participation in the Oregon Main Street Program for eligible Oregon agencies grant programs (where stated); and
4. The “Exploring Downtown” participation does not prohibit the community from applying for the “Transforming Downtown” or “Performing Main Street “ programs; and
5. Access to Oregon Main Street library, web resources, and phone support from the Oregon Main Street Coordinator; and

EXAMPLE

6. Eligibility for Oregon Main Street grant programs (program to be announced fourth quarter 2008); and
7. Failure to meet the commitments may result in notification for removal from the “Exploring Downtown” program; and
8. The use of Oregon Main Street and National Trust Main Street logos, signage, and names are trademarked and regulated under policies administered by the Oregon Main Street office.

I hereby commit to and accept the conditions of our participation in the Oregon Main Street – Exploring Downtown program.

\_\_\_\_\_ Date: \_\_\_\_\_  
(Title and Name)

ATTEST:

\_\_\_\_\_ Date: \_\_\_\_\_  
(Title and Name)

# Oregon Main Street

## Community Assessment Survey

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Name of Person Completing the Survey \_\_\_\_\_

Title \_\_\_\_\_

Phone \_\_\_\_\_

Email \_\_\_\_\_

**INSTRUCTIONS:** This survey is designed to provide some basic information about your community so that we may better serve you through the Oregon Main street Program. It is NOT an application for the program nor does it determine eligibility for the program.

Please answer the questions as best as possible. If you do not know or cannot readily find the information, please leave the question unanswered. We can help you with this later.

### Background Information

1. City of \_\_\_\_\_
2. Municipal Population: (2000,2008 est)
3. Unemployment Rate:
4. Name of County:
5. County Population: (2000,2008 est)
6. Total Municipal Budget 08-09:
7. What public buildings are located in the downtown area? \_\_\_\_\_  
\_\_\_\_\_
8. Seasonal population fluctuation in your community due to tourism, seasonal residency, educational facilities, etc. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
9. Discuss significant changes in the community over the years and the factors that have brought about prosperity and/or decline and trends currently affecting the downtown. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
10. What do you consider to be the greatest accomplishments of your community in the last five years? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

# Oregon Main Street

## Historic Preservation

1. Have you completed an inventory of historic sites? Y  / N

If you answered YES to #1 ;

- a. Does your community have a Local Certified Government? Y  / N   
b. Does your community have a registered Historic District? Y  / N

If you answered NO to #1;

- c. Does your community believe you have commercial or residential buildings that you would like to see preserved? Y  / N   
d. Does your community have a Historic Preservation Review Board? Y  / N

2. Does your community have a historic tour? Y  / N   
3. Does your community have a local Historical Society? Y  / N   
4. Does your community have a local historical museum? Y  / N   
5. How many vacant buildings do you have in the downtown? \_\_\_\_\_

## Organization

6. Does your community have a local Chamber of Commerce? Y  / N   
7. Does your community have a Downtown Association? Y  / N

If you answered YES to #6;

- a. Does the association have a paid full or part-time director? Y  / N

If you answered NO to #6;

- b. Does a county or regional economic and community development council support your community? Y  / N

8. Does your community have local non-profit Arts Council(s)? Y  / N

If you answered NO to #7;

- a. Does a regional Arts Organization serve your community? Y  / N

9. Does an Urban Renewal District serve your “downtown” area? Y  / N

If you answered YES to #8 ;

- a. Does the Urban Renewal Plan include the restoration of buildings and improvements to main streets? Y  / N

10. Does the community have a dedicated Economic Development Department? Y  / N

# Oregon Main Street

If you answered NO to #9;

- a. Does a Regional or County Economic Development organization serve your community? Y  / N
- b. Does your community have an administrator or planner that assists with downtown planning and projects? Y  / N
- 11. In *your* opinion, are the current local government officials and staff (check one)
  - a. Very supportive of downtown revitalization
  - b. Somewhat supportive of downtown revitalization
  - c. Unknown, need more education and technical assistance

## Planning and Development

- 12. Does the community have a Downtown Plan (ODDA or other) Y  / N
- 13. Has your community completed or planning a Transportation Growth Management (TGM) workshop? Y  / N
- 14. Has you community developed a marketing and promotion plan? Y  / N
- 15. Has the community participated in a Corridor Management Plan? Y  / N
- 16. Has the community completed an Art, Cultural or Heritage plan? Y  / N
- 17. Does your community have downtown building design review? Y  / N
- 18. Does your community have a downtown sign ordinance? Y  / N
- 19. Do you have mixed-use or overlay zones in the downtown? Y  / N
- 20. What other plans or designs have been completed related to the downtown?
  - a. \_\_\_\_\_
  - b. \_\_\_\_\_

## Funding

- 21. Check all funding that applies to your community
  - a. Local Transient Lodging Tax
  - b. Economic Improvement Districts (BID,EID)
  - c. Other local funding \_\_\_\_\_
- 22. What currently funded improvement projects are planned for the downtown?
  - a. \_\_\_\_\_
  - b. \_\_\_\_\_

# Oregon Main Street

## Recognition and Events

23. Is your community an Oregon Tree City? Y  / N

24. Is your community on a “Scenic Byway” or “Route”? Y  / N

25. List annual heritage events or festivals in your community.

a. \_\_\_\_\_

b. \_\_\_\_\_

c. \_\_\_\_\_

26. List any State or National recognition or awards received by the community

a. \_\_\_\_\_

b. \_\_\_\_\_

c. \_\_\_\_\_

# Oregon Main Street

## **Key Contact Information**

Primary contact information for downtown planning;

Name \_\_\_\_\_

Phone \_\_\_\_\_

Email \_\_\_\_\_

Primary contact information for historic planning;

Name \_\_\_\_\_

Phone \_\_\_\_\_

Email \_\_\_\_\_

Primary contact information for tourism;

Name \_\_\_\_\_

Phone \_\_\_\_\_

Email \_\_\_\_\_

Primary contact information for arts and culture;

Name \_\_\_\_\_

Phone \_\_\_\_\_

Email \_\_\_\_\_

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Thank you for taking the time to complete this survey. We look forward to working with you and your community.

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*Where Place and Time meet*

**OREGON**  
ECONOMIC & COMMUNITY  
DEVELOPMENT DEPARTMENT

### CONTACT INFORMATION

Gary Van Huffel  
Main Street Coordinator

Oregon Main Street  
Economic and Community  
Development Department  
775 Summer St. NE, 200  
Salem, OR 97301

PH: 503.986-0134  
gary.vanhuffel@state.or.us

[www.oregon.gov/ECDD/mainstreet](http://www.oregon.gov/ECDD/mainstreet)

## Main Street Principles

- ① Comprehensive
- ② Incremental
- ③ Self Help
- ④ Public/Private Partnerships
- ⑤ Identifying and Capitalizing on Existing Assets
- ⑥ Quality
- ⑦ Change
- ⑧ Action Oriented

# Oregon Main Street Program

The Oregon Main Street Program provides assistance, training, technical services, and grants to communities who want to preserve, revitalize, and establish their downtown commercial districts. The program is a locally driven process following the proven Main Street Approach™ which is a practical and comprehensive model that capitalizes on the unique assets of their downtown. The goal is to build a high quality, livable, and sustainable communities that will grow Oregon's economy.

The Oregon Main Street Program was started in 2008 to rebuild and grow the successful Main Street Program that operated from 1986 through 2002. The program is coordinated with the National Main Street Center, a division of the National Trust for Historic Preservation, state agencies, and state organizations. The Oregon Main Street Program will have a competitive process for Main Street designation, and will provide designed services to communities learning about the Main Street Approach™ to those advancing their downtown program.

## The Main Street Approach™

**Main Street**  
NATIONAL TRUST FOR  
HISTORIC PRESERVATION

The Main Street Approach™ is a proven comprehensive approach to downtown commercial district revitalization. This approach has been implemented in over 1,800 cities and towns in 45 states across the nation with the help of the National Main Street Center and statewide downtown revitalization programs. The success of the Main Street Approach™ is based on its comprehensive nature. By fully integrating four points into a practical downtown management strategy, a local program will produce fundamental changes in a community's economic base:

**Organization** involves building a Main Street™ framework that is well represented by business and property owners, bankers, citizens, public officials, chambers of commerce, and other local economic development organizations. Everyone must work together to renew downtown. A strong organization provides the stability to build and maintain a long-term effort.

**Promotion** creates excitement downtown. Street festivals, parades, retail events, and image development campaigns are some of the ways Main Street™ encourages customer traffic. Promotion involves marketing an enticing image to shoppers, investors, and visitors.

**Design** enhances the attractiveness of the business district. Historic building rehabilitation, street and alley clean-up, colorful banners, landscaping, and lighting all improve the physical image of the downtown as a quality place to shop, work, walk, invest in, and live. Design improvements result in a reinvestment of public and private dollars to downtown.

**Economic Restructuring** involves analyzing current market forces to develop long-term solutions. Recruiting new businesses, creatively converting unused space for new uses, and sharpening the competitiveness of Main Street's traditional merchants are examples of economic restructuring activities.

## Meeting the Needs of Oregon Communities

The Oregon Main Street Program will provide assistance to all communities in Oregon whether they are just beginning to explore options for their downtown or seeking national recognition as a Main Street™ City. This will be accomplished with three levels of requirements, services, and community commitments. The services of the Oregon Main Street program will be tailored to meet the specific or typical needs of communities at their particular stage of downtown revitalization. These levels include;

**Exploring Downtown** is for those communities that demonstrate an interest in revitalizing their downtowns and want to learn more about the Main Street Approach™.

**Transforming Downtown** is for communities who are committed to downtown revitalization using the Main Street Approach™ but need technical assistance to take them to the next level.

**Performing Main Street** is for those communities who were previously certified Nation Main Street cities and those communities with advanced downtown programs following the Main Street Approach.



*Where Place and Time meet*

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DEVELOPMENT DEPARTMENT

## Benefits of Oregon Main Street

The Main Street Approach is a comprehensive approach to economic development of downtown commercial districts. It requires commitment and collaboration from the community to build a successful program. This process follows eight common sense principals that have proven to achieve results in over 1800 cities with an average of \$28 return on every dollar invested. The Main Street Approach can provide;

- Improved image and community pride
- Historical education and preservation of valuable local assets
- Increased occupancy rates
- Business retention, recruitment, expansion, and jobs
- Reduced vandalism and crime
- Technical assistance, funding opportunities, finance assistance, and training
- New business and job opportunities
- Promotion and marketing of community
- Increased variety of services
- Increased investment

Following this model, communities will see positive incremental changes in their downtown; however, real reinvestment and improvement in the local economy typically does not occur until after three years. To be successful, this is a long-term commitment.

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## Partners and the Main Street Approach™ City and County Government

Without the support and involvement of local government, it is doubtful that a downtown revitalization program will achieve long-lasting success. Local government can help provide the financial and information resources, technical skills and leadership to the revitalization effort. Because local government plays a major role in directing the community's economic growth, it must be an active participant in restructuring the downtown's economic base and developing innovative solutions to downtown issues. Direct benefits to the Local Government include;

- increased tax base
- more tourism
- increased property values
- increased number of jobs
- better goals and vision
- healthy economy
- Improved local services
- positive perception of downtown and community
- better relations between city hall and private sector
- takes political heat, develop consensus for political requests (avoid "victimization")
- industrial recruitment
- impetus for public improvements and CDBG grant funding
- increased volunteer base for city
- education resources for city leaders on planning and economic development

Indirect benefits to the City will be developed from the efforts of the downtown committees for organization, design, promotion, and economic restructuring. The Oregon Main Street Program can also provide technical assistance through consultants, trainers, and response teams, many of which may be open to other local organizations and businesses. Long term benefits that may come from the design efforts could include;

- building façade improvements
- improved business signage and directional signs
- development of ordinances that preserve identity
- improved lighting, streetscape improvements
- community cleanliness and safety

### PARTNERS

Retail & Service Sector  
Business Owners  
Property Owners  
Chambers of Commerce  
Financial Institutions  
Consumers  
City and County  
Government  
Media  
Planning Commissions  
Councils of Government  
Schools and Universities  
Urban Renewal Boards  
Hospitals  
Arts Councils  
Cultural Councils  
Bicycle and Pedestrian  
Advocacy Groups  
Tree City Committee  
Garden Clubs  
Local Historical Societies  
Local Internet Providers  
Public Utilities