

OREGON MAIN STREET: Transforming Downtown Program 2008 Application Guidelines

IMPORTANT DATES for 2008 APPLICATION PROCESS:
Application and 2 Copies Due: August 15th, 4:00pm



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O R E G O N

ECONOMIC & COMMUNITY
DEVELOPMENT DEPARTMENT



PREFACE

This manual contains information for communities submitting applications to enter the Oregon **Transforming Downtown** Program for 2008. Before filling out the application please read these guidelines and review the application carefully.

The questions you and others will seek to answer and the goals you articulate may help to provide direction to your downtown revitalization efforts and make your community a better candidate for the Oregon Performing Main Street Program in coming years.

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

Original plus 2 copies of the application are to be provided. All photos become the property of Oregon Main Street.

GOVERNOR THEODORE R. KULONGOSKI

775 Summer St., NE, Suite 200 • Salem, Oregon 97301-1280

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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 TRANSFORMING DOWNTOWN PROGRAM

The primary emphasis of the **Oregon Transforming Downtown Program** is to provide technical assistance to communities selected during their program's formative years. Selected cities can expect to receive the following types of assistance.

- A. Reconnaissance Visits
- B. Assistance in hiring a downtown Director/Program Manager
- C. Developing Mission and Vision Statements
- D. Development of a First Year Work Plan
- E. Resource Team Visit
- F. Training Sessions & Annual Conference
- G. Program Manager Meetings
- H. Scholarships and discounts to national conferences
- I. Year End Program Evaluations
- J. Public Relations Assistance
- K. Telephone Consultation
- L. Membership in the National Main Street Center
- M. Specific Technical Assistance Visits
- N. Access to the Oregon Main Street Program's Resource Library and Four-Point Files

A. Reconnaissance Visits

An initial visit by the State Coordinator or consultant will be scheduled shortly after a community has been selected for the Transforming Downtown Program, to determine the technical assistance needed for the local downtown program.

B. Assistance in Hiring a downtown Manager/Executive Director

If during the participation in the Transforming Downtown Program the local organization decides to hire a manager/director, the Oregon Main Street Program can assist the community by;

- **Developing** a job description.
- **Advertising:** Providing information to free job listing services, such as the National Trust's Main Street.
- **Interviews:** Monitoring/participating in interviews.

C. Developing Mission and Vision Statements

A basic premise for any organization is to understand and state a clear mission, or purpose for the organization. A vision statement is developed to build community

consensus as to how downtown should be improved. Oregon Main Street assists with mission statement development and can facilitate a visioning work session.

D. Development of a First Year Work Plan for Downtown

The Oregon Main Street Program can facilitate a community session to articulate a common vision for the downtown area and translate the vision into specific goals and objectives for the local downtown program, identify projects, tasks, budgets and timelines for downtown committees.

E. Resource Team Visit

As determined by the application and Reconnaissance Visit, the local program may be selected for a Resource Team Visit. The Resource Team is an interdisciplinary team of professionals that will be assembled to address the needs of a community. The Resource Team will spend from two to four 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. This is considered the most intensive technical assistance provided by Oregon Main Street. A written report is provided after the visit. The Oregon Main Street Program will pay for all consultant costs associated with these visits. The local program is expected to provide meeting facilities, maps, copies of background information, and transportation for community tours.

F. Training Sessions and Annual Conference

The local program representative and a minimum of two local volunteers, board, or committee members are required to attend any statewide training sessions 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.

G. Program Manager Meetings

Three meetings are held for Main Street Directors and Program Managers annually. These meetings involve sharing of ideas, discussion of problems, and additional training in such areas as creative financing, planning effective promotions, and Board development. Two of these meetings are one-day sessions. The third is concurrent with the annual Oregon Main Street Conference. Meetings are rotated throughout the state. The local program representative for the Transforming Downtown Program is expected to attend the annual conference meeting and encouraged to attend one of the two manager meetings.

H. Discounts and Scholarships

One five hundred dollar (\$500) scholarship is made available to each new Transforming Downtown Community to use toward a representative attending the National Main Street Conference. In March 2009, the conference will be held in Chicago, Illinois.

I. Annual Program Evaluation

At the end of their first year in the program, and each year thereafter, the Oregon Main Street Program will conduct a Program Evaluation with your local downtown organization.

J. 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.

K. Telephone Consultation

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

L. Membership in the National Main Street Center

It is recommended that Transforming Downtown Communities become members of the National Main Street Center. Communities receive access to "Members Only" area of the NMSC website, discounts to attend the National Main Street Conference, and monthly newsletters. Dues are \$250 per year. If your program is not currently a member, the Oregon Main Street Program will pay this membership fee for the first year that a community participates in the Oregon Transforming Downtown Program. In the second year, the local program is expected to pay these membership dues.

M. Specific Technical Assistance The Oregon Main Street Coordinator, Advisory Committee, contract professionals, and local representatives will determine the specific technical assistance for the local downtown program based on the community's needs. Experts may be contracted to work in the community for 1 to 2 days. The local program 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.

N. 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. Information from the Resource Library or Four-Point file system is provided at no fee to communities. Communities **are** responsible for replacement costs of any lost material.

IV. TIME REQUIREMENTS

Communities in the Transforming Downtown Program are required to have a local program representative dedicated to a minimum of twenty per cent (20%) of their time (an average of one day per week) to downtown revitalization through the Main Street Approach. This includes time working with the State Coordinator, contractors, and resource teams that will work with the communities during the agreement period. The local program representative can be a volunteer or paid employee from the local government, local non-profit organization, membership organization, or other organization with a commitment to downtown revitalization. The local community must understand that a long-term commitment to the downtown revitalization will require the formation of an organization and paid staff.

Typical responsibilities for this local program representative will be to make arrangements for meeting space, notify partners of upcoming meetings, coordinate community announcements, and lead activities for local organization efforts. To be effective with these responsibilities, a Transforming Downtown program must provide office space for the local representative to coordinate these activities, have access to printing and mailing, have email/internet access, and access to computer.

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 Transforming 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.

B. Attend Application Workshop

Communities that wish to submit an application for the Oregon Transforming Downtown Program must send at least two representatives to the application workshop to learn more about the Main Street Program, services offered, and the application process.

VI. LOCAL COMMITMENT TO THE TRANSFORMING DOWNTOWN PROGRAM

Communities selected to participate in the Oregon Transforming Downtown Program must agree to:

A. Guarantee a dedicated local program representative

B. Guarantee adequate support for the local program representative

Each community is encouraged to generate in-kind or paid assistance from the local municipality, private business, or through a volunteer organization. This is considered very important for the long-term viability of a program.

C. 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.

D. 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.

E. Complete the Application Process.

F. Enter into a Memorandum of Agreement with the Oregon Main Street Program.

Oregon Main Street Program's ability to assist a community in the revitalization of its downtown is dependent upon the level of local commitment and involvement. For this reason, Oregon Main Street asks the local government to pass a resolution that endorses the local application effort and if selected, sign a Memorandum of Agreement with Oregon Main Street that clearly specifies the responsibilities of the local program and those of the Oregon Transforming Downtown Program.

VII. THE SELECTION PROCESS

Applicant communities are required to submit a non-binding Letter of Intent no later than July 1st 2008 if they plan to submit an application for the Oregon Transforming Downtown Program. An established local organization or City official may submit the Letter of Intent. A formal written application must then be submitted to the Oregon Main Street office. After the application deadline, the Oregon Main Street Program Coordinator will review applications and make recommendations to the Advisory Committee. The State Coordinator and the Advisory Committee may ask for additional information to clarify an application before selecting communities. It is the intent of the Oregon Main Street to announce the selection of all Oregon Main Street Communities in September 2008.

VIII. LETTER OF INTENT TO APPLY

To better plan the process for the Transforming Downtown Program, the Oregon Main Street Program requires applicant communities to submit a non-binding letter of intent to apply. Letters of Intent must be postmarked no later than July 1st 2008. A sample Letter of Intent is included at the end of these guidelines.

Completed applications – original plus 2 copies – must be received at the following address by **4:00 PM , August 15th , 2008.**

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

To deliver in person, call for directions.

An application will be considered complete if all questions are answered in the allotted space, all attachments requested in the application are included, and the original application plus two (2) copies are submitted. **Applications may be rejected if not complete.**

The application will be provided on a CD in Microsoft Word 2000. Use no more space for each question than allowed on the printed application form. Do not use a font any smaller than 11 pt.

IX. GENERAL SECTION CRITERIA

The following general criteria will be used to evaluate all Transforming Downtown applications.

1. Fulfillment of eligibility requirements.
2. Strong commitment from the municipal government and various private sector organizations to support the local revitalization efforts and a clear understanding that the Main Street Approach is a process that will require commitment.
3. Designate a local program representative for a minimum of 20% time commitment and provide support for the local program.
4. The community's need for commercial district revitalization/preservation.
5. The likelihood that demonstrable change will occur in the commercial district as a result of the community's participation in the Transforming Downtown Program.
6. Past record of community development efforts.
7. The community's readiness to begin a downtown revitalization effort.
8. Broad-based community support.

X. APPLICATION OVERVIEW

Section I - Community Characteristics

To give a better picture of the community, this section covers questions about community demographics, competing commercial areas, and residential attributes. Asks for a brief description of the proposed downtown area.

Section II - Downtown Characteristics

This section gives applicants the chance to describe the target area for revitalization efforts. It examines various characteristics of the district including predominant uses, assets, liabilities, and the condition of the built environment.

Section III - Historical Identity

This section relates to a community's historic preservation efforts. The applicant is requested to provide information for any completed or planned historic preservation projects.

Section IV - Program Goals - Need

It is important for the Oregon Main Street team to understand the needs, goals, and expectations for your downtown program.

Section V – Readiness to Participate

Designed to assess a community’s ability to begin a downtown program, this section includes questions about the groups and partners involved in downtown revitalization, interest in learning about downtown revitalization, and your efforts to inform the community about these efforts.

Section VI - Support

This section examines how your community has supported downtown revitalization through past and planned projects, programs, and activities. This section also provides more information about the local program representative proposed in your application. Finally, we want to understand how your local program will be supported. A general budget is required showing the value of services that will be provided by your local program.

To demonstrate the partnerships and support for your application and downtown revitalization, up to 20 letters of support may be attached in behind Tab 3.

XI. APPLICATION GUIDELINES

Applications must be submitted following the 2008 Transforming Downtown application format. Alternative formats will not be accepted. Unless otherwise noted, answers must be limited to the space provided. If you are using the application that is provided on disk, please follow the printed application outline for how much space to devote to each question. Two-sided printing for definable sections is encouraged. Do not use a font smaller than 11 points.

A well-organized application facilitates review. Keep your application materials securely contained in a 3-ring binder. Binders are most secure and can be more easily organized. Attachments should be confined to an 8 ½” x 11” format. Items can be folded or reduced to fit this size but must be bound in the application.

Completing the Application

The application is not intended to be completed by any single individual. Your partners and local government are expected to contribute to the application. It is also not intended to burden your organization with research, surveys, and extensive writing. As a suggestion, the following is an approach to completing the application;

- 1) Conduct at least 2, not longer than 3-hour meetings with representatives from all partners with a stake in the downtown to; a) define your downtown area, b) define priorities for downtown, c) list previous and planned downtown improvement projects/programs, d) list greatest assets and liabilities, e) expand list of partners, f) compile commitments to the program (budget), g) divide up writing and data sections of the application, and h) set due dates: **6 hours meeting, 2 hours to type up notes**
- 2) Ask the city to draft map of the downtown area defined in the meetings
- 3) Schedule a work session and consideration of resolution with the City Council: **4 hours**
- 4) Request maps from the City Planning Department, divide up survey areas, and conduct half-day survey of Business/Service Types and take photos (Question 28-38), compile results

- 5) Send information about the program and request for support letters to community partners and organizations (with date needed): **2 hours**
- 6) Conduct at least one community open house to inform community members about the program or meet with local service organizations to tell them about your proposal (**8 hours**)
- 7) Write, compile, fill-in application (**Should not take more than 20 hours**)
- 8) Edit, proofread, review your checklist, make copies and send in application (**6 hours**)

Various other individuals or constituent groups can be involved with completing the application as well. City or town government will need to be a close partner in completing the application.

Applications and all attached materials become the property of the Oregon Main Street Program. If photographs are copyrighted or need attribution, this must be clearly stated.

Do not include materials in the application that have not been requested, such as oversized maps, brochures, etc. **One copy of any downtown plan, survey, or study completed in the past five years may be included with the original application only.**

XII. HELPFUL HINTS

For assistance, please contact the **Oregon Main Street** office:

Gary Van Huffel
 Main Street Program Coordinator
 (503) 986-0134
 gary.vanhuffel@state.or.us

HINTS:

- Research the Main Street approach and downtown revitalization.
- Conduct a public presentation, inviting the Oregon Main Street Coordinator to present the Main Street Approach to others in your community.
- Complete the entire application, including all supplemental information and attachments. Answer every question.
- The downtown target area should be the well-defined traditional commercial core of your community. Select an area that has the strongest concentration of commercial buildings. Avoid the temptations to include many peripheral areas with mixed uses, scattered buildings, and vacant land. Part of the assistance that will be provided by the Transforming Downtown Program will be to review this area and help your community refine this area.
- Broad-based community participation is essential to a successful downtown program. Letters and resolutions of support from a wide range of organizations offer a strong indication of community commitment. We encourage you to think of the application process as a tool to seek community opinions and to build partnerships. Groups that you may wish to solicit for support are: businesses, residents, shoppers, hospitals, schools, local organizations, government (municipal), individual merchants, chambers of commerce, tourism/convention and visitor bureaus, historical societies, financial institutions, arts associations, civic organizations, realtors, property owners, and other constituents. Letters of support should explain the writer's commitment to

the Downtown Program including: financial support, in-kind contributions, volunteer time or interest in the program. You may include up to 20 letters of support in the same application binder. Additional support letters will not be considered. Form letters are strongly discouraged.

- Understand that revitalization is a long-term process of improvement that must involve the entire community. Main Street is an incremental and continuous process for downtown revitalization.
- The application is designed to be completed by staff and volunteers. It represents an opportunity for you to learn more about your community and gain public input for the revitalization process.
- Proofread the application! Use the application checklist to assure a complete submission.

XIII. SPECIFIC APPLICATION INSTRUCTIONS

Cover Page

- 1 – 13 Answer as directed. Note that the Contact Person should be the person the Oregon Main Street Program may contact for more information. For question 11, if there currently is no downtown organization enter “none”, but if your team is acting as a committee or task force under an existing organization, enter the name of that organization and answer the additional questions. Population totals must be those recorded by the Oregon Department of Administrative Services <http://www.oregon.gov/DAS/OEA/census2000.shtml> or the 2000 U.S. Census.

Local Assurances and Authorization (Page 3)

The preparer and the Organization **or** the City Official (whichever is the lead applicant for the Transforming Downtown Program should complete and sign the appropriate section.

Section I – Community Characteristics – Resources and Asset Identification

- 14 Briefly summarize your community’s history of development and significant factors and events that have occurred downtown. For most communities the “community” is the city area. Local organizations, city staff, the library, and local historical society should assist you with this description.
- 15 – 17 Questions 15 and 17 refers to the entire community, not just the downtown area. Get this information from the OECD reports or links at <http://info.econ.state.or.us:591/profile.htm> , internet sites, or U.S. Census.
- 18 – 19 Community assets broadly include those things that the community values, both physical and social. They can include geographic features, infrastructure, historical features, park system, quality of life attributes, etc.

Liabilities are those physical features, social qualities, or perceptions that features that you feel may limit the success of the community.

- 20 - 24 Questions provide background information on your community. Your City planning staff or City Manager will know the answers to many of the questions, including what awards the City has received.

Section II - Downtown Characteristics

The “Downtown” area is the compact commercial area that you and your partners have agreed to focus on for downtown revitalization. See the notes in “Helpful Hints” Section XII about selecting the area.

- 25 - 26 Downtown assets are more specific things that the community values, both physical and social. This could include such things as the buildings, roads, views, parks, gathering places, and trees to name a few. Consider the things that make your downtown unique.

Liabilities are those physical features, social qualities, or perceptions that you feel do not support the character of the downtown that the community wants to preserve and develop. This could include vacant lots, abandoned buildings, lack of sidewalks, inappropriate signage, etc.

- 27 - 38 If you do not have this information, a quick walking survey of your downtown area using a tally sheet can provide the information needed. See suggested approach in Section XI - Completing the Application. The County Assessors Office can provide you the assessed property value (Question 30) within the area if you provide them with a map of the Downtown Area. The Assessor can also provide you with a list of property owners within the same area, that will provide you with the answer for Question 34. Realtors or interviews of several downtown businesses can provide an approximate average rental rate for Question 31.

- 39 - 40 Check with your Planning Board, city manager, or city planner if you do not know the answers.

- 41 - 43 Self-explanatory

- 44 This question requires some research and investigation. Your team, the chamber of commerce, and your local business owners can usually tell you what commercial areas compete with your downtown businesses. Asking your friends and downtown shoppers is also a good way to gather this information and provides an opportunity to tell them about this program.

- Include a map as Attachment 1 behind Tab 1 of your downtown area.

Section III – Historical Identity

- 45 Answer as directed. If you do not have a historic inventory, this can be “**approximate**” based on a quick downtown survey. Invite an architect or local historian to help you with the survey.
- 46 - 48 Your local building official and local historian are the best resources for this information.

Section IV – Program Goals – Need

- 49 Answer as directed. Ideally, responses will reflect community consensus rather than opinion of a few people.
- 50 Answer as directed. Goals described should reflect planning and zoning efforts by your municipality in regards to downtown housing, green space, and commercial development. Your downtown plan should be consistent objectives of the Comprehensive Plan, Urban renewal plans, or other downtown plans adopted by the City Council.
- 51 If your community has set specific goals for the commercial area, such as developing second story affordable housing, establishing a retail incubator, expanding City Hall, attracting a downtown grocery store, etc.; include these goals for this question.

Section V – Readiness to Participate, Willingness to Share

- 52 Answer as directed. What are your strengths that will ensure a successful program for many years to come?
- 53 Briefly describe the local organizations and partnerships that have worked on previous and current revitalization efforts. If there were previous groups, describe their accomplishments and why their efforts were discontinued.
- 54 Please note all individuals who worked on the application and note which sections they were responsible for.
- 55 We are interested in your efforts to involve others in your community in the application process. The demonstration of local support for the Transforming Downtown Program is important. Attach up to 20 letters of support or other evidence of support for your local program from citizens, businesses, property owners, industries, corporations, civic groups, clubs, churches, financial institutions, media, etc.
 Letters of Support should be included in the application, behind Tab 3.
- 56 List the names and dates of people who have attended the application workshop and previous presentations or conferences on downtown revitalization.

**SECTION VI – Support and Funding – Public/Private Sector
Commitment**

- 57 Answer as directed. Will they provide financial and/or in-kind support? Have they committed to investing in downtown public improvements?
- 58 A resolution by the local government supporting the downtown revitalization effort and supporting the application. Label as “Municipal Support – Attachment #2” behind Tab 2.
- 59 - 60 Answer as directed. Question 59 asks about the previous activities in the downtown area, such as streetscape improvements, banners, crosswalks, benches, flower baskets, public art, building plaques, façade improvements, awnings, etc. Question 60 asks what similar projects are planned for the next two years.
- 61 Tell us more about the qualifications of designated local program representative and other support staff committed to your program. If the individual is part of another organization, explain the commitment from that organization and how the time of this individual will be managed. How much flexibility will there be in the schedule of the local representative?

Budgets While each community selected to participate in the Transforming Downtown Program is expected to demonstrate commitment to their downtown program for the initial two years, revitalization is an ongoing effort. In the Transforming Downtown Program, we understand that communities are learning how to establish the organization, funding, and programs that will sustain these efforts.

The applicant must include estimated budgets for the first two years of the local downtown program. For the salaries and payroll added costs (PAC); if the local program representative is a salaried person allocated to the program, show the amount in the “Cash” category. If this person is a volunteer, show the estimated value of that time in the in-kind budget line. If there is some compensation being paid to the program representative, show this amount in the cash budget line, and the donated (or salary balance) in the in-kind budget line. The same guidance applies to the support staff budget. Be prepared to document all income and funding sources if requested.

For all other budget categories, show only those expenses paid by the local organization (through cash donations, fundraising, sponsors, etc.) in the “Cash” budget line. All other volunteer and committed support from the partners, should be shown as “in-kind”.

For all donated (in-kind) goods and services (e.g. staff support, office supplies, etc.) provide a letter from the individual or duly authorized representative of the organization that is providing the donation. Include in the letter what is being donated, for how long it is being

given, and current fair market value of the donation. Include these commitment letters behind Tab 2 of your application.

Sample Letter and Resolutions

Samples of required resolutions and letters of support are included in the following pages. These samples are intended only as a guide. Adapt them to meet your own community's needs.

XIV. SAMPLE CITY RESOLUTION

A resolution authorizing participation in the Oregon Transforming Downtown Program and designating a municipal official to represent the city/town on the local downtown (committee, board, task force).

WHEREAS, the Oregon Main Street Program has been established to assist cities and towns in developing a public/private effort to revitalize urban neighborhood and traditional central business district areas, and

WHEREAS, the Oregon Main Street Program will accept new cities or towns to participate in its Transforming Downtown Program and receive technical assistance from the Oregon Main Street Program,

WHEREAS, the City/Village/Hamlet of _____ desires to participate in the Oregon Transforming Downtown Program,

NOW THEREFORE LET IT BE RESOLVED BY THE CITY COUNCIL/BOARD OF SELECTMEN: OF THE CITY/TOWN OF _____.

SECTION 1. That the City/Village/Hamlet of _____ endorses the submission of this application, and agrees to participate in the development and support of the local Transforming Downtown Program for the duration of its existence.

SECTION 2. Endorses the goal of economic development of the designated downtown district within the context of the preservation and rehabilitation of its historic commercial buildings, recognizing that the Main Street Program is one of many economic and community development tools utilized by a locale and that it is location specific.

SECTION 3. That the City/Village/Hamlet of _____ supports the establishment of a downtown program representative.

SECTION 4. Recognizes that a commitment to commercial district revitalization is an ongoing process requiring long-term attention, community support and involvement, and a full public/private partnership that is expected to last indefinitely.

ADOPTED THIS _____ day of _____, 2008.

Mayor/Chair, Board of Selectmen/Municipal Administrative Officer

Attest

XV. SAMPLE RESOLUTION (*NOTE, only needed if there is a new or existing organization responsible for the local downtown program.)

A resolution authorizing participation in the Transforming Downtown Program and designating a representative(s) of the _____ to assist in coordinating all program application activities.

WHEREAS, the Oregon Main Street Program has been established to assist cities and towns, in developing a public/private effort to revitalize urban neighborhood and traditional central business district commercial areas and,

WHEREAS, the Oregon Main Street Program will accept new cities or towns to participate in its Transforming Downtown Program and receive technical assistance from Oregon Main Street,

WHEREAS, the City/Village/Hamlet of _____ desires to participate in the Transforming Downtown Program,

NOW THEREFORE LET IT BE RESOLVED BY THE BOARD OF DIRECTORS OF

(new or existing organization)

SECTION 1. That the _____ applies for selection to participate
(new or existing organization)
in the 2008 Oregon Transforming Downtown Program with the specific goal of economically revitalizing or enhancing, the designated downtown district within the context of the preservation and rehabilitation of its historic commercial buildings, and agrees to participate in the development and financial support of the local Transforming Downtown Program.

SECTION 2. That the _____ guarantees that a downtown
(new or existing organization)
Program Manager or Representative will be designated for the duration of the local downtown program.

SECTION 3. That the _____ recognizes that a commitment to
(new or existing organization)
commercial district revitalization is an ongoing process requiring continuous attention, community support and involvement, and a full public/private partnership.

PASSED, APPROVED, AND ADOPTED THIS ____ day of _____, 2008.

President of Board/Steering Committee

SAMPLE LETTER OF INTENT (non-binding)

(date)

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

RE: Letter of Intent – 2008 – Oregon Transforming Downtown Program

Dear Mr. Van Huffel,

I am writing to express the City/Village/Hamlet of _____ intent to apply for the 2008 Oregon Transforming Downtown Program. We understand the need and establishment of a program that will focus on the revitalization efforts of our downtown district and are committed to advancing the local downtown program.

(include information about your town or city and efforts toward forming an organization to implement your downtown program).

Therefore, by this letter, please consider _____ interested in participating in the Oregon Transforming Downtown Program. We understand that our completed application and 2 copies are due in your office by August 15th, 2008.

Sincerely,

Chief City elected official

downtown Committee Chair or Steering
Committee Chair

***This Letter of Intent must be postmarked by July 1, 2008**

This is to be mailed to your local downtown program and not to the Oregon Main Street Program. NOTE: this letter is only required if there is a funding commitment made to the local program. In-kind and donated services or equipment can be included in letters of support .

PLEASE RETURN THIS FORM TO:

**Attention Treasurer
Your Town Main Street
P. O. Box 0000
Your Town, OR 00000**

(date)

Oregon Main Street – Transforming Downtown Program
775 Summer St. NE, Suite 200
Salem, OR 97301

RE: Pledge Agreement

Dear Committee Members:

We enthusiastically endorse the application for the City/Village/Hamlet of _____ to the Oregon Transforming Downtown Program.

To this end, you will find our initial pledge to assist in the implementation of this effort for \$_____ payable in equal annual payments of \$_____ for the program’s first two years. We understand that this is not a two-year project and that we will be asked for continued support of the program in future years.

We are pleased to make this contribution and to support the revitalization and promotion efforts of our downtown. We understand that these efforts may lead to local Main Street Program focusing on the comprehensive Main Street Approach, and that we will be asked to continue with our financial support beyond our original commitment. This pledge is contingent upon _____ being accepted into the Transforming Downtown Program.

Sincerely,

Signature

Please Print Name: _____

Business Name: _____

Address: _____

City/Town: _____ State _____ Zip Code _____

Phone Number: _____

XVI. APPLICATION CHECKLIST

Does your original application form and each photocopy contain:

- ___ A copy of the resolution passed by the city/town council/board of selectmen supporting the Main Street Program. (Tab 2, Attachment #2)
- ___ Letters of support from local businesses, organizations, institutions, industry, and private citizens to the application (Tab 3)
- ___ Verification of funding for the local downtown program's first two years. (Tab 2, Attachment #3)
- ___ A city street map that outlines the proposed downtown district (Tab 1 – Attachment #1)
- ___ One original (color) and 2 (BW) copies of photo images that depict the visual character of the proposed downtown area on attached printed sheets, not smaller than 3x5" images, no more than 4 pages, with labels and explanations; to be included behind Tab 4.
- ___ One copy of any downtown plan, survey, or study completed in the past five years, should be attached to the original application only.

Each application should be organized in a binder, following these guidelines:

- ___ Completed application.
- ___ Tab 1:
 - Attachment #1 – Map of the trade area
- ___ Tab 2:
 - Attachment #1 – Local Program Resolution (if local organization exists)
 - Attachment #2 – Municipal Resolution
 - Attachment #3 – Pledges of financial support
- ___ Tab 3:
 - Letters of Support
- ___ Tab 4:
 - Photos

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OREGON MAIN STREET: Transforming Downtown Program

2008 Application

IMPORTANT DATES for 2008 SELECTION ROUNDS:
Application and 8 Copies Due: August 15th, 2008, 4:00pm

IMPORTANT: All applications for participation in the Oregon Transforming Downtown Program must include resolutions from the local governing body and development organizations (if applicable).

All questions in the application must be answered using the space provided, unless otherwise indicated. All materials submitted for application to the Main Street program become the property of the Oregon Main Street Program for sharing with Oregon communities and promoting the program.

Please submit an original application with two (2) copies.

Applicants are encouraged to include letters of support from community, organizations, businesses, elected officials, property owners, citizens, etc. Letters should indicate their understanding of what being selected as a Transforming Downtown community would mean to your city, and/or the sharing of their reflections and commitment to support downtown revitalization efforts. Please limit these to a maximum of 20 letters included in the application. Form letters are discouraged.

Letters of support should be addressed to but not mailed to Oregon Main Street; please attach letters to your application):



Gary A. Van Huffel
Main Street Coordinator
775 Summer St. NE, Suite 200
Salem, OR 97301
503.986-0134
gary.vanhuffel@state.or.us

www.oregon.gov/ECDD/mainstreet

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OREGON MAIN STREET:

TRANSFORMING DOWNTOWN APPLICATION

1. Name of Municipality: _____
2. City Administrator: Name _____ Title _____
3. Chief Elected Official: Name _____ Title _____
4. Application Contact Person: _____
5. Title: _____
6. Address: _____
7. Phone: _____ Email: _____
8. Municipal Population: 2000: _____ 2008 (est.): _____
9. Name of County: _____
10. County Population: 2000: _____ 2008 (est) : _____
11. Name of downtown Organization (if applicable): _____
How long has this organization existed? : _____ Yrs
If you have a name for the organization, have papers been filed for an EIN and tax status?
_____ Yes Check one: 501(C) 3 501(C) 6 Other: _____
_____ No
12. If no downtown organization exists, are there plans to form one? ____ Y ____ N
13. Municipal 2007-2009 budget: _____ \$

LOCAL ASSURANCES AND AUTHORIZATION

As the representative of the local governing body of _____
I hereby certify that the information in the Application is accurate and correct.

Chief Elected Official:

Title:

Address:

Phone:

Fax:

Email:

Signature: _____ Date: _____

As the representative of the local development organization, I hereby certify that the information in the Application is accurate and correct.

Organization Representative:

Title:

Address:

Phone:

Fax:

Email:

Signature: _____ Date: _____

As the preparer for this Application, I hereby certify that the information in this Application is accurate and correct. (May be the same as above.)

Name:

Title:

Address:

Phone:

Fax:

Email:

Signature: _____ Date: _____

I. Community Characteristics - Resource and Asset Identification

14. Briefly, trace the development of your community. Include basic historical background such as how and when the town/city began and the original foundations for the economy. 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. ***Use only the space provided.***

COMMUNITY WIDE INFORMATION

15. Number of households: Average household size:
2007 _____ 2007 _____
16. Median Income:
2000 _____ 2007 _____
17. Unemployment Rate:
2000 _____ 2007 _____
18. List the community's major assets, including any special characteristics (see explanation in the guidance section). ***Please limit comments to the space provided.***

19. List the community's major liabilities (see explanation in guidance section). Please limit comments to the space provided.

20. Name the four largest employers in your community. (Private or public sector)
- a) _____ Located _____
- b) _____ Located _____
- c) _____ Located _____
- d) _____ Located _____

21. Does your municipality have the following?	YES	NO
Improvement District (EID/BID)	_____	_____
Urban Renewal District (TIF/URD)	_____	_____
Economic Development Plan	_____	_____
Community-Wide Master Plan	_____	_____
Downtown Master Plan and/or Overlay	_____	_____
Marketing Study or Plan	_____	_____
City Planner	_____	_____
City Economic Development Staff	_____	_____
Economic Development Org./Assoc.	_____	_____
Arts Council	_____	_____
Chamber of Commerce	_____	_____
Business Association	_____	_____
Vertical Housing District	_____	_____
Oregon Tree City Community	_____	_____

22. Have you participated in any of the following in the last 10 years:
- Transportation Growth Management (TGM) Workshop Dated _____
- Oregon Downtown Development Association (ODDA) Plan Dated _____
- Transportation Enhancement (TE) Project Dated _____
- Community Development Block Grant (CDBG) Dated _____
- Other: _____ Dated _____

23. Is there a seasonal population fluctuation in your community due to tourism, seasonal residency, educational facilities, etc.? Y/N_____. Briefly describe:_____

24. List awards and recognition your community has received in the last 10 years.
- a) _____
- b) _____
- c) _____
- d) _____

II. Downtown Characteristics

DOWNTOWN AREA INFORMATION

25. List the proposed downtown area's major assets, including any special characteristics (see explanation in guidance section) ***Please limit comments to the space provided.***

26. List the downtown area's major liabilities and needs (see explanation in the guidance section). ***Please limit comments to the space provided.***

27. Number of blocks in the downtown target area? _____ #
28. Number of businesses _____ #
29. Number of commercial buildings _____ #
30. Assessed property value in the downtown area: _____ \$
31. What is an average rent per square foot for commercial space? _____ \$/SF
32. Estimate the number of businesses in the downtown area in the following categories:

Business/Service Type	Number
Retail	
Service (including professional)	
Churches/Synagogues	
Banks	
Schools & Library	
Government/Public Buildings	
Motels	
Restaurants	
Bars	
Non-Profits	
Entertainment / Recreation	

33. Number of vacant storefronts? _____ #
34. What is your estimate of rented buildings controlled by (non-local) landlords? _____ #
35. Number of buildings exclusively used as residential (house, apts, condos)? _____ #
36. Vacant residential buildings (houses, apartments)? _____ #
37. Number of buildings with upper floor housing above commercial space? _____ #
38. Number of buildings with underutilized upper floors? _____ #
39. Does your downtown have designated (specific) zoning ordinance(s)? Yes No
40. Do current zoning ordinances allow downtown housing and/or business development or restrict any housing development? Y/N _____

41. Please name public open space (i.e. parks, town common) in the program target area.

- a) _____
- b) _____
- c) _____
- d) _____

42. List the primary organizations in your community supporting downtown revitalization

- a) _____
- b) _____
- c) _____
- d) _____
- e) _____
- f) _____

43. List annual events or festivals in your community

- a) _____
- b) _____
- c) _____
- d) _____

44. Please describe the area or regional commercial districts competing with your downtown commercial district.

III. Historical Identity

45. What is the approximate ages of the existing building stock in the Main Street downtown area:

Pre-1900 _____% 1901-1950 _____% 1951 - 2000 _____%
 Post 2000 _____%

46. Please discuss and distinguish any publicly supported or privately completed historic preservation projects since 1990.

47. Does your community have the following	YES	NO
Historic inventory	_____	_____
Zoned Historic District	_____	_____
Historic Zoning Ordinance	_____	_____
Historic District Commission	_____	_____
Heritage Commission	_____	_____
Sign ordinance	_____	_____
Design Guidelines/Review Board	_____	_____
Certified Local Government (CLG)	_____	_____
Downtown Master Plan	_____	_____

48. Please describe any downtown historic preservation projects planned in the next 2 years.

IV. Program Goals - Need

49. Why does your community need a downtown revitalization program?

50. What are the major goals for the next two years of your program?

51. What are your community's goals or efforts regarding downtown commercial development?

V. Readiness to Participate – Organization

52. Why do you think your downtown would be a successful Main Street Community?

53. Describe the current and prior groups involved in downtown revitalization efforts.

54. List the individuals and their affiliation that helped with the application.

55. Who and how have you informed community groups and citizens about the downtown program?

56. List the names of volunteers or staff who have attended any Main Street training sessions or conferences in state or at a national level.

VI. Support and Funding - Public/Private Commitment

57. How will your local government (the public sector) participate in the local downtown program if your community is selected?

58. Attach a resolution of support from your municipal government as “Municipal Support” - Attachment #2, behind Tab 2

59. List specific activities and projects undertaken in the downtown area during the past two years by the public/private sector that demonstrate interest and support for revitalization of the downtown area. Include any public relations campaigns established to highlight the importance of downtown.

60. List specific activities and projects in progress or planned in the downtown area for the next two years by the public/private sector that demonstrate interest, support, and commitment for revitalization of the downtown. Give a brief description of these activities, projects or programs, and the budgets (if known).

61. It is critical to provide a dedicated individual to assist with the development of the downtown program when enrolled in the Transforming Downtown Program. At this level there is no requirement for a full or part-time funded manager, but rather that a volunteer, staff person from a partnering organization, or public employee is committed to an average of 20% of their time (an average of one day per week) to coordinate and focus on the downtown program. This individual will be the primary contact for the Oregon Main Street Coordinator and consultants working with the local program. Please describe how your community will meet this requirement.

62. Complete the following budget sheet for each of the current and next year of the downtown program (fiscal or calendar). (See guidance section for explanation)

BUDGET – Calendar Year		2008 (\$)	2009 (\$)
Salaries and PAC	In-Kind		
Local Program Representative, Support Staff	Cash		
Travel/Training/Memberships	In-Kind		
	Cash		
Rent	In-Kind		
	Cash		
Communications/Printing/Mailing/ Equipment	In-Kind		
	Cash		
Supplies	In-Kind		
	Cash		
Other:	In-Kind		
	Cash		
TOTAL \$			

63. Complete the following by providing the proposed funding committed for the current (fiscal or calendar) year. Attach pledge support documentation in Attachment 3 of Tab 2.

FUNDING SOURCES	2008 (\$)	2009 (\$)
Local Government		
Downtown Businesses and Property Owners		
Local Citizens		
Businesses Outside of the downtown		
Grants		
Other		

64. Please attach (Tab 3) letters of support from community (up to 20) that support this application for the Transforming Downtown Program. NOTE: Form letters are discouraged.

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