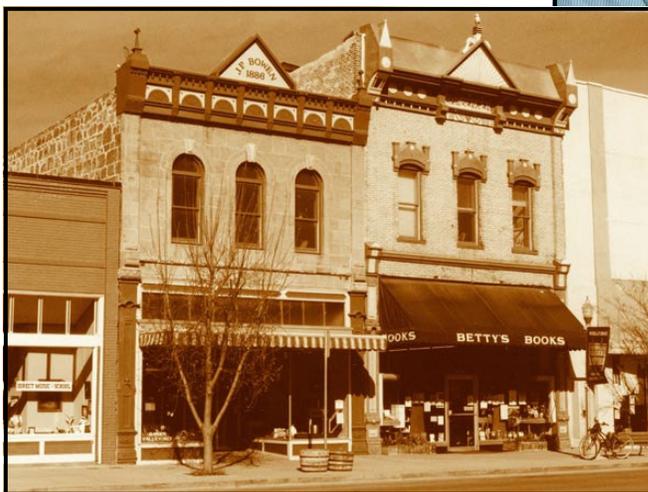


# Oregon Main Street 2008 Program Handbook



**O R E G O N**  
ECONOMIC & COMMUNITY  
DEVELOPMENT DEPARTMENT

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# Oregon Main Street Handbook

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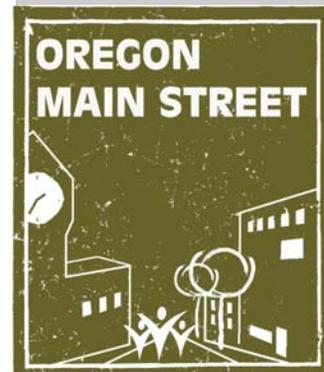
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# **National Main Street Program**

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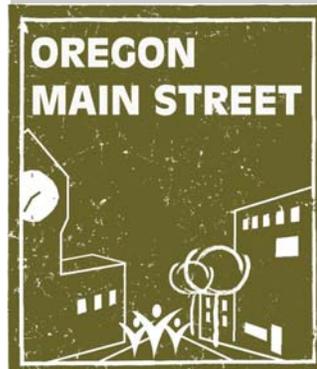
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# The Main Street Approach

Main Street™ is a philosophy, a program, and a proven comprehensive approach to downtown commercial district revitalization. This approach has been implemented in over 1,600 cities and towns in 40 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 carefully integrating four points into a practical downtown management strategy, a local Main Street™ 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.

### The Eight Principles

#### “Successful Downtown Revitalization”

- 1. Comprehensive.** A single project cannot revitalize a downtown or commercial neighborhood. An ongoing series of initiatives 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 projects.
- 3. Self-Help.** The State can provide valuable direction and technical assistance, but only local leadership can breed long-term success by fostering and demonstrating community involvement 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. For an effective partnership, each must recognize the strengths and weaknesses of the other.
- 5. Identifying and Capitalizing on Existing Assets.** Unique offerings and local assets provide the solid foundation for a successful Main Street™ initiative.
- 6. Quality.** From storefront design to promotional campaigns to special events, quality must be instilled in the organization.
- 7. Change.** Changing community attitudes and habits is essential to bring about a commercial district renaissance. A carefully planned Main Street™ program will help shift 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 the community that the revitalization effort is underway.

### Criteria for National Designation as a Main Street™ Program

1. Broad-based community support for the commercial district revitalization process with strong support from both the public and private sectors.
2. Vision and mission statements relevant to community conditions and to the local Main Street™ program's organizational stage.
3. Comprehensive Main Street™ work plan.
4. Historic preservation ethic.
5. Active board of directors and committees.
6. Adequate operating budget.
7. Paid professional program manager.
8. Program of ongoing training for staff and volunteers.
9. Reporting of key statistics.
10. Current member of the National Main Street Network.

It takes hard work and commitment by a community to become and maintain its designation as a Main Street community. Along with this designation comes the honor of permission to use the title "Main Street". Communities must be evaluated and meet the criteria above to use this title. Evaluation is done yearly, and will be granted only to Main Street™ designation level communities that fully participate in the Oregon Main Street Programs.

Call the Oregon Main Street Coordinator at 503.986.0134 for more specific information about Main Street™ criteria, use of the Main Street™ name, or the Oregon Main Street Program levels.

# Why is Downtown Important?

Can malls and discount centers take the place of downtowns in the future? The answer is most definitely no. Though malls and discount centers play important roles in our communities, downtown is much more than a shopping center. It is critical for everyone involved in downtown revitalization to understand the value of downtown. Here are some good reasons why downtown is important (though they're not in any particular order):

1. Your central business district is a prominent employment center. Even the smallest downtown employs hundreds of people. Downtown is often the largest employer in a community.
2. As a business center, your downtown plays a major role. It may even represent the largest concentration of businesses in your community. It also serves as an incubator for new businesses—the successes of tomorrow.
3. Most of the businesses in your downtown are independently owned. They support a local family who supports the local schools, etc. Independent businesses keep profits in town.
4. Downtown is a reflection of how your community sees itself—a critical factor in business retention and recruitment efforts. When industry begins looking at your community as a possible location, they examine many aspects including the quality of life. Included in quality of life is interest in downtown — is it alive and viable, or does it represent local disinterest and failure?
5. Your downtown represents a significant portion of the community's tax base. If this district declines, property will decrease tax burden on other parts of your community.

6. The central business district is an indispensable shopping and service center. Though it may no longer hold the place as your community's most dominant shopping center, it still includes unique shopping and service opportunities. Attorneys, physicians, accountants, and insurance offices, as well as financial institutions, are often located downtown.

7. Your downtown is the historic core of your community. Many of the buildings are historically significant and help highlight your community's history.

8. Downtown represents a vast amount of public and private investment. Imagine the costs to recreate all the public infrastructure and buildings already existing in your central business district. Think of the waste of past dollars spent if downtown is neglected.

9. A central business district is often a major tourist draw. When people travel, they want to see unique places. There isn't a downtown like yours in the world!

10. Downtown is usually a government center. Most likely it is where your city hall, county courthouse, and post office are located. This "one stop" shopping for government services is a notable feature of downtowns across the country.

And, perhaps, most important, your downtown provides a sense of community and place. As Carol Lifkind, author of *Main Street: The Face of Urban America*, said "...as Main Street, it was uniquely American, a powerful symbol of shared experiences, of common memory, of the challenge, and the struggle of building a civilization... Main Street was always familiar, always recognizable as the heart and soul of the village, town or city."

(Edited from an article by Alicia Goehring, Wisconsin Main Street Program, Wisconsin Department of Development)

# Downtown Revitalization Partners

The local downtown revitalization program must involve groups throughout the community to be successful. Different groups have different interests in the downtown. And, while each may have a particular focus, all groups ultimately share the common goal of revitalizing the commercial district. By involving a broad range of constituents in the process, the downtown program can help each group realize that this common goal exists and that cooperation is essential for successful revitalization. Furthermore, by identifying each organization's greatest strengths, the downtown program can help focus that group's energy in the areas where it will be most effective and have the most to contribute. Groups typically represented and involved in successful local downtown revitalization programs include:

### **Retail & Service Sector Business Owners**

Retail and service sector activity is an important part of the downtown's economic base; consequently, business owners have a vested interest in the success of the downtown revitalization program. Retailers are often most interested in, and the most valuable contributors to downtown promotional activities, though their involvement in other downtown activities can also be beneficial.

### **Property Owners**

Since they literally own the downtown, property owners have a direct interest in the downtown program's success and often become active participants in the revitalization process. Absentee owners, though, may show little or no interest in the program, nonetheless, they should be kept informed about revitalization activities and, as the program develops greater competency in directing downtown's economic growth, should continue to be invited to take part in its projects.

### **Chambers of Commerce**

The chamber of commerce is an important player in most downtown revitalization programs because of its interest in the community's commercial development. The chamber can help the downtown program by providing liaison with local and regional economic development agencies, helping businesses expand, recruiting new businesses and sharing information resources. Remember, though, that the chamber must be concerned with community-wide development. Focusing too much on the downtown can contradict its direct mission.

### **Financial Institutions**

Local financial institutions benefit from a revitalized downtown in many ways, from making new business loans to being able to attract new industry to the community. Banks and savings and loans can support the revitalization program by helping package loans, taking part in interest buy down and other financial incentive programs, providing leadership and seeking innovative ways to stimulate downtown economic development. Many financial institutions also find that participation in the local downtown revitalization program helps satisfy their directives under the Community Reinvestment Act.

# Oregon Main Street – Program Handbook

## Consumers

In many ways, consumers stand to benefit the most from revitalized downtown offering goods and services that meet their needs. Many local consumers who may not belong to an existing community organization will still be interested in participating in the revitalization effort and in helping make the downtown - and the community - a more lively place to be.

## 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.

## Media

Downtown revitalization means creating new jobs, generating new investments and bringing more money into the community - all newsworthy activities. Thus, the media are usually major supporters of a downtown revitalization effort. In addition to publicizing the local program's successes, media can provide information about local market characteristics to help the revitalization effort find better ways to meet consumer needs.

## Regional Planning Commissions and Councils of Government

These groups can provide the local downtown program with market data and other technical information about the downtown's market area. They can also help the program identify resources and establish relationships with regional, state and national economic development agencies.

## Schools and Universities

Schools can contribute to successful downtown revitalization in several ways. First, by involving young people in the revitalization process, the downtown program can reach a segment of the community that may not be familiar with downtown. Second, they can help students become positive contributors to the community's quality of life. Finally, by giving students opportunities to use their academic skills in a "real world" environment, they can help the downtown revitalization effort implement programs and activities.

## Others

Urban Renewal Boards	Tree City Committee
Hospitals	Garden Clubs
Arts Councils and Commissions	Local Historical Societies
Cultural and Heritage Councils	Community Web Hosts & Providers
Bicycle and Pedestrian Advocacy Groups	Public Utilities

# Oregon Main Street – Program Handbook

## Downtown Revitalization Stakeholder Benefits

### Local Residents/Consumers

- enhanced marketplace (better shopping and the benefits of shopping locally)
- sense of pride in downtown
- social/cultural activities
- opportunities to keep kids in town
- sense of hometown community
- historical awareness (preservation of architecture and human history)
- opportunity to participate/volunteer
- better communication (newsletter)
- political advocate
- home values increase

### Property Owners

- increased occupancy rates
- rent stability
- increased property values
- increased stability
- reduced vandalism/crime deterrent
- assistance with tax credits, grants, loan programs, design, and co-op maintenance
- communication medium with other property owners
- better image
- new uses, especially on upper floors

### City Government

- increased tax base
- more tourism
- increased property values
- increased number of jobs
- better goals and vision
- healthy economy
- better services available
- 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 CLG grant dollars
- increased volunteer base for city
- education resources for city leaders (officials) on planning and economic development

# Oregon Main Street – Program Handbook

## Retail Business Owners

- increased sales
- improved image
- increased value of business
- coordinated efforts between local business and franchises
- quality of business life
- educational opportunities (seminars and workshops)
- increased traffic
- district marketing strategies (promotion and advertising)
- better business mix
- new market groups downtown
- community pride
- have needs/issues addressed

## Service Business Owners

- image building/improvement
- pride
- new/renewed/repeated exposure
- increased variety of services
- healthier economy generates new/more business
- increased competition means more aggressive business styles
- tapping leakage
- increased population, new customers
- improved image, creates new market

## Financial Institutions

- community reinvestment act (federal government requirement)
- potential for loans, deposits, and other services (bank cards, financial services)
- improved image and good will
- survival of community critical to bank success and economic stability
- central location more cost effective

## Preservationists

- Main Street Approach reinforces common goal of preservation
- increases coalition
- increased awareness and credibility
- education of public and group
- improved public image
- improved economic feasibility of preservation

## County Government

- increased public relations for county
- viable downtown increases tax base
- ripple effect
- viable downtown is a draw for industry and county-wide area businesses

# **Oregon Main Street – Program Handbook**

- common partnership with city hall
- county/community pride
- heritage preservation
- alternative to a redevelopment district
- quality of life issues especially for employees
- help with parking issues

## **Utility Companies**

- additional business
- longer business hours
- more employees
- healthy businesses feel freer to increase utility usage
- healthy economy causes community to grow
- overcome bad guy image
- proof of new products
- quality in main street public improvements.

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*Where Place and Time meet*

**OREGON**  
ECONOMIC & COMMUNITY  
DEVELOPMENT DEPARTMENT

#### CONTACT INFORMATION

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[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.

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**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*

**OREGON**  
ECONOMIC & COMMUNITY  
DEVELOPMENT DEPARTMENT

## 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

## 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.

## 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")
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- 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



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**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.

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DEVELOPMENT DEPARTMENT

## **PARTNERS**

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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

## **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
- Better relations between local government and private sector
- 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™ Chambers of Commerce**

The chamber of commerce is an important player in most downtown revitalization programs because of its interest in the community's commercial development. The chamber can help the downtown program by providing liaison with local and regional economic development agencies, helping businesses expand, recruiting new businesses and sharing information resources. It is important to remember that the chamber must be concerned with community-wide development. Focusing too much on the downtown can contradict its direct mission.

Chambers and their membership will benefit from the work and information developed from the local Main Street program including;

- Information on vacancy rates
- New construction and remodeling statistics
- Jobs gained or lost
- Market analysis
- Niche and cluster studies
- Downtown festivals
- Downtown promotion
- Increased tourism
- Business assistance

Many indirect benefits to Chambers and their members will be developed from the efforts of the standing 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

Support your local program by getting involved, staying involved, keeping informed, and communicating accurate information to your members.

# Oregon Main Street Program

**Mission**

**Oregon Main Street Levels  
Requirements, Services, Commitments  
Oregon Main Street Partners**



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## **MISSION – Oregon Main Street**

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To assist Oregon communities in the creation and revitalization of their unique downtown places using the Main Street Approach™.

# Levels Designed to Meet the Needs of Oregon Communities

An important objective of the Oregon Main Street Program is to provide assistance to all communities in Oregon whether they are just beginning to explore options for their downtown or seeking national recognition as a National Main Street. To accomplish this, the Oregon Main Street Program is providing levels of participation with unique requirements, services, and community commitments. The services of the Oregon Main Street Program will be tailored to meet specific and typical needs of communities at their particular stage of downtown revitalization. The levels include;

### Exploring Downtown

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

### Transforming Downtown

The Transforming Downtown level is for communities who are committed to downtown revitalization through a combination of planning, staffing, funding, and following the principles of the Main Street Approach™. Communities may be considering National Main Street certification and need technical assistance to take them to the next level.

### Performing Main Street

The Performing Main Street level is for those communities who are practicing the Main Street Approach™ and are pursuing accredited National Trust Main Street certification. Communities are strengthening their existing Main Street programs for long term sustainability in all areas of the Main Street Approach™. At this level, participants are committed to giving back to the Oregon Main Street program.

Based on the competitive application process and available program resources, communities will receive specific technical services. Selection criteria will be based on need and the community's implementation of the Main Street Approach™. The application process for the **Transforming Downtown** and **Performing Main Street** will be conducted annually and information provided at application workshops. Communities may enroll in the **Exploring Downtown** program at any time during the year after meeting basic requirements.

A summary of the requirements, services, and commitments is shown on the following tables. See [Criteria for National Designation as a Main Street Program](#) on page 3 of the chapter, [The Main Street Approach](#).

# Oregon Main Street— Exploring Downtown

The Exploring Downtown participation level is for those communities demonstrating a strong interest in revitalizing their downtowns, that may or may not wish to become a Main Street community, or desire to implement some of the Main Street Approach™ in their community.

Requirements	Services Provided	Community Commitment
<ul style="list-style-type: none"> <li><input type="checkbox"/> Does not have a dedicated Downtown Development Manager</li> <li><input type="checkbox"/> Interested in revitalizing the downtown including preserving historic buildings and other unique assets of the community</li> <li><input type="checkbox"/> Definable downtown or study area</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Regional Main Street Workshops and conferences</li> <li><input type="checkbox"/> Targeted assistance;               <ul style="list-style-type: none"> <li>• Two community assessments per region</li> <li>• One design project per region</li> </ul> </li> <li><input type="checkbox"/> Unlimited phone support</li> <li><input type="checkbox"/> Access to reference library and on-line resources</li> <li><input type="checkbox"/> Assist community with promotion of the program and local press releases</li> <li><input type="checkbox"/> Eligible for annual project recognition awards</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Submits a Letter of Intent committing to explore the Main Street Approach</li> <li><input type="checkbox"/> Completes a brief community assessment survey</li> <li><input type="checkbox"/> Community designates staff or volunteer to coordinate with Oregon Main Street staff and contractors,</li> <li><input type="checkbox"/> Submits brief annual report on accomplishments, planning, work plans, and interest</li> </ul>

March 26, 2008

**NOTE:** These are highlights from the program. Details will be provided in the workshops & applications.

# Oregon Main Street—Transforming Downtown

Transform Downtown is for those communities who have demonstrated commitment to the program through planning, staffing, funding, and principles of the Main Street Approach™. Communities may be considering National Main Street certification and require assistance to achieve established goals and meet Main Street requirements.

Requirements	Services Provided	Community Commitment
<input type="checkbox"/> Complete a community application and survey <input type="checkbox"/> Demonstrates that the community has the support and leadership to participate in the Oregon Main Street program <input type="checkbox"/> Has a full or part-time dedicated person for downtown revitalization programs <input type="checkbox"/> Shows interest in revitalizing the downtown including preserving historic buildings and other unique assets of the community <input type="checkbox"/> Has a defined downtown area <input type="checkbox"/> Completed or committed to complete historic inventory	<input type="checkbox"/> Regional or local Main Street Workshops and conferences <input type="checkbox"/> Oregon Main Street Team Assessments <input type="checkbox"/> Targeted technical assistance <input type="checkbox"/> Compete for Oregon Main Street matching grants <ul style="list-style-type: none"> <li>• Design and Technical Assistance</li> <li>• Façade improvements</li> </ul> <input type="checkbox"/> Team consultation for organizational, design, promotion, or economic restructuring <input type="checkbox"/> Unlimited phone support <input type="checkbox"/> Access to reference library and on-line resources <input type="checkbox"/> Assistance with promotion and press releases <input type="checkbox"/> Eligible for annual growth recognition awards <input type="checkbox"/> Inclusion in Visit Oregon Main Street travel brochure <input type="checkbox"/> List serve support network	<input type="checkbox"/> Passes Resolution supporting entrance into the program <input type="checkbox"/> Community commitment of minimum 25% dedicated staff person (and organization) for downtown revitalization program and Main Street implementation for 12 months <input type="checkbox"/> Manager attends semi-annual Downtown Managers meetings <input type="checkbox"/> Agree to receive support from the Performing Main Street mentoring program; <ul style="list-style-type: none"> <li>• two meetings</li> </ul> <input type="checkbox"/> Enters into agreement with the Oregon Main Street program <input type="checkbox"/> Submits annual progress reports and work plans

March 26, 2008

**NOTE:** These are highlights from the program. Details will be provided in the workshops & applications.

# Oregon Main Street— Performing Main Street

The Performing Main Street level is for those communities who are practicing the Main Street Approach and aggressively pursuing National Trust Main Street certification. Communities are strengthening their Main Street program for sustainability and improvements in all areas of the Main Street Approach. At this level, participants are committed to giving back to the Oregon Main Street program through mentoring, community reviews, and training.

Requirements	Services Provided	Community Commitment
<input type="checkbox"/> Submits Letter of Intent and application for Main Street Certification to State Coordinator <input type="checkbox"/> Demonstrates commitment to the Main Street Approach, and meets Main Street criteria <input type="checkbox"/> Demonstrates broad-based community support for the application <input type="checkbox"/> Work plans for Organization, Design, Promotion, and Economic Restructuring <input type="checkbox"/> For community population greater than 50,000, must contact State Coordinator for eligibility <input type="checkbox"/> Designated or committed to complete Historic District and/or comprehensive downtown design <input type="checkbox"/> Meets schedule for certification or drop to Transforming Main Street level	<input type="checkbox"/> Regional or local Main Street Workshops and conferences <input type="checkbox"/> Compete for Oregon Main Street matching grants <ul style="list-style-type: none"> <li>• Technical assistance</li> <li>• Matching façade grant</li> </ul> <input type="checkbox"/> Team consultation and assistance on comprehensive planning and action plans <input type="checkbox"/> National Trust training for local boards and managers <input type="checkbox"/> Unlimited phone and email support <input type="checkbox"/> Access to reference library and on-line resources <input type="checkbox"/> Eligible for annual achievement awards <input type="checkbox"/> Inclusion in Visit Oregon Main Street travel brochure <input type="checkbox"/> List serve support network	<input type="checkbox"/> Passes Resolution supporting entrance into the program <input type="checkbox"/> Commits to a dedicated Downtown Manager and funding for revitalization and Main Street management for 3 year period. <input type="checkbox"/> Manager attends semi-annual Downtown Managers meetings <input type="checkbox"/> Provides mentoring, response team, or community reviews for “Downtown” communities <ul style="list-style-type: none"> <li>• Not to exceed 40 hours/year</li> </ul> <input type="checkbox"/> Contributes to programming and training in annual workshops <input type="checkbox"/> Enters into agreement with the Oregon Main Street program <input type="checkbox"/> Submits monthly and annual reports and annual OMS audits

March 26, 2008

**NOTE:** These are highlights from the program. Details will be provided in the workshops & applications.

# **Oregon Main Street Partners and Cooperation**

**Architecture Foundation of Oregon**  
**Emergency Response Team**  
**EPA Brownfields**  
**League of Oregon Cities**  
**National Trust for Historic Preservation**  
**Oregon Arts Commission**  
**Oregon Building Codes**  
**Oregon City & County Managers Association**  
**Oregon Cultural Trust**  
**Oregon Department of Forestry, Urban Forestry**  
**Oregon Department of Land Conservation and Development**  
**Oregon Department of Parks and Recreation**  
**Oregon Department of Transportation**  
**Oregon Downtown Development Association**  
**Oregon Economic Development Association**  
**Oregon Housing and Community Services**  
**Oregon Parks and Recreation**  
**Oregon Preservation Alliance**  
**Oregon Tourism Commission**  
**State Historic Preservation Office**  
**Transportation & Growth Management (ODOT,LCD)**  
**US Housing and Urban Development**  
**USDA and Forest Service**  
**Washington Main Street Program**

# Starting a Downtown Program

**Starting a Downtown Program**

**Non-Profit Organization**

**Sample Bylaws**

**Potential Funding Sources**

**Sample Budgets**

**Executive Director**



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### Checklist for Starting a Comprehensive Downtown Program Using the Main Street Approach™

- Put together a core committee of people to talk with fellow downtown business and property owners about the idea of forming a downtown organization. Also, talk with the City, Chamber of Commerce, local Economic Development Departments, and other organizations. Gather input and support.
- Hold a town-hall type of meeting to help educate the public about downtown revitalization. Show the 4-Point slide show. Talk with the local media ahead of time and invite them to attend.

#### Then, If You Decide to Move Ahead...

- Identify possible board members and supporters. Create an interim board of directors (5-9 people).
- Once formed, the interim board should choose a name for the organization. Pick something that is simple, straight forward, and businesslike – your booklet has samples. Save the "catchy and cute" for a tag line or promotional campaign.
- Determine your organization's boundaries/primary focus area. Remember it's not an "in or out" issue – it's a "where should we concentrate our efforts for maximum success". Here's the identifiers the Oregon State Main Street Program (OMS) uses when helping potential Main Street communities decide. It is...
  - A. a traditional central business district and center for socio-economic interaction.
  - B. characterized by a cohesive core of historic and/or older commercial and mixed-use buildings representing the community's architectural heritage with compatible in-fill development.
  - C. typically arranged with most of the buildings side-by-side and fronting the sidewalk along a main street with intersecting side streets.
  - D. compact, easily walkable, and pedestrian-oriented.
- Draft Bylaws and Articles of Incorporation. Your booklet has samples. The OMS will be happy to review them, but you should also seek an attorney's advice.
- File as an Oregon Nonprofit Corporation with the Secretary of State using instructions at [www.filinginoregon.com/business/nonprofit\\_information.htm](http://www.filinginoregon.com/business/nonprofit_information.htm).
- Once incorporated, prepare an agenda and hold an "official" first meeting to:
  - A. adopt bylaws,
  - B. elect officers: president, vice president, secretary, and treasurer
  - C. decide on a fiscal year,
  - D. select a bank and discuss financial arrangements, a) authorize preparation and filing of IRS forms, b) identify an address or post office box for mail, and c) other necessary business. Make sure the new secretary takes minutes.

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- File form SS-4 with the Internal Revenue Service to get a Federal Employee Identification Number ([www.irs.gov](http://www.irs.gov)). At the same time, download a 501(c)3 or (c)6 nonprofit designation application packet. Most downtown organizations focusing on the Main Street Approach™ try for a 501(c)3 designation. Suggestion: Seek advice and talk with OMS prior to attempting to fill out the form!
- Check with the City to see if you need to file anything locally.
- Reserve an Internet domain name for your organization ([www.verisign.com](http://www.verisign.com) and [www.networksolutions.com](http://www.networksolutions.com) are two of the largest providers of this service).
- The board should talk with local insurance agents and purchase appropriate insurance coverage for your organization as soon as possible. Minimally, the board should consider general liability, board and officer liability, worker's compensation, and special events policies.
- Once the organizational paperwork has been done, hold a goal setting session with board members to create a 12-18 month work plan. Determine a mission statement, goals, and objectives. Put together committees based on the Main Street structure. Have each committee hold an activity brainstorming session to come up with a list of activities to meet their list of objectives (in the beginning, think "quality, effective, low-cost, and doable"). Be realistic in what you can accomplish, but also don't think too "small".
- Create a draft first-year budget, then seek out funds from supporters.
- Get press releases out to the media for free publicity. Your handbook has an example. Don't forget -- letters to the editor are worth gold!

## Nonprofit, Tax-exempt Organizations

	501(c)3	501(c)4	501(c)6
Purpose	Charitable or educational	Nonprofit civic leagues and organizations promoting social welfare	Promotion of some common business interest
Comments	Must be organized and operated exclusively for one or more of the purposes specified	Can serve recreational purposes as well; can serve a wider class of beneficiaries than (c)3 and (c)6 organizations	Must be devoted to improvement of business conditions of one or more lines of business, rather than performance of particular services for individuals; primarily membership groups
Political activity allowed?	May not direct a substantial part of its activities towards influencing legislation. Can not support a candidate for public office.	May be involved in lobbying but cannot support a candidate for public office	Unlimited lobbying efforts as long as activities are directly to promoting common business interests of the organization
Exempt from federal tax?	Yes	Yes	Yes
Charitable deductions available to donors?	Yes	No	No
Eligible for foundation and federal grants?	Yes	Not usually	Not usually
Property tax exemption?	In most states	Not usually	Not usually
Business deductions available to donor?	Only as charitable deductions	No	Portion of membership dues attributable to permissible lobbying that has a direct interest to member is deductible

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## **Kruppopolis Downtown Development Association**

### **Bylaws**

#### **ARTICLE I**

##### **Name and Term**

The name of this corporation will be the Kruppopolis Downtown Development Association, hereafter referred to as the KDDA or Association, and its duration will be perpetual.

#### **ARTICLE II**

##### **Offices**

A. Principal office: The principal office of the KDDA will be in the State of Washington, County of Gooding, City of Kruppopolis. Further, it will be located within the boundaries of the Kruppopolis Downtown Development Association.

B. Registered office: The registered office of the KDDA will be maintained in the State of Washington, and may be, but need not be, identical with the principal office. The address of the registered office may be changed from time to time by resolution of the Board of Directors.

#### **ARTICLE III**

##### **Amendments**

These By Laws may be amended by resolution at any time by an affirmative vote of at least two-thirds of the entire Board of Directors.

#### **ARTICLE IV**

##### **Purposes**

A. Organization: KDDA will organize and promote constructive relationships between local government bodies and private business and citizens. KDDA will support other charitable and educational organizations whose primary interest is to preserve and develop the quality and economic stability of Kruppopolis. KDDA will represent the concerns of the downtown area at the city, county, and special district level.

B. Promotions: KDDA will promote and sponsor discussion groups and will educate and inform citizens and members on topics of interest and concern to the downtown area. KDDA will maintain information regarding revitalization in the downtown area. KDDA will sponsor cultural, employment and commercial district revitalization activities in the downtown area. KDDA will provide a forum for sharing knowledge, common experiences and problems. KDDA will issue publications and information regarding its activities and other information relevant to downtown revitalization. Such publications may include the following:

1. planning studies

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2. an organization brochure
3. informational brochures, maps, and guides
4. special event flyers, pamphlets, and posters
5. a newsletter

C. Economic Restructuring: KDDA will help to educate and assist downtown business owners and property owners in matters of preservation, promotion, and finance. KDDA will help recruit new stores to minimize the affects of vacancies and to diversify the retail mix. KDDA will aid in acquisition of adequate financing for new and existing businesses and for renovation of historic structures.

D. Design: KDDA will advocate for the planning and coordinating design of improvements in, or adjacent to the downtown area. KDDA will aid in providing design services for buildings and signage. KDDA will provide information on painting, construction, historic renovation, and preservation. KDDA will promote and assist in city beautification projects. KDDA will participate in the planning and development of public interest projects in the downtown area. KDDA will promote effective redevelopment efforts and assist in planning for the stabilization and revitalization of the downtown area. KDDA will, whenever possible, recommend appropriate uses and design standards for downtown development compatible with historic preservation.

## **ARTICLE V Powers**

A. General Powers: KDDA will have all powers granted by Oregon law. It will also have the power to undertake, either alone or in cooperation with others, any lawful activity which may be necessary or desirable for the furtherance of any or all purposes for which the KDDA is organized.

B. Investment Powers: KDDA may invest both assets secured by KDDA, and services provided by KDDA resulting in development, as program related investments. Any returns from such investment will be used by KDDA for the furtherance of any or all purposes for which the KDDA is organized. No portion of the returns will inure to the benefit of any member, Director, Officer or staff member of KDDA.

## **ARTICLE VI Boundaries and Membership**

A. Boundaries: The primary focus area of the downtown district will be defined by Eleanor Avenue on the south, Betsy Avenue on the north, Andrew Street on the west, and Theodore Street on the east as shown in Exhibit A.

B. Membership: Any individual, business, or organization interested in becoming a member of the KDDA can file an application for membership in such form as the Board of Directors prescribes. Each active member will be entitled to one vote on matters that come before the membership. The Board of Directors will establish annual dues as it deems appropriate. Such establishment of dues will include method of payment. Any member may resign from membership in the Association upon giving written notice thereof to the Secretary or the Executive Director of the Association. Members who

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resign from membership will not be entitled to vote or receive refund of dues therefore paid.

## **ARTICLE VII Membership Meetings**

A. Annual Meeting: The annual meeting of the KDDA membership will be the second Tuesday in April or such other time as the Board of Directors may direct. Members will be notified by either regular mail or electronic mail at the address listed on their business license or membership application more than 30 days before the meeting convenes. The purpose of the annual meeting will be to complete tallying and announce the Board of Directors of KDDA for the following year, and such other business as the Board of Directors brings before the membership.

B. Special Meetings: Special meetings for the membership will be held at any time and place as may be designated in the notice of said meeting upon call of the President of the Board of Directors, or a majority of the Board of Directors, or upon the written petition by at least twenty-five percent (25%) of the active membership. A notice stating the place, date, and time of meetings will be provided either personally or by regular or electronic mail to each member at least ten days prior to the meeting. Other interested parties will be given such notice of meetings as the Board of Directors deem appropriate.

## **ARTICLE VIII Directors**

A. Duties: The Board of Directors will manage, set the policy for, and oversee the management of the affairs of KDDA. They will control its property, be responsible for its finances, formulate its policy, and direct its affairs. The Board of Directors may hire an Executive Director and support personnel. The Board of Directors may enter into contracts necessary to accomplish the KDDA goals.

B. Qualifications: There will be nine members on the Board of Directors. Any member, employee of a member business, or partner or associate in a member business of KDDA may be a Director. However, there must be a Director from both retail and non-retail businesses, as well as a real property owner from within the primary focus area of the KDDP. There will not be a majority of any occupation on the Board. Directors must be of sound mind and of legal age.

C. Term: Every Director will be elected for a three (3) year term. However, the initial Board of Directors will serve staggered terms. Directors on the initial Board will be elected by lot: three for three (3) years, three for two (2) years and three until the first annual meeting. No member shall serve more than two consecutive three-year terms without stepping down from serving for at least one year.

D. Elections: Directors will be elected by the membership by mailed ballot. Tallying of ballots will be completed, and the new Directors announced at the Annual Meeting. Every member will have one vote for each available Director's position. Nominations to the ballot slate will be made either: 1) by petition submitted to the KDDA office more than 25 days in advance of the annual meeting, signed by five members; or 2) by the

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nominating committee, which will consist of the outgoing Board members and the President. Ballots will be mailed to each member more than 14 and less than 24 days before the annual meeting. Ballots must be received at the KDDA office by 5 p.m. on the day before the annual meeting. In the event of a tie, a runoff election will be held by written ballot at the annual meeting. In the event there is not a Director elected from the three categories listed in Article VIII, B; then the new Director with the fewest votes will not be named, and an election for that position will be held by written ballot at the annual meeting.

E. Vacancies: A Director may resign at any time by giving written notice to the KDDA President, Vice President, or Executive Director. Any vacancy in the Board occurring because of death, resignation, refusal to serve, or otherwise will be filled for the unexpired term by action a majority of the remaining Directors. Three consecutive unexcused absences from regular Board of Director's meetings will be considered a vacancy.

F. Meetings: The Board of Directors will meet at least monthly. The President and/or any three Directors may call a meeting of the Board. At a duly called meeting of the Board of Directors, five (5) members will constitute a quorum. All business of the Board of Directors will be transacted at a duly called meeting of the Board.

G. Compensation: Directors will receive no compensation for their services as Directors, but the Board may, by resolution, authorize reasonable reimbursement for expenses incurred in the performance of their duties. Nothing herein will preclude a Director from serving KDDA in any other capacity and receiving reasonable compensation for such service.

H. Liability: Directors will not be personally liable for the Association's debts, liabilities, or other obligations.

### ARTICLE IX Officers

A. Number of Officers: KDDA will have a President, Vice President, Secretary, Treasurer, and such additional officers as the Board of Directors may from time to time designate. Each officer will serve a one year term. Officers will be elected by the Board of Directors at the first Board meeting following the Annual meeting of membership.

B. Duties of President: The President will preside at all meetings of the Board of Directors, and at the annual meeting ending his or her term of office. The President will be entitled to the same vote as any other Director. The president shall sign all checks and documents pertaining to KDDA for which the President's signature is necessary or desirable.

C. Duties of Vice President: In the absence of the President, or his or her inability to act, the Vice President will possess all the President's powers and discharge all Presidential duties. The Vice President may also sign any checks or documents necessary for KDDA.

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D. Duties of the Secretary: The Secretary will record and maintain a full and correct record of the proceedings of KDDA. The Secretary may also sign any checks or documents necessary for KDDA, and will perform such other duties as the Board may from time to time direct.

E. Duties of Treasurer: The Treasurer will maintain in good order all financial records of the Association. The Treasurer may sign checks for the KDDA. At the annual meeting, and at regular Board of Directors' meetings, the treasurer will provide a report and summary statement on the financial affairs of KDDA.

F. Temporary Officers: In cases of absence or disability of an officer of the Association, the remaining Officers may vote to delegate the powers and duties of such officer to any other officer or member of the Board.

### **ARTICLE X Committees**

KDDA will have the following standing committees:

1) Organization, 2) Promotion, 3) Design, 4) Economic Restructuring.

KDDA will also have such other committees as the Board of Directors may from time to time establish. Committees will report at least monthly to the Board of Directors. At least one Director will serve on every committee. Committees will be appointed by the President with the approval of the Board of Directors. Committees need not be limited in membership to KDDA members, but can have representatives from other relevant areas of the community.

### **ARTICLE XI Finances and General Provisions**

A. The fiscal year of the Association will begin on the first day of July, and end on the last day of the June in each year. On the first year of incorporation, the fiscal year will begin upon incorporation and end on the last day of June.

B. Except as the Board of Directors may otherwise authorize, all checks, drafts, and other instruments used for payment of money and all instruments of transfer of securities will be signed by the Treasurer and one Officer, or by the Treasurer and the Executive Director. In the absence of the Treasurer, any two Officers or one Officer and the Executive Director may sign in the place of the Treasurer.

C. Within two months after the close of the fiscal year, the Treasurer will prepare a year-end financial statement showing in reasonable detail the source and application of the previous year's funds and the financial condition of the Association. This statement will be presented to the Board of Directors at a regular board meeting.

### **ARTICLE XII Corporate Seal**

KDDA will have no corporate seal.

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## ARTICLE XIII Indemnification

A. KDDA may indemnify any Officer or Director, or a former Officer or Director, their heirs or assigns, for any and all judgments, settlement amounts, attorneys fees and litigation expenses incurred by reason of his or her having been made a party to litigation due to his or her capacity or former capacity as Officer or Director of KDDA. KDDA may advance expenses where appropriate. Payments of Indemnification shall be reported at the next annual meeting. The provisions of this section apply to any cause of action arising prior to the adoption of these By Laws also. The rights of indemnification set forth herein are not exclusive.

B. An Officer or Director is not entitled to indemnification if the cause of action is brought by KDDA itself against the Officer or Director, or if it is determined in judgment that the Officer or Director was derelict in the performance of his duties, or had reason to believe his action was unlawful.

C. No Director, trustee or any uncompensated officer of the KDDA will be personally liable to the corporation or its members for monetary damages for conduct as a Director, trustee, or any uncompensated officer provided that this Article will not eliminate the liability of a Director or any uncompensated officer for any act or omission occurring prior to the date when this Article becomes effective and for any act or omission for which eliminated of liability is not permitted under the Washington Nonprofit Corporation Act.

## ARTICLE XIII Amendments

A. The Board of Directors shall have the power to alter, amend, or repeal the bylaws or adopt new bylaws by a quorum vote at a duly called meeting of the Board, provided that no such action will be taken if it would in any way adversely affect the KDDA's qualifications under the Internal Revenue Code or corresponding provisions of any subsequent Federal tax law.

This document is a complete and correct copy of the KDDA's bylaws, adopted by the Board of Directors on this date, May 3, 2008, and are now in effect.

\_\_\_\_\_  
Rick Staeb, Secretary  
Kruppapolis Downtown Development Association

\_\_\_\_\_  
Date

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## Potential Funding Sources

### CITY GOVERNMENT

City government can be a partner in funding basic operating expenses and often also contributes dollars to specific downtown projects. Basically there are two funding pots from which you can solicit money from city government: the general fund, and special dedicated funds. Within these funds the city government has a certain amount of money that must be allocated for particular projects. For instance one special dedicated fund is made up of money from gas taxes. This money must be allocated to street projects. General Fund dollars can be applied to downtown management, public improvements, public facilities, technical assistance, and possibly promotions.

### MEMBERSHIPS

Fees paid for membership to an organization can be a source of funding for most all aspects of downtown revitalization. In order for membership dues to be a strong source of funding for a program, a well-thought-out strategy and campaign must be administered. This form of fundraising is ongoing and can only succeed with a good chair to spur the board on. Follow-through is essential to a good membership campaign.

### CORPORATE DONATIONS

Corporate donations may be distinguished from membership dues primarily by the size of contribution. Many corporations have actively supported commercial revitalization efforts through donations of money, services, and equipment. And, most look upon donations to social and economic development causes as investments in the community. Their willingness to give will be directly proportional to their existing or future corporate presence in the community. A corporation will typically evaluate a donation in terms of return on investment (usually in terms of dollars, publicity, human betterment, or economic growth). Oregon Main Street will provide current information on state incentives for corporate giving to downtown organizations at: [www.oregon.gov/ECDD/mainstreet/index.shtm](http://www.oregon.gov/ECDD/mainstreet/index.shtm) .

### ECONOMIC IMPROVEMENT DISTRICTS (BID, EID)

An Improvement District is a local self-help funding mechanism authorized by Oregon State Statute ORS 223, which allows municipalities to levy special assessments on businesses and property owners within a defined district. Funds collected can be used to provide management, landscaping, improvements, maintenance, promotion, business recruitment, and parking within the district. Setting up an Economic Improvement District requires effort and time to put together, includes a defined public process, and can be politically sensitive. Your City Staff, the Oregon Main Street Office, and the League of Oregon Cities (LOC) can assist you with the process.

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## LOCAL TRANSIENT LODGING TAX

A Local Transient Lodging Tax (an addition to the State Lodging Tax) is a local self-help mechanism authorized by Oregon State Statute ORS 320:345-350, which allows Local Governments to collect revenues from lodging within their jurisdiction to be used for tourism promotion, tourism related facilities, local services, or to refinance the debt of tourism-related facilities. Your City Staff and the League of Oregon Cities (LOC) can provide you with information on eligibility and procedures.

## FUNDRAISING EVENTS

Fundraising events are a good source of revenue for downtown management, promotions, public improvements, and public facilities. They differ from special events in that they occur regularly, they are conceived and run like a business, and they are regarded as a business venture by the sponsoring organization. The whole purpose of putting on a fundraiser is to make money, therefore it is critical that goals, plans, and budget are thoroughly worked out, or the fundraiser may end up being much less than profitable.

## PRODUCT SALES

A budget can be subsidized by selling products related to the organization, community, or promotion. Some examples of these are t-shirts and sweatshirts, posters, specialized game boards, and bricks for streetscape projects. Product variety is only as limited as the imagination. Before going into special product sales, there must be a well-thought-out plan in place for actually selling the items. Don't depend on product sales to make ends meet.

## SPONSORSHIPS

Sponsorships are a good source of funding for special events and promotions. Suppliers of many of the products used in special events as well as media are willing to donate a portion of their product to be listed as a sponsor of the event. Like corporate donations, potential sponsors evaluate such contributions in terms of return on investment. Businesses seldom sponsor anything from a totally philanthropic viewpoint.

## RETAIL FEES

Retail or "In" fees are paid by the primary beneficiaries of a particular promotion or group of promotions. Usually the promotion is thought of, a budget is developed, and then a fee is determined by dividing the total budget by the projected number of participants.

## FOUNDATIONS

Foundation donations are grants given by foundations to aid social, educational, charitable, religious, and other activities which serve the common welfare. Foundations are non-governmental, nonprofit organizations which, primarily through investment of their assets, have produced income that is awarded as grants. Foundations generally have restrictions concerning what they will and will not

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support. In order to qualify for a foundation grant you must be a tax-exempt organization recognized by the IRS. Foundation grants can be used to fund public improvements, public facilities, technical assistance, promotions, and downtown management depending on the purpose, activities, and area of interest of the foundation.

### **VOLUNTEERS**

Volunteers are often an overlooked means of funding many commercial revitalization projects. Volunteers can provide many services that might otherwise require cash resources well beyond the means of the organization. Volunteers might sell spots in a coordinated advertising campaign; they might provide part-time office help or clerical support; volunteers might help solicit donations and memberships; they might help paint a building or sweep a sidewalk, prepare a financial statement or submit a tax return, design a logo or print the newsletter. Given correct motivation and correct management, volunteers can do almost anything.

### **SERVICE FEES**

Service fees are a common source of funds for many nonprofit organizations, but are not often used in the commercial revitalization field. Service fees might be generated for professional services such as commercial building design assistance, parking management or enforcement, property management, real estate negotiation or packaging, retail promotion packaging, advertising, or business recruitment. Service fees are a dependable and self-perpetuating source of income, but can be deceptive. Many nonprofit organizations have started profit producing services to subsidize their basic mission driven projects, only later to learn that the services were not actually producing income, but sapping the resources of the organization.

### **SUBSIDY FROM PROFITABLE BUSINESS**

A number of very entrepreneurial nonprofit organizations have started for-profit arms to make money and subsidize their basic programs. Examples related to a commercial revitalization effort might include a real estate development company subsidizing a commercial district management nonprofit, or a nonprofit leasing its real estate to for-profit businesses to generate income to support the nonprofit's activities. Subsidies from profitable businesses can be another source of ongoing and dependable operating support, but should be viewed with similar cautions to income service fees.

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## First Year Operating Budget: SAMPLE Mid-Size

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OREGONPLACE DOWNTOWN DEVELOPMENT ASSOCIATION  
FIRST YEAR OPERATING BUDGET  
(Mid-sized program, population 5,000-50,000, full-time director)

	Cash	In-Kind	TOTAL
<b>Personnel</b>			
Exec. Director (including taxes)	30,000		30,000
Benefits	1,800		1,800
Clerical, Bookkeeping	420	300	720
Filing Fees, etc.	1,000		1,000
Total Personnel	33,220	300	33,520
<b>Office</b>			
Rent	2,800	2,400	5,200
Utilities	320		320
Telephone	1,200		1,200
Office Supplies	850	200	1,050
Postage	1,100		1,100
Org. Insurance	400		400
Equip./Repair	600	1,500	2,100
Dues and Subscriptions	400		400
Total Office	7,670	4,100	11,770
<b>Other</b>			
Photography	300		300
Printing	2,500	1,000	3,500
Local Meetings	250		250
Wkshps., Trngs., & Travel	2,400	200	2,600
Public Relations	1,700		1,700
Advertising & Promo	3,000	1,500	4,500
Tech Assistance	2,100		2,100
Committee Expenses	2,000	4,300	6,300
Miscellaneous	500		500
Total Other	14,750	7,000	21,750
<b>TOTAL OPER. EXPENSES</b>	55,640	11,400	67,040

# Oregon Main Street – Program Handbook

## First Year Operating Budget: SAMPLE Small-Rural

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### OREGONPLACE DOWNTOWN ASSOCIATION

#### FIRST YEAR OPERATING BUDGET

(Small town rural program, population under 5,000, part-time director)

	Cash	In-Kind	TOTAL
<b>Personnel</b>			
Exec. Director (including taxes)	15,000		15,000
Benefits	1,100		1,100
Clerical, Bookkeeping	420	300	720
Filing Fees, etc.	1,000		1,000
Total Personnel	17,520	300	17,820
<b>Office</b>			
Rent	2,880	2,400	5,280
Utilities	320		320
Telephone	900		900
Office Supplies	600	200	800
Postage	900		900
Org. Insurance	400		400
Equip./Repair	600	1,500	2,100
Dues and Subscriptions	400		400
Total Office	7,000	4,100	11,100
<b>Other</b>			
Photography	300		300
Printing	2,500	1,000	3,500
Local Meetings	250		250
Wkshps., Trngs., & Travel	2,400	200	2,600
Public Relations	900		900
Advertising & Promo	1,300	1,500	2,800
Tech Assistance	1,400		1,400
Committee Expenses	1,500	4,300	5,800
Miscellaneous	500		500
Total Other	11,050	7,000	18,050
<b>TOTAL OPER. EXPENSES</b>	35,570	11,400	46,970

## EXECUTIVE DIRECTORS'S AREAS OF RESPONSIBILITY

### Major Areas of Responsibility Include:

- Coordinating volunteers to accomplish activities of the downtown revitalization program
- Managing administrative aspects of the program
- Coordinating and communicating with State Coordinator
- Developing, in conjunction with the board, appropriate downtown revitalization strategies
- Developing and conducting, in conjunction with the board and organization committee, ongoing public awareness and education programs
- Assisting business and property owners with business and property improvement projects
- Encouraging a cooperative climate with other downtown or community organizations
- Helping to build productive relationships with appropriate public entities
- Developing and maintaining a data system to track the progress of the local program
- Serving as an advocate for downtown issues at local and state level
- Working toward developing skills as a downtown management professional

### Related to Each of these Major Functions, the Program Director has Several More Specific Areas of Responsibility. These Include:

- Coordinating activity of downtown revitalization program committees
  - A. Ensure communication is established
  - B. Assist with implementation of work plan
  - C. Provide ongoing volunteer support and encouragement
- Managing administrative aspects of the program
  - A. Record-keeping and accounting
  - B. Budget development (jointly with board and/or president and treasurer)
  - C. Purchasing
  - D. Preparing and filing reports
  - E. Filing legal documents (jointly with board and/or president and secretary)
  - F. Supervising other regular or contractual employees
- Developing, in conjunction with the board, appropriate downtown revitalization strategies
- Identification of unique assets and resources
- Identification of concerns and issues
- Development of a work plan that focuses on all four points of the Main Street™ Approach

## Oregon Main Street – Program Handbook

- Developing and conducting, in conjunction with the board and subcommittee of the board, ongoing public awareness and education programs
  - A. Fostering public understanding of the downtown revitalization program's mission and goals
  - B. Keeping the program in a positive light in the eyes of the public
- Developing a cooperative relationship with the media
- Assisting business and property owners with business and property improvement projects
  - C. Providing ongoing communication, advice, and guidance
  - D. Coordinating consulting services of the state or local program
  - E. Personal consulting or finding additional professional consultation as appropriate
- Encouraging a cooperative climate with other downtown or community organizations
  - A. Building opportunities for partnership with the local chamber and other economic development organizations
  - B. Identifying and maintaining contact with other key downtown/neighborhood organizations
- Helping to build productive relationships with appropriate public entities
  - A. Developing and maintaining relationships within city government
  - B. Identifying and maintaining contact with other important public entities (elected and staff)
- Developing and maintaining a data system to track the progress of the local program
  - A. Economic investment
  - B. Building inventories
  - C. Photographic documentation
  - D. Job creation and business retention
  - E. Sales tax data
  - F. Volunteer participation
- Serving as an advocate for downtown issues at the local and state level
  - A. Familiarity with, and understanding of, local concerns and issues
  - B. Speaking effectively on the program's goals, issues, and results
  - C. Working to improve public policy relating to issues affecting downtown
- Working toward developing skills as a downtown management professional
  - A. Taking advantage of training opportunities provided through the state program
  - B. Identifying other opportunities for personal and professional growth
- Represent program at State Main Street and Downtown Managers meetings and conferences.

# Sample Downtown Program Manager Job Description

## Kruppapolis Downtown Development Association

### 1. Work Objectives

The downtown program manager coordinates activity within a downtown revitalization program utilizing historic preservation as an integral foundation for downtown economic development.

He or she is responsible for the development, conduct, execution and documentation of the downtown program. The manager is the principal on-site staff person responsible for coordinating all program activities locally as well as representing the community regionally and nationally as appropriate.

### 2. Full Range of Duties to be Performed

- a. Coordinates the activities of downtown program committees, ensuring that communication between committees are well established; assists committees with implementation of work plan items.
- b. Manages all administrative aspects of the program, including purchasing, record keeping, budget development and accounting. Prepares all reports required by the state Main Street™ Program and by the National Main Street Center. Assists with the preparation of reports to funding agencies and supervises part-time employees or consultants.
- c. Develops, in conjunction with the downtown program's board of directors, strategies for downtown economic development through historic preservation utilizing the community's human and economic resources. Becomes familiar with all persons and groups directly or indirectly involved in the downtown commercial district. Mindful of the roles of various downtown interest groups, assists the downtown program's board of directors and committees in developing an annual action plan focused on four areas: design, promotion, organization, and economic restructuring.
- d. Develops and conducts ongoing public awareness and education programs designed to enhance appreciation of the downtown's architecture and other assets and to foster an understanding of the downtown program's goals and objectives. Through speaking engagements, media interviews and public appearances, keep the program highly visible in the community.
- e. Assists individual tenants or property owners with physical improvement programs through personal consultation or by obtaining and supervising professional design consultants; assists in locating appropriate contractors and materials; when possible, participates in construction supervision; provides advice and guidance on necessary financial mechanisms for physical improvements.
- f. Assesses the management capacity of major downtown stakeholder groups and encourages participation in activities such as promotional events, advertising, uniform store hours, special events, business recruitment, parking management and so on. Provides advice and information on successful downtown management.

# Oregon Main Street – Program Handbook

- g. Encourages a cooperative climate between downtown interests and local public officials.
- h. Advises downtown merchant’s organizations and/or chamber of commerce retail committees on program activities and goals. Assists in the coordination of joint promotional events, such as seasonal festivals or cooperative retail promotional events, in order to improve the quality and success of events to attract people downtown. Works closely with the local media to ensure maximum event coverage. Encourages design excellence in all aspects of promotion in order to advance an image of quality for the downtown.
- i. Helps build strong and productive working relationships with appropriate public agencies at the local and state levels.
- j. Utilizes the Main Street™ format, develops and maintains data systems to track the process and progress of the local program. These systems should include economic monitoring, individual building files, thorough photographic documentation of all physical changes and information on job creation and business retention.
- k. Represents the community at the local, state and national levels to important constituencies. Speaks effectively on the program’s directions and findings, always mindful of the need to improve state and national economic development policies as they relate to smaller communities.

### 3. Resource Management Responsibilities

The program manager supervises any necessary temporary or permanent employees, as well as professional consultants. He or she participates in personnel and program evaluations. The program manager maintains local program records and reports, establishes technical resource files and libraries and prepares regular reports for the state Main Street™ Program and the National Main Street Center. The program manager monitors the annual program budget and maintains financial records.

### 4. Job Knowledge and Skills Required

The program manager should have education and/or experience in one or more of the following areas: architecture, historic preservation, economics, finance, public relations, design, journalism, planning, business administration, public administration, retailing, volunteer or nonprofit administration and/or small business development. The program manager must be sensitive to design and preservation issues. The manager must understand the issues confronting downtown business people, property owners, public agencies and community organizations. The manager must be entrepreneurial, energetic, imaginative, well organized and capable of functioning effectively in an independent situation. Excellent verbal and written communication skills are essential. Supervisory skills are desirable.

The foregoing is an accurate and complete description of this position as jointly agreed upon and signed by a representative of the downtown organization and the program manager.

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\_\_\_\_\_  
President / Date

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\_\_\_\_\_  
Employee / Date

## The Board

**Board Job Descriptions**

**Board of Directors**

**Board Orientation**

**Example Board Agenda**

**Meeting Tips**



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## **JOB DESCRIPTION - MEMBER, BOARD OF DIRECTORS**

### **OFFICIAL TITLE: MEMBER, BOARD OF DIRECTORS**

#### **Requirements:**

Board members should be prepared to make a financial commitment, and contribute 4 - 10 hours a month to the program. Downtown revitalization program boards typically meet monthly for 60 - 90 minutes. The board may delegate some of its duties to an executive committee or other task forces. Board members are usually expected to serve on one or more of these task forces and/or a standing committees of the downtown program.

#### **Board Responsibilities:**

The board has the final responsibility for the success or failure of the downtown revitalization program. It is responsible for all of the finances of the organization and establishes program policy. The board is responsible for maximizing volunteer involvement in the downtown revitalization effort. Collectively, the board makes decisions about the program's direction and monitors progress on a regular basis. It sets priorities, and makes decisions about the program's political stance. It oversees the work of the program Director; has the primary responsibility for raising money for the program, and supports the work of the committees by volunteering time and expertise in support of their efforts. The board of directors is also responsible for fulfilling the legal and financial requirements in the conduct of its business affairs as a nonprofit organization.

#### **Individual Responsibilities:**

- To learn about and promote the purpose and activities of the local downtown revitalization organization, and the Main Street™ Approach whenever appropriate and possible.
- To attend regular monthly meetings of the board or to notify staff when absence is necessary.
- To actively participate on at least one committee.
- To actively participate in specific activities or projects promoted by the board which may include:
  - A. fundraising
  - B. membership recruitment
  - C. representation on behalf of the program at meetings and/or events
  - D. attend trainings and workshops
- To make an annual membership contribution
- To stay informed about the purpose and activities of the downtown program in order to effectively participate in board decisions and fulfilling responsibilities.

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## JOB DESCRIPTIONS- OFFICERS

### OFFICIAL TITLE: PRESIDENT

#### Time Required:

8 - 10 hours per month above and beyond that of a regular board member. The president shall be exempt from the requirement of participating on other committees and task groups.

#### General Description:

The president serves as a link between the board of directors and the executive director. He/she assists the executive director in defining priorities and directions based on the published goals of the organization, Resource Team recommendations, and board policies. The president acts as a link between the organization and the community, serving to explain the program to the public, helping to involve new people in the program, and rallying support. The president also oversees the organization in a functional way, guiding and facilitating the working relationships within the organization.

#### Major Job Elements:

- Communication
  - A. with the board
  - B. with the community
  - C. with the executive director
- Coordination within the organization so as to facilitate the decision-making process
- Delegation of responsibility within the organization
- Monitoring accountability of the organization
- Supervising the performance of the executive director

#### Other Job Elements:

- Assists the executive director in determining the board meeting agenda
- Chairs board meetings
- Calls special meetings when necessary

#### Reports to:

The board of directors

#### Area of Major Time Commitment:

Communication with the board, the community, and the executive director

# Oregon Main Street – Program Handbook

## **Area of Greatest Expected Impact:**

Monitoring accountability

## **Anticipated Results:**

- Active participation by the membership
- Positive image of the organization
- Cohesiveness within the organization

## **Basic Skill and Value Requirements:**

The president should have:

- Good leadership, team-building, and management skills
- Strong verbal and written communication skills, including good listening skills
- Be flexible and open-minded
- Be sensitive to cultural, religious, and ethnic diversity
- A strong belief in the mission statement and principles guiding a downtown revitalization program and a willingness to support them
- A good understanding of the Main Street™ Approach and a willingness to be an ambassador of the concept
- A realistic understanding of the commitment of time and energy it takes to hold an officer's position

# Oregon Main Street – Program Handbook

## JOB DESCRIPTIONS- OFFICERS

### OFFICIAL TITLE: VICE PRESIDENT

#### **Time Required:**

4-8 hours per month above and beyond that of a regular board member

#### **General Description:**

The vice president's role is that of support for the president. He/she shares the presidential responsibilities as delegated by the president, working in whatever capacities the president and vice president deem to be the most beneficial to the organization. These capacities should be written up in the form of a temporary job description on a year by year basis. The vice president performs the duties of the president when the president is unable to do so.

#### **Major Job Elements:**

Determined each year

#### **Other Job Elements:**

Determined each year

#### **Reports to:**

The president

#### **Basic Skill and Value Requirement:**

The vice-president should have:

- Good leadership, team-building, and management skills
- Strong verbal and written communication skills, including good listening skills
- Be flexible and open-minded
- Be sensitive to cultural, religious, and ethnic diversity
- A strong belief in the mission statement and principles guiding a downtown revitalization program and a willingness to support them
- A good understanding of the Main Street™ Approach and a willingness to be an ambassador of the concept
- A realistic understanding of the commitment of time and energy it takes to hold an officer's position

## JOB DESCRIPTIONS- OFFICERS

### OFFICIAL TITLE: SECRETARY

#### Time Required:

4-8 hours per month above and beyond that of a regular board member

#### General Description:

The secretary serves as the primary record keeper of the organization. He/she is responsible for transcribing the minutes at each board meeting and preparing an “official” copy for approval by the board of directors.

#### Major Job Elements:

- Record keeping:
- Transcribes minutes at board meetings
- Prepares an “official” copy of the minutes for the executive director within two weeks after a board meeting.
- Maintains these documents in a form which is at all times accessible to board members and the executive director, and which is carried to board meetings for use as an historical reference of the organization’s discussions and actions.

#### Other Job Elements:

Determined each year

#### Reports to:

The board president

#### Area of Major Time Commitment:

Record keeping

#### Basic Skill and Value Requirement:

- Strong verbal and written communication skills, including good listening skills
- Be flexible and open-minded
- Be sensitive to cultural, religious, and ethnic diversity
- A strong belief in the mission statement and principles guiding a downtown revitalization program and a willingness to support them
- A good understanding of the Main Street™ Approach and a willingness to be an ambassador of the concept
- A realistic understanding of the commitment of time and energy it takes to hold an officer’s position

# Oregon Main Street – Program Handbook

## JOB DESCRIPTIONS- OFFICERS

### OFFICIAL TITLE: TREASURER

#### Time Required:

4-8 hours per month above and beyond that of a regular board member

#### General Description:

The treasurer is responsible for fiscally monitoring the program. This includes keeping all financial records up to date. The treasurer is ultimately responsible for seeing that the bills of the organization are paid in a timely manner.

#### Major Job Elements:

- The timely payment of any organizational debts incurred, including all taxes due
- Preparation of a monthly financial report to the board which should be submitted to the executive director for inclusion with the minutes of the meeting for the month following the reporting period. This should be submitted within two weeks of the following monthly board meeting.
- Maintain all financial books and records in an auditable format, according to standard accounting practices.

#### Other Job Elements:

- Maintains a complete set of financial records for the organization
- Provide financial information on request

#### Reports to:

The board of directors through the executive board

#### Area of Major Time Commitment:

Preparing monthly financial statements

#### Area of Greatest Expected Impact:

Keeping the board informed of the organization's financial status

#### Anticipated Results:

- A clear and accurate picture of the organization's financial status
- Financial decisions can be made in a timely and efficient manner

#### Basic Skill and Value Requirement:

- A good understanding of accounting principles and financial management
- Strong verbal and written communication skills, including good listening skills
- Be flexible and open-minded
- Be sensitive to cultural, religious, and ethnic diversity

## Oregon Main Street – Program Handbook

- A strong belief in the mission statement and principles guiding a downtown revitalization program and a willingness to support them
- A good understanding of the Main Street™ Approach and a willingness to be an ambassador of the concept
- A realistic understanding of the commitment of time and energy it takes to hold an officer's position

### BOARD OF DIRECTOR CATEGORIES

The Board should be a decisive, action-oriented group, small enough to easily establish a quorum and large enough to include broad community representation. Ideally, the board should have between 7 and 9 members chosen from the following groups (note that every group does not need to have representation on the board – this list is meant to help you think through potential candidates):

- Downtown Retailers
- Professionals
- Downtown Property Owners
- Service Sector
- Financial Institutions
- Chamber Board (not staff)
- Heads of Neighborhood Organizations
- Identified Community Leaders
- Local Civic Organizations
- Preservation or Historical Society
- School District
- Interested Community Members
- City and/or County Government (works best in ex-officio capacity)

*An ideal board of directors should not have a majority from any single category.*

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## Oregon Main Street – Program Handbook

### BOARD MEMBER ORIENTATION CHECKLIST

- Describe the Organization to the Board Member:
- Who do we serve
- What we do
- How we're financed
- Other:

#### **Explain and Discuss with Board Member:**

- Meeting attendance - both full board and committee
- Committee assignment
- Board role and relation to administration/staff
- Other:

#### **Conduct Tours:**

- Downtown program office and board room
- Downtown area

#### **Deliver Important Information to Board Member:**

- Letter of welcome from the program Director
- Mission and Vision statement
- Bylaws & Articles of Incorporation
- Board policies
- Copies of the minutes of board meetings from the last year
- Current budget & other financial reports including year-end statement from preceding year
- Current work plan including goals and objectives
- Long-range plan
- Latest newsletter
- The "Main Street™ Approach" information sheet
- Letter of Agreement with the State (for Certified Main Street™ Programs)
- List of all board members including addresses and telephone numbers. Indicate officers.
- List of committee members including committee chairpersons

## Oregon Main Street – Program Handbook

- Calendar of meetings and events for the year
- Other:

### **Introduce Board Member to:**

- Program Director
- Chairperson of committee to which board member has volunteered
- Other board members
- Others:

### **Collect Data:**

- Mailing address, email address, and telephone numbers (home and office)
- Best time to contact
- Best time for meetings
- Other:

## Example Agenda for a Board Meeting

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### OREGONPLACE DOWNTOWN DEVELOPMENT ASSOCIATION REGULAR BOARD MEETING

Date

Time.

Location

#### AGENDA

1. Open meeting
2. Additions or corrections to the Agenda
3. Consideration of Minutes from previous meeting(s)
4. Treasurer's Report
  - a. Consideration of bills (depending on your bylaws)
5. Committee Reports:
  - a. Promotion
  - b. Design
  - c. Economic Restructuring
  - d. Other

6. Director's Report

7. Public Comments (can be at any place in the agenda)

NOTE: if citizens are attending your meetings, it is a good idea to thank them for coming and offer them an opportunity to address the board about any subject on or not on the agenda. The Chairman should monitor this closely and has the right to limit the time for the comments. If need be, the Chairman may want to consider asking the person if they would like to be on the next agenda when they would have more time to address the board. Be courteous, don't take it personal, and refrain from emotional responses.

8. Unfinished Business

- a. Goals
- b. Event

9. New Business:

- a. Membership
- b. Fundraising

10. Round Table (general information from board members. This can be scheduled at various places in the agenda. CAUTION: Do not deliberate or take action on items that should be on an agenda.)

11. Announcements and Calendar

- a. Committee calendar
- b. Next board meeting
- c. Events and workshops of interest

# Oregon Main Street – Program Handbook

## NOTES for Executive Directors on meetings:

- Make sure you understand the noticing requirements for your organization and follow them.
- Know the open meeting law requirements.
- Train your board members.
- Distribute your agendas to the board before the meeting for their comments.
- Directors should remind board members in advance of the meeting if they were to provide information, reports, or materials for the meeting.
- It is best for committees to have their report in writing and hit just the highlights for the Board meeting. This way you have the full report submitted for the minutes and can focus on recommendations and needed actions. You should however, take action on a committee recommendation in the unfinished or new business part of your meeting (as an agenda item).
- Be organized! Have your packets ready in advance. Last minute assembly and copying only causes stress.
- When possible, the Executive Director should meet or have a phone call with the Chairman in advance of the meeting to cover the agenda and make sure the Chairman is aware of which items requiring Board action and options for the Board to consider.
- When you are uncertain about procedure, always err on the conservative side.
- Remember, your meeting is a business meeting and should be run professionally and efficiently.
- The Executive Director should not take the meeting notes. The Director needs to be tracking the process, advising on motions, and assisting the Chairman.
- If you find that your meetings are going over an hour due to lengthy deliberation on a particular issue, the Chairman may want to consider scheduling a work session on the topic.
- Remember that committees and work sessions do not make decisions; they make recommendations for consideration by the full board.
- If the Board makes a mistake on a meeting procedure, acknowledge it, and fix it. This may require redoing it correctly on the next agenda.
- Even with all this, you can still HAVE FUN.
- Don't forget to thank your board.

# Committees

**Committee Checklist**

**Roles and Responsibilities**

**Developing Action/Work Plans**



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# Oregon Main Street – Program Handbook

## WELL-ROUNDED COMMITTEE CHECKLIST

Committees of a downtown revitalization programs using the Main Street Approach™ are typically made up of five to seven people who meet at least once a month to plan and prepare activities. These activities usually create additional demands for time and volunteers. The committee should consider forming task groups to involve others in the effort for specific projects and activities.

**Organization Committee:** Likely candidates include;

- Downtown merchants
- Residents
- Media Representatives
- Volunteer Specialists
- Downtown property owners
- Civic group volunteers
- Accountants

**Promotion Committee:** Likely candidates include;

- Downtown merchants & employees
- School board members
- Teachers of marketing & design
- Graphic designers and artists
- Arts organizations
- Advertising professionals
- People who want to be “part of the action”

**Design Committee:** Likely candidates include:

- Architects
- Real estate agents
- Contractors
- Downtown property owners
- City Planners
- History buffs
- Interior designers and florists
- Graphic Designers and artists
- Architectural students

# Oregon Main Street – Program Handbook

## **Economic Restructuring Committee:**

This committee needs a broad range of people to guide its development. Not only will you want people with a variety of technical and professional skills; but you will also want people with different working styles — some who enjoy working independently, some who are good number crunchers, some who are good at working out the details, and some who can see the big picture. Likely candidates include:

- Merchants
- Realtors & mortgage brokers
- Marketing professionals & teachers
- Investment brokers
- Economic development staff (city/county)
- Downtown property owners
- Consumers
- Developers
- SBDC staff
- Business students

## **COMMITTEE MEMBERS AND CHAIRPERSONS:**

### **ROLES AND RESPONSIBILITIES**

#### **Responsibilities of Committee Members:**

- Commits to at least one year of service
- Commits to monthly committee meetings and to subcommittee meetings if appropriate
- Works 3 to 5 hours per month outside of committee meetings
- Attends all training sessions
- Reads selected orientation materials
- Learns about the Main Street™ Approach to downtown revitalization
- Recruits/orients new members
- Prepares in advance for meetings
- Cooperatively drafts an annual work plan
- Takes responsibility for projects
- Always presents the organization positively to the public

#### **Roles of a Committee Chair:**

- Recruits committee members
- Runs meetings
- Organizes work plans and keeps the committee "on-track" with work plans
- Builds consensus
- Is a spokesperson on behalf of the committee to the board and vice versa (This doesn't mean the chair has to be a board member. Programs should have board representation at the committee level to be a two-way conduit of information.)
- Works to coordinate projects with staff
- Does the "paperwork", including minutes, work plans, evaluations and committee records

#### **Qualities of an Effective Chairperson:**

- Understands and teaches others about the Main Street™ Approach
- Has a genuine desire to lead the committee and make great things happen
- Has strong organizational skills
- Is a team player!
- Enjoys learning
- Enjoys managing people and projects
- Facilitates group discussion
- Makes sure meeting agendas stay on track
- Maintains a positive attitude that inspires and encourages others
- Respects other people's viewpoints and skills
- Can manage diverse personalities and conflicts
- Communicates the committee's goals and progress to members and the public
- Displays integrity, self-confidence, persuasiveness, decisiveness, and creativity
- Seeks first to understand, active listener

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## ACTION PLAN - Elements

**Mission Statement:** The mission statement has one clear and simple message; it states the purpose of the organization.

*Example: The purpose of the Kruppopolis Downtown Development Association is to develop and promote a healthy and prosperous downtown within the context of cultural and historic preservation.*

**Goals:** The goals are more specific statements of purpose, which can be clearly divided into a committee structure. Usually it is best for each committee to have only one goal. This goal should reflect the general purpose or mission of the committee.

*Example: Goal for the Board of Directors and Organization Committee - Provide effective centralized management of the downtown and increase involvement in the program.*

*Example: Goal for the Promotion Committee - Promote the downtown as the community's social, cultural, and economic center.*

*Example: Goal for the Design Committee - Encourage visual improvements through good design compatible with historic features.*

*Example: Goal for the Economic Restructuring Committee - Strengthen and broaden the economic base of downtown.*

**Issues:** Issues are typically classified as “problems” or “unmet opportunities”. They are not usually focused on just one activity, but tend to be broader, encouraging a number of possible activities.

*Example: There aren't enough things for kids to do downtown.*

**Objectives:** Objectives are specific statements of how a goal will be reached. They usually outline the major areas of responsibility for committees. Objectives give structure to the numerous activities undertaken and help explain why a specific activity has been chosen. Objectives are usually issues that have been turned into positive action statements. Objectives might also be measurable.

*Example: Provide [at least two] more activities for children in downtown.*

**+Activities:** Activities are specific projects that have an identified timeframe. When completed, they are usually recognized as tangible accomplishments, such as an Easter parade or building inventory.

**Tasks:** Tasks are specific steps required to complete an activity..

# ACTION PLANS - Developing Workable One to Two Year Plans

**Step 1.** Goal setting / work plan session for Board of Directors (plan 4 to 5 hours to complete).

- A. List issues at random.
- B. Determine what area of concentration each issue fits under (organization, promotion, design, economic restructuring, and possibly parking). Group them together, and then delete duplicates. Note that the areas of concentration are reflective of the Main Street™ committee structure.
- C. Determine priorities. Remove the rest of the issues.
- D. Create objectives. Each objective statement should begin with an action verb.
- E. Create a goal statement for each committee based on the objectives—the organization "stuff" usually falls to the board or a subcommittee of the board.
- F. Create an overall mission statement to guide the organization, use the committee goal statements as a reference (if a mission statement has already been created, check it against the committee goals to see if it is still reflective of what the organization is working towards accomplishing).

**Step 2.** The Board of Directors should come up with a list of potential committee members based on the objectives for each committee.

**Step 3.** Committee "activity planning" brainstorming session (takes about 2 hours per committee).

- A. List possible activities under each objective.
- B. Determine priority activities for each objective.

**Step 4.** Committee "action planning" session (takes 2 or 3 hour-long meetings to complete).

- A. Discuss possible timelines for each priority activity (i.e. when should this be started and how long will it take from beginning to end).
- B. Complete an "action plan" for each priority activity in which planning will need to begin within the next two-three months.
- C. Fill out a "timeline" sheet. Put all priority activities from the committee somewhere on the form. Think about what the workload will mean for those implementing activities -- is it realistic? Adjust as needed. The Board of Directors should approve the finished timeline.

**Step 5.** Refer back to your completed timeline sheet at each committee meeting. The committee or task force responsible for an upcoming activity should fill out an "action plan" as each activity draws nearer. If the activity has a completion deadline, scheduling from the deadline backwards may prove useful. Plan for "Murphy's Law"!

## EXAMPLE - Directors’ Goal Setting / Work Plan Session

**Mission Statement:** The purpose of the Downtown Development Association is to develop and promote a healthy and prosperous downtown within the context of cultural and historic preservation.

### Board of Directors and Organization Committee

**Goal:** Provide effective leadership in downtown and increase involvement in the program.

**Objectives:**

- Improve all channels of communication.
- Stabilize and increase funding.
- Develop a five-year plan.
- Get better overall community involvement.
- Restructure committees to function more efficiently.

### Promotion Committee

**Goal:** Promote the downtown as the community’s social, cultural, and economic center.

**Objectives:**

- Market a positive image of downtown.
- Encourage more local shopping.
- Continue and strengthen existing successful promotions.
- Develop a formal evaluation process for promotions.
- Expand distribution area of informational materials about downtown.

### Design Committee

**Goal:** Encourage visual improvements through good design compatible with historic features.

**Objectives:**

- Educate both members and the public about good design elements.
- Give input as needed into design review process.
- Develop and begin implementing a plan for visual enhancement within the context of historic and cultural preservation.
- Identify and implement a program for needed public improvements.

### Economic Restructuring Committee

**Goal:** Strengthen and broaden the economic base of downtown.

**Objectives:**

- Develop a retention program including education of good business practices.
- Develop and implement a market profile, recruitment plan, and package.
- Increase communication with downtown property owners.
- Develop and maintain a system to provide vacancy and sales information on downtown properties.

## Committee Brainstorming Session – Example

**Committee:**  
Promotion

**Objective:**

Market a positive image of downtown.

**Possible Activities:**

Produce a business directory

Goods and Services Campaign like Walla Walla's

Monthly letters to the editor

"Discover Downtown" day

Customer Commitment Contract campaign

Downtown "historic details" contest

Friend to friend letter writing campaign

Downtown Calendar

*(Those activities with boxes around them were determined to be the most important to accomplish in the next 12 to 18 months.)*

**After brainstorming all possible activities, determine those most important. Create timelines based on those activities. Remember to be realistic in expectations of how much can actually be accomplished in a year.**

## Committee Activity List Overview – Example

**Committee:**  
Promotion

**Goal:**

Promote downtown as the historic, social, cultural, and economic center of the community.

### Objectives/Activities:

- Identify and increase the existing customer base and create new markets
  - \* Identify existing customer groups (ER Committee will be doing detailed work on this.)
  - \* Identify potential new markets (ER Committee will be doing detailed work on this.)
  - \* New resident goodie bag
  - \* Major employer/employee week
  - \* Friday night concerts/extended store hours
  
- Market a positive image of downtown
  - \* Produce a business directory
  - \* Goods and Services campaign like Walla Walla's
  - \* Downtown "historic details" contest
  - \* Customer commitment contract campaign
  
- Increase awareness of historic character
  - \* Treasure Hunt with clues based on downtown history
  - \* Historic Downtown Kruppopolis character parade
  
- Continue successful promotions
  - \* Halloween scavenger hunt
  - \* Easter egg hunt
  - \* Holiday open house
  - \* Student art exhibit
  
- Provide support for "other organizations" downtown events
  - \* Summerfest (Lions Club)
  - \* Christmas Parade (Lions Club)
  - \* Summer concerts (City)

## Committee Activity Action Plan – Example

**Committee:**  
Promotion

**Committee Goal:** Promote the downtown as the community's social, cultural, and economic center.  
**Objective:** Market a positive image of downtown.

**Activity:** Produce a business directory

Task necessary to complete activity (use as many sheets as necessary):	Name of Persons Responsible:	Staff time needed:	Partners:	Task Deadline:	Budget:	Follow-up Required (if needed):
Complete Business Inventory	Toni	Work with ER	ER Committee	April	See ER	
Categorize business types	Susan	Check draft		May 1	-0-	
Design brochure format	Jeff	Input	Artist	May 1	\$10	
Obtain base map for layout	Tom			May 1	-0-	
Budget estimate	Pam	Yes		May 1	-0-	
Identify public parking areas	Tom & City		City	May 1	-0-	
Identify major landmarks	Tom & City		City	May 1	-0-	
Design mock-up	Jeff	Input	Artist	June 1	\$150	
Printing bids	Pam & Jeff			June 9	-0-	
Approve print sample	Jeff, Tom, Pam	Yes		July 1	-0-	
Print brochure	Toni		Printer	July 12	\$2,100	
Identify distribution sites	Susan	Input		July 15	-0-	
Distribute brochures / check and refill	Toni/Susan			July 21, then monthly	-0-	
					<b>Total:</b>	
						<b>\$2,260</b>



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**Toolbox**

**Sample Press Release  
Community Assessment  
Workbook Checklist**



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## **SAMPLE - Press Release**

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### **FOR IMMEDIATE RELEASE**

DATE: FEBRUARY 7, 2008

CONTACT: Thomas P. Hercules, Hercules Auto Supply  
(360) 445-4321

### **NEW ASSOCIATION FORMS TO REVITALIZE DOWNTOWN KRUPPOPOLIS**

Individuals from within the Kruppopolis business community are banding together to improve the atmosphere, appearance, and mix of businesses in downtown Kruppopolis.

Doug Thompson, an early proponent of the group, believes there will be widespread support for this new organization. “The organization will be instrumental in defining what our community wants to see happen to our historic downtown area, and how we can improve it. We want to build on its uniqueness and see what we can do to enhance the charm, and bring businesses and shoppers back.”

A group of 9 people from within the community have already volunteered to serve as interim board members until the first annual meeting. Selecting officers, writing bylaws, and determining a budget are some of the first organizational tasks the group will undertake. The group will use the “Main Street Approach” to downtown revitalization which has been used successfully in over 1,600 communities across the country. Its focus is in four areas: organization, promotion, design, and economic restructuring. Some of the activities the organization might undertake include strengthening the mix of businesses, preserving the historical characteristics of downtown buildings, making the core area more pedestrian-friendly, business recruitment and retention, and coordinating promotional events throughout the year.

A town hall meeting to talk further about the “Main Street Approach” and a formal presentation will be given on Thursday, March 2 at the Kruppopolis Community Center. Downtown business and property owners and interested community members are encouraged to attend. The presentation is scheduled to last about an hour beginning at 7:00 p.m.

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# Oregon Main Street

## Community Assessment Survey – Exploring Downtown

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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# Oregon Main Street – Program Handbook

## Community Support

- Resolution from City Council supporting participation in the Oregon Main Street Program
- Memorandum of Agreements, or letter of intent between your association and;
  - o Urban Renewal Agencies
  - o Chamber of Commerce
  - o Local Art or Cultural Associations
  - o Other Business Associations
  - o Utilities and businesses
  - o Local Economic Development Associations
  - o Other public facilities with the district including, libraries, hospitals, schools, county offices
- Letters of Support from local organizations with interest in downtown revitalization
- Documentation of public participation
  - o Advertisements
  - o Public notices
  - o News articles
  - o Sign-in lists
  - o Mailings
  - o Surveys
  - o Posters
  - o Brochures
  - o Web information
  - o Photos

# Oregon Main Street – Program Handbook

## Organization

- Vision and Mission Statement
- Organization Bylaws
- Articles of Incorporation
- Organization Job Descriptions
- List of officers and board members
- Committee Assignments
- State Registration
- Annual Reports
- Volunteer Directory
  - Volunteer Forms
  - Volunteer plan
- Monthly Reports
- List of coordinating and participating partners

# Oregon Main Street – Program Handbook

## Planning

- Downtown Plan
- Transportation Plan
- Bicycle & Pedestrian Plans
- Economic Development Plan
- Marketing Plan(s)
- Relevant City Plans
- Parking Plans
- Urban Renewal Plan (if included in the district)
- Historical Building Inventory (map)
- Asset mapping and community assessments
- Art Plans
- Association work plans for;
  - o Design
  - o Organization
  - o Promotion
  - o Economic Restructuring
  - o Others
- Supportive Ordinances
  - o Sign Ordinance
  - o Public Art Ordinance
  - o Zoning Overlays
  - o Historic District
  - o Economic Improvement District
  - o Urban Renewal
  - o Parking Ordinances
  - o Special Districts
- Environmental Assessments
- Private Development Plans
- Project and Planning “White Sheets” (see included examples)

# Oregon Main Street – Program Handbook

## Historic Preservation

- Historic Review Commission
- Historic Districts
  - o Ordinance
- Historic building inventory
- Registered Historic Buildings
- Record of restoration within district (list, photos, funding, articles..)
- Building plaques
- Historic walking tours
- Historic events
- Historic kiosks
- Historic brochures and maps

# Oregon Main Street – Program Handbook

## Board and Committees

- List of officers, board members, and terms
- Committee Assignments
- Officer job descriptions
- Annual evaluations
- Meeting Minutes
- Work Plans

# Oregon Main Street – Program Handbook

## Finance and Budgets

- Annual Budget
  - o Income detail
- Financial Statements
- Forecasts
- Account Statements
- Annual audits
- Financial policies and procedures
  - o Credit Card Policy
  - o Petty Cash Policy
  - o Travel Policies
  - o Entertainment and gift policies
  - o Donation Policy
- Donations
- Grants

# Oregon Main Street – Program Handbook

## Executive Director or Downtown Manager

- Job Description(s)
- Employment Contract
- Annual Evaluations
- Work Plans

# Oregon Main Street – Program Handbook

## Training

- Director Training
  - o Main Street Training
  - o Professional Development
  - o Other
- Staff Training
  - o Main Street Training
  - o Skills and professional development
- Volunteer Training
  - o Customer service
  - o Skills
- Training materials
- Training plans

# Oregon Main Street – Program Handbook

## Reporting in District

- DESIGN
  - o Completed Facade Renovations (building/address, cost, source)
  - o Completed Building Rehab (building/address, cost, source)
  - o Completed New Building Projects (building/address, cost, source)
  - o Renovations/Rehab in progress (building/address, cost, source)
  - o Buildings Sold (building/address, use, sale price)
  - o Completed Public Improvements (description, cost, source)
  - o Design updates
  - o Buildings Demolished (building/address)
- ECONOMIC RESTRUCTURING
  - o New Business Opened (Name/address, type of biz, #FTE created, #PTE)
  - o Business Closed (Name/address, type of biz, #FTE lost, #PTE lost)
  - o Business Relocated/Expanded (Name/address, type of biz, #FTE created, #PTE created)
  - o Business Moved Out (Name/address, type of biz, #FTE lost, #PTE lost)
  - o New Housing Completed (address, # of units, rental or sale cost)
  - o Business improvement commentary
- PROMOTION
  - o Downtown Promotions Completed (name/description, type, sponsor(s), total\$, Main Street \$)
  - o Evaluation of each promotional event (event, achievement)
  - o Promotions in Planning (event, planned date)
  - o Promotion commentary
- ORGANIZATION
  - o Committee Activities Completed (name/description, type, sponsor(s), total cost, Main St cost)
  - o Training Sessions Attended (who, position, topic)
  - o Volunteer hours (donated)
  - o Board member changes
  - o Other News and Commentary
  - o Program Commentary (critical issues, challenges, and successes)
  - o Outlook (list goals and future challenges)
  - o Suggestions for State and National Staff
- MEMBERSHIP
  - o National Trust Main Street
  - o National Organizations
  - o State Organizations
  - o Local Organizations
- COOPERATING AND PARTICIPATING PARTNERS
  - o Meetings
  - o Contacts

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