

OREGON MAIN STREET: Performing Main Street Program

Application Guidelines

2009 Selection Rounds

IMPORTANT DATES for 2009 SELECTION ROUNDS:

Letter of Intent Due: February 20th, 2009

Application and 8 Copies Due: March 20th, 2009, 4:00pm

Oral Presentation to the Selection Committee: April 15-16, 2009



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PREFACE

This manual contains information for communities submitting applications to enter the Oregon **Performing Main Street** Program and **National Main Street™** designation for 2009. Before filling out the application please read these guidelines and review the application carefully.

You should find the application process valuable, even if you are not selected for the Performing Main Street Program this year. If not selected for the Performing Main Street Program you will be selected for the **Transforming Main Street** Program using your existing application. The questions you and others will seek to answer and the goals you articulate may help to provide direction to your downtown revitalization efforts and make your community a better candidate for the Oregon Main Street Program in coming years.

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

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

Requirements

Original plus 8 copies of the application are to be provided. All photos become the property of Oregon Main Street.

GOVERNOR THEODORE R. KULONGOSKI

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

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MAIN STREET PROGRAM OVERVIEW

I. INTRODUCTION

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

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

Over 1,800 communities in over 40 states have initiated this program nationwide. On September 26th, 2008, Governor Kulongoski announced the section of 4 communities into the Performing Main Street Program and 7 communities into the Transforming Downtown Program, By the end of 2008, over 50 cities are participating at different levels in Oregon Main Street.

THE MAIN STREET APPROACH TO DOWNTOWN REVITALIZATION

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

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

A local Main Street Program is *not* designed to tackle the bigger issues of an entire community. The focus is limited to revitalization of the central business district. This certainly takes into account that a healthy, economically viable, and attractive downtown is important to the whole community's overall health and vitality. Both the public and private sectors of the community must be involved and committed for a local Main Street Program to succeed. Each sector has an important role to play and each must understand the other's needs, strengths, and limitations so that an effective partnership can be created.

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

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

A. Organization

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

B. Promotion

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

C. Design

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

D. Economic Restructuring

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

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

E. Eight Principles

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

1. Comprehensive

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

2. Incremental

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

3. Self-help

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

4. Public/Private partnership

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

5. Identifying and capitalizing on existing assets

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

6. Quality

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

7. Change

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

8. Action-oriented

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

III. SERVICES PROVIDED BY THE OREGON PERFORMING MAIN STREET PROGRAM

The primary emphasis of the **Oregon Performing Main Street Program** is to provide technical assistance to communities competitively selected during their program's formative years. Selected cities and towns can expect to receive the following types of assistance.

- A. Reconnaissance Visits
- B. Assistance in Hiring a downtown Executive Director/Program Manager
- C. New Executive Director/Program Manager Orientation
- D. Main Street Starter Kits from the National Main Street Center
- E. Developing Mission and Vision Statements
- F. Board Roles and Responsibilities Training
- G. Main Street 101 Training
- H. Development of a First Year Work Plan
- I. Resource Team Visit
- J. Two Annual Training Sessions
- K. Executive Director/Program Manager Meetings
- L. On-Site Assistance As Needed
- M. Statewide conferences
- N. Scholarships and discounts to national downtown conferences
- O. Year End Program Assessments
- P. Public Relations Assistance, including state-wide promotion through web site, signage, brochure, and press releases
- Q. Telephone Consultation
- R. "Umbrella" Business Contacts
- S. Membership in the National Main Street Center
- T. Local Main Street Board Chair/President Meetings
- U. Tuition scholarship for the National Certification Institute in Washington, DC
- V. Customized Technical Assistance
- W. Access to the Oregon Main Street Program's Resource Library and Four-Point Files

A. Reconnaissance Visits

Initial visits are scheduled shortly after a community has been selected for the **Oregon Main Street Program**, to work with the Board of Directors in establishing a nonprofit organization, set up of their local Main Street office, and review of the organization's by-laws. We also review the requirements of the **Oregon Main Street Program** and training schedule for the year. **Assistance in Hiring a downtown Manager/Executive Director**

While it is totally a local decision as to who is hired to serve as the Executive Director or Program Manager of the local Main Street organization, the **Oregon Main Street Program** can assist the community by:

- **Developing** a job description.
- **Advertising:** Providing information to free job listing services, such as the National Trust's Main Street.
- **Interviews:** Monitoring/participating in interviews.
- **Process:** Repeating these processes in the future, should a community change Executive Directors or Program Managers.

B. New Executive Director/Program Manager Orientation

This session is conducted with the National Trust Main Street Center. The Executive Directors/Program Managers learn about the Main Street Approach, the **Oregon Main Street** coordination, how to report monthly economic gains, how to use the Resource Library and to review the requirements of the program.

C. Main Street Starter Kits

Oregon Main Street Program purchases, from the National Main Street Center, a Starter Kit of materials. Included in the kit are several CD-ROMs, a downtown Revitalization manual, Board Member handbooks, and Committee Member Handbooks.

D. Developing Mission and Vision Statements

A basic premise for any organization is to understand and state a clear mission, or purpose for the organization. A vision statement is developed to build community consensus as to how downtown should be improved. **Oregon Main Street Program** assists with mission statement development and facilitates a four-hour vision statement development session.

E. Board Roles and Responsibilities Training

The **Oregon Main Street Program** staff will work with each downtown organization's board to clearly review the role of the non-profit Board and the role of staff and committees.

F. Main Street 101 Training Session

National Trust Main Street Center staff and specialists in the areas of Organization, Design, Promotion, and Economic Restructuring, will provide training for downtown boards and local Main Street staff. The 14-hour training session will emphasize the mechanics of downtown revitalization and the Main Street Four-Point Approach™. Dates of this session will be established at the time communities are selected for the program. Sessions will be in three and one-half (3½) hour segments.

G. Development of a First Year Work Plan for downtown

Oregon Main Street Program with the National Trust Main Street Center will facilitate a community session to articulate a common vision for the downtown area and translate the vision into specific goals and objectives for the local Main Street Program, identify projects, tasks, budgets and timelines for each of the four Main Street Committees.

H. Resource Team Visits An interdisciplinary team with Main Street professionals will be assembled to address the needs of a community. Resource teams will spend from two to four days in each selected community meeting with community leaders, observing, and analyzing local conditions. An assessment will be made of the capacities and opportunities that will provide the basis for the local downtown organization's ongoing work plans. This is considered the most intensive technical assistance visit provided by **Oregon Main Street**. A written report is provided approximately eight weeks after the visit. The Center will pay for all consultant costs associated for these visits. Total time with preparation, visiting the community and writing a detailed report is well over 200 hours and costs approximately \$15,000-\$20,000.

I. Training Sessions

Executive Directors/Program Managers and a minimum of two local volunteers, board, or committee members are required to attend any statewide training sessions held in various locations throughout the state. These training sessions will cover a wide variety of topics including design education, market analysis, fundraising, marketing, and promotion. The downtown conference and two others are held annually.

J. Executive Director/Program Manager Meetings

Three mandatory meetings are held for Main Street Executive Directors and Program Managers annually. These meetings involve sharing of ideas, discussion of problems, and additional training in such areas as creative financing, planning effective promotions, and Board development. Two of these meetings are one-day sessions. The third is concurrent with the annual **Oregon Main Street** Conference. Meetings are rotated throughout the state.

K. On-Site Assistance As Needed

Oregon Main Street staff provides on-site assistance for local boards and Main Street staff, when necessary, to deal with local issues and problems. This can involve special strategy sessions, goal setting, committee training, negotiating with private developers, etc.

L. Discounts and Scholarships

Five hundred dollars (\$500) in scholarship assistance is made available to each new or Accredited Main Street Community to use toward a volunteer attending the National Main Street Conference. The **Oregon Main Street Program** expects that the local program will budget for the Executive Director or Program Manager to attend the National Main Streets Conference annually. In 2009, the conference is in Chicago, Illinois.

M. Program Assessment

At the end of their first year in the program, and each year thereafter, the **Oregon Main Street Program** will conduct a one-day Program Assessment with **Oregon Main Street** staff or independent consultants. The team reviews the workplan and meets with the Board and Committees to celebrate successes of the program and give recommendations for future programmatic work and other organizational recommendations.

N. Public Relations

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

O. Telephone Consultation

Oregon Main Street staff is available to the local Executive Director/Program Manager, as well as board members, for telephone consultation and advice on any downtown issue.

P. "Umbrella" Business Contacts

Occasionally, the **Oregon Main Street Program** learns of prospective businesses and forwards them appropriate information about communities in which they might be interested.

Q. Membership in the National Main Street Center

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

R. Local Main Street Board Member Meetings

Annual meetings are held for all local Main Street Board Chairs and Board Members to learn from each other and for **Oregon Main Street Program** to address any issues, problems, or new ways to support the local non-profit boards.

S. Scholarship to attend National Certification Institute in Washington DC

This two-year course will be offered to each Executive Director or Program Manager from an Accredited Main Street community that has served in that capacity for at least one year. It is intensive training with other Main Street staff from across the country. Tuition and travel expenses are approximately \$4,000 to complete the course. The **Oregon Main Street Program** requirement is that it will pay for the tuition associated with the training as long as the scholarship recipient graduates from the program and stays as the local Main Street Executive Director/Program Manager for at least one year beyond graduation.

T. Customized Technical Assistance Technical assistance provided beginning in year one of the organization’s program will vary depending on the community’s needs. Experts are contracted to work in the community for 1 to 2 days, accompanied by an Oregon Main Street staff person. The local Board of Directors and staff will work with the **Oregon Main Street Program** to help define the focus for the visit. **Oregon Main Street** establishes attendance requirements to ensure broad information exchange at the local level.

U. Access to the Oregon Main Street Program Resource Library and Four-Point files **Oregon Main Street** has a downtown revitalization library and Four-Point file with sample projects and ideas. Information from the Resource Library or Four-Point file system is provided at no fee to communities. Communities are responsible for replacement costs of any lost material.

IV. Required Budgets

	<u>Small Communities</u> Under 5,000 Population	<u>Medium Communities</u> 5,000 – 20,000 Population	<u>Large Communities</u> Over 20,000 Population
<u>Budget</u>	\$40,000	\$50,000	\$75,000

It the revitalization process, it is essential to possess these minimum financial requirements to attract qualified staff and maintain a professional office environment. It should be noted that these budget requirements do not include costs associated with specific programmatic expenses, such as façade or sign grant projects. Consider the required budgets a baseline and understand Oregon Main Street, strongly recommends a ten-to-twenty percent (10%-20%) higher amount as the goal for new community fundraising for each year after the initial budget year.

V. TIME REQUIREMENTS

Experience has shown that often, new applicants do not realize the amount of time that will be required of volunteers in order to implement the Main Street Program. It is essential that the board members realize what is expected of them. Below is a list of the projected time requirements by the **Oregon Main Street Program** of local program staff and Board of Directors. Many of these meetings are mandatory for the Executive Director or Program Manager and board members. Attendance is recommended at some meetings for other members of the downtown organization.

LOCAL REQUIREMENTS	Estimated Time Commitments
Reconnaissance Visits	2 hours
Hiring Executive Director/Program Manager	Selection Committee - 12 to 18 hours
Local Board and Committee work	5 plus hours per month.
Board/Staff Roles & Responsibilities	3 hours conducted with the local Board and Main Street Executive Director/Program Manager
New Manager Orientation	16 hours + travel time.
Vision and Mission Statement Development	4 hours each with community participants.
Workplan Session	4 hours for training, 12 additional committee hours to complete it
Main Street 101 Training	14 hours at 3.5 hours for each point with Program Manager/Executive Director and community participants.
Resource Team Visit	16 hours (4 days) Board and Committees meeting with Resource Team.
Manager Meetings/Retreat	Program Managers/Executive Directors only to attend two 8-hour manager meetings and a two-day retreat + travel.
Local Board Chair Meetings	8 hours + travel (Two, 4-hour meetings per year)
Program Assessment	6 hours (Executive Director/Program Manager/Board/Committees meets with OMS staff.) (Annually)
Main Street Managers Certification Institute	This 2-year course is offered to each Executive Director/Program Manager who is expected to graduate from the program and stay with the local Main Street Program for one year past graduation. (One week per year for 2 years.)
Participant in Resource Team, Response Team, Mentor Program	Up to 40 hours per year for other community visits, report writing, conference calls, etc.
Downtown Conference	8 hours + travel
Technical Assistance Visits	8 - 16 hours (annually)
A successful Main Street downtown revitalization program requires dedication and hours of hard work.	

VI. ELIGIBILITY REQUIREMENTS

Any city, town, or downtown organization that meets the following requirements is eligible to apply for participation in the 2009 round of the **Oregon Performing Main Street Program**.

A. Population Eligibility

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

B. Attend Application Workshop

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

VII. LOCAL COMMITMENT TO THE MAIN STREET PROGRAM

Communities selected to participate in the **Oregon Performing Main Street Program** must agree to:

A. Guarantee employment of an Executive Director or Program Manager

Experience has demonstrated the need for a local Executive Director or Program Manager for the downtown – someone who can market the downtown, plan and carry out promotional and development projects, administer the local downtown organization and help implement its objectives. In small-sized communities (populations of less than 5,000), national experience shows that an Executive Director or Program Manager can work part-time (a minimum of 25 hours per week), while larger communities need a full-time manager (minimum of 40 hours per week). Eligible communities must commit to hire a paid Executive Director or Program Manager according to these guidelines. It is also highly recommended that local program hire at least part-time support staff.

B. Guarantee that an adequate and sustainable operating budget will be funded on an ongoing basis and that this application must include the first three (3) years of committed pledges.

Besides funds to pay an Executive Director/Program Manager's salary, downtown revitalization organizations must provide an adequate operating budget to cover expenditures for travel, training, promotions, office rent, telephone service, computers, printing, postage, clerical assistance, and other miscellaneous expenses. The amount of the budget will vary from community-to-community depending on size, needs, and the area's cost-of-living. Municipalities that fund a portion of the Main Street Program should see this as an investment. After the initial three years, it is logical and necessary that the community would continue funding a successful program. The more successful a program is, the more reason for the municipality to increase the organization's responsibility and funding. Applicants must develop adequate growth-oriented budgets for a minimum of the program's first three years. **Communities must show they and their funders are aware that the Main Street program is an on-going program – not a three year project.**

C. Guarantee that an adequate amount of clerical support staff will be available.

It is unfair to the organization and to the Executive Director or Program Manager if he/she is hired for their expertise in revitalization, but then is weighed down with the daily routine of typing letters, filing, answering phone calls, etc. Each community is encouraged to generate in-kind or paid clerical assistance from the local municipality, some private concern, or through a volunteer-type organization. This is considered very important for the long-term viability of a program and local staff longevity.

D. Have an existing revitalization organization or commit to organize one.

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

E. Commit to using the Four-Point Main Street Approach and Eight Principles.

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

F. Participate in training sessions scheduled by OMS throughout the year. Program Director or Manager's attendance at managers' meetings is mandatory unless excused by the OMS Coordinator.

G. Share information with other Main Street programs and if requested, be willing to mentor or assist developing Oregon local programs.

H. Complete the Application Process.

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

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

VIII. THE SELECTION PROCESS

Applicant communities are required to submit a Letter of Intent no later than June 1st 2009 if they plan to submit an application for the **Oregon Performing Main Street Program**. A formal written application must then be submitted to the Oregon Main Street office. After the application deadline, the **Oregon Main Street Program's** Selection Committee and staff will review applications. The Selection Committee may ask for more information to clarify an application. The Committee will

schedule oral presentations for all applicants in Salem April 15-16, 2009. It is the intent of the **Oregon Main Street** to announce the selection of all Oregon Main Street Communities by May 15th, 2009.

IX. LETTER OF INTENT TO APPLY

To better plan the selection process, the **Oregon Main Street Program** requires applicant communities to submit a non-binding letter of intent to apply. Letters of Intent must be postmarked no later than March 20th, 2009. A sample Letter of Intent is included at the end of these guidelines.

Completed applications – original plus 8 copies – must be received at the following address by **4:00 PM , March 20th, 2009.**

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

To deliver in person, call for directions.

An application will be considered complete if all questions are answered in the allotted space, all attachments requested in the application are included, and the original application plus eight (8) copies are submitted. **Applications may be rejected if not complete.**

Materials become the property of the Oregon Main Street Program and may be used for promotional purposes, including photographs. If photos are copyrighted or require attribution, this must be clearly stated.

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

X. GENERAL SECTION CRITERIA

The following general criteria will be used to evaluate all Oregon Performing Main Street applications.

1. Fulfillment of eligibility requirements.
2. Strong commitment from the municipal government and various private sector organizations to support a local Main Street Program and a clear understanding that Main Street is an ongoing program, with funding needs beyond three years.
3. An adequate local budget and evidence of funding commitments to fund the local program. Pledge letters demonstrating at least three years worth of funding must be submitted with the application.
4. A commitment by the community to hire a paid Executive Director or Program Manager and hire or provide clerical assistance.
5. The existence of, or willingness to establish, a private independent corporation that is locally designated as the governing body and policy board for the local Main Street Program. Or, establish a formal affiliation with a similar organization that has a focus on the downtown.

6. The community's true need for commercial district revitalization/preservation.
7. The likelihood that demonstrable change will occur in the commercial district as a result of the community's participation in the **Oregon Main Street Program**.
8. Past record of community and economic development efforts.
9. Past record of commercial district revitalization efforts.
10. Community familiarity with the concepts and principles of the Main Street Approach.
11. The existence of local historic preservation activity and architecturally or historically significant commercial buildings in the target area, including buildings or districts on the State or National Register of Historic Places.
12. Current Main Street or central business district demographics, such as business mix, employment data, housing, size, and position of the commercial district.
13. The community's readiness to begin a Main Street Program.
14. Broad-based community support.

XI. APPLICATION OVERVIEW

Section I – Community Characteristics

25 points possible

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

Section II – Commercial District Characteristics

50 points possible

This section gives applicants the chance to describe the target area for revitalization efforts. It examines various characteristics of the district including predominant uses, assets, liabilities, and the condition of the built environment. This section also requests information about housing in the proposed Main Street district.

Section III – Historical Identity

75 points possible

This section relates to a community's historic preservation efforts. The applicant is requested to provide information regarding any privately or publicly supported historic preservation projects and is asked to note any properties listed on the State or National Register of Historic Places.

Section IV - Program Goals

125 points possible

It is important for applicants to articulate clear, well-defined goals and expectations for the Main Street Program.

Section V – Readiness to Participate, Willingness to Share

125 points possible

Designed to assess a community's ability to begin a Main Street Program, this section includes questions about efforts to educate the community about Main Street, proposed organizational structure of the local program, roles and responsibilities of the local board and program director, and the community's next steps in the revitalization efforts. Asks how the community will share information about its Main Street Program with other interested communities and organizations.

Section VI - Support and Funding

125 points possible

This section examines the level of local support, both philosophical and financial, for the local Main Street initiative. It also evaluates the local community's understanding of the Main Street Program, community involvement in the application process, and the quality of public and private partnerships developed for the revitalization effort. Additionally, budget information, information on fundraising efforts, and a certification of available funds are included here. Written documentation of program support and committed funding sources are required. Minimum budget requirements are as follows: \$40,000 annually for small communities (with a population under 5,000); \$50,000 annually for medium sized communities (with a population between 5,000 – 20,000); and \$75,000 annually for large communities (with a population over 20,000).

XII. APPLICATION GUIDELINES

Applications must be submitted following the 2009 **Oregon Main Street** application format. Alternative formats will not be accepted. Unless otherwise noted, answers must be limited to the space provided. If you are using the application that is provided on disk, please follow the printed application outline for how much space to devote to each question. Two-sided printing for definable sections is encouraged. Do not use a font smaller than 11 points.

A well-organized application facilitates review. Keep your application materials securely contained in a 3-ring binder. Binders are most secure and can be more easily organized. Attachments should be confined to an 8 ½" x 11" format. Items can be folded or reduced to fit this size but must be bound in the application. Attachments 1-8 must be individually tabbed in the bound application.

Completing the Application

One of the most effective ways to complete the application and build awareness of the Main Street Program locally is to make multiple copies of the application and divide the application into sections that are then completed by members of the Main Street advisory committee. Collect the answers and transfer them to the original form, gathering the appropriate signatures where needed. Various other individuals or constituent groups can be involved with completing the application as well. City or town government will need to be a close partner in completing the application.

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

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

XIII. HELPFUL HINTS

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

Gary Van Huffel
Main Street Program Coordinator
gary.vanhuffel@state.or.us

HINTS:

- Research the Main Street approach and downtown development.
- Conduct a public presentation, inviting the Oregon Main Street Coordinator to present the Main Street Approach to others in your community.
- Research at least two Main Street communities of similar size. You may be asked about your research.
- Complete the entire application, including all supplemental information and attachments. Answer every question.
- The Main Street Program target area should be the well-defined traditional commercial core of your community. Select the area that has the strongest concentration of commercial buildings. Avoid the temptations to include many peripheral areas with mixed uses,

scattered buildings, and vacant land. Consult with the Oregon Main Street staff regarding plans.

- Be generous with your budget. The director and volunteers will have to travel to at least five training sessions and meetings and should also have sufficient funds to travel to at least one in-state and one out-of-state professional conference annually. (The National Main Streets Conference or the National Trust for Historic Preservation Conference).
- Footnote specific documents, reports, plans, etc., discussed in the narrative questions. One (1) copy of relevant reports, master plans, or studies should be included with the original application, not the eight (8) copies.
- Broad-based community participation is essential to a successful Main Street Program. Letters and resolutions of support from a wide range of organizations offer a strong indication of community commitment. We encourage you to think of the application process as a tool to seek community opinions and to build partnerships. Groups that you may wish to solicit for support are: businesses, residents, shoppers, schools, local organizations, government (municipal), individual merchants, chambers of commerce, tourism/convention and visitor bureaus, historical societies, financial institutions, arts associations, civic organizations, realtors, property owners, and other constituents. Letters of support should explain the writer's commitment to the Main Street Program such as: financial support, in-kind contributions, volunteer time or interest in the program. You may include **up to 50** letters of support in the same application binder. Additional support letters will not be considered. Form letters are strongly discouraged.
- Understand that revitalization is a long-term process of improvement that must involve the entire community. Main Street is an incremental and continuous process for downtown revitalization. Dis-investment occurred over decades, not three years.
- The Main Street Program succeeds because of volunteer collaboration – and collaboration begins with the application process itself. The application is designed to be completed by staff and volunteers. It represents an opportunity for you to learn more about your community and gain public input for the revitalization process.
- Proofread the application! Use the application checklist to assure a complete submission.
- Applications prepared by community volunteers, in conjunction with municipal staff, score more favorably than those prepared by outside consultants.

XIV. SOURCES OF INFORMATION

Oregon Economic and Community Development Department, www.oregon.gov/ECDD/

Travel Oregon, industry.traveloregon.com (see Research & Resource Library)

League of Oregon Cities, www.orcities.org (see City Resources > City Information)

US Census Information, Web: www.census.gov/

NOTE: Your own community is an excellent source of information. Municipal property tax records can provide a wealth of useful information including age of structure, size, and use.

XV. SPECIFIC APPLICATION INSTRUCTIONS

Cover Letter (optional)

i – ii **Checklist** (required)

Check boxes for required materials in the application. This is not only for the applicants use to insure that application is complete, but to insure that all materials are in the proper order for the Evaluation Team. **REMINDER:** Applications may be rejected if not complete and will be evaluated on their completeness. In the rare circumstance where the applicant has a compelling explanation why any part of the application cannot be provided, the documentation must be included behind the checklist pages.

Cover Page

1 – 14 Answer as directed. Note that the Contact Person should be the person the Oregon Main Street Program may contact for more information. Population totals must be those recorded by the Oregon Department of Administrative Services <http://www.oregon.gov/DAS/OEA/census2000.shtml> or the 2000 U.S. Census.

Local Assurances and Authorization (Page 3)

Representatives from the city/town and the applicant organization should complete and sign this form. The preparer of the application must sign as well.

Section I – Community Characteristics – Resources and Asset Identification

15 Briefly summarize your community’s history of development and significant factors and events that have occurred downtown.

16 – 17 Questions 16 and 17 refers to the entire community, not just the downtown area. Get this information from the OECDD reports and links at <http://info.econ.state.or.us:591/profile.htm> or U.S. Census.

18 – 19 Answers may include municipal infrastructure items such as a water system or waste treatment plant. Be as specific as possible. It may also include your geographic location, natural features, building stock, history, cultural and human resources. Answers should address both public and private assets/liabilities.

20 – 21 Questions refer to the Main Street Program target area as you define it in this application. Are there public spaces? Adequate street lighting? Destination retail stores? Traffic or parking problems? Deteriorating properties? Retiring retailers? Sprawl?

- 22 – 25 Regional planning departments (City or County) can help obtain this information. You may not be able to get specific information for unemployment rates for your community if your community is small.
- 26 Check with your Planning Board, city manager, or city offices if you do not know the answers.
- 27 Regional planning commissions and city government should have this information. Is your community affected by tourism, educational facilities, etc. Please explain the impact either positive or negative.
- 28 Ask your local government, regional planning commission office, or Chamber of Commerce for this information and explain how they have been involved in the preparation of this application.
- 29 Trade area is defined as the population base that regularly uses your downtown for retail/service business. Your county or regional economic development organization should have this information. Trade area can also be determined by asking local grocery, hardware and drug stores where a majority of their customers come from (typically no more than a 12-15 mile radius).
- 30 Include a map as Attachment 1 behind Tab 1 of your trade area.
- 31 – 32 Answer as directed, noting any competing shopping districts that affect your downtown. List all financial institutions in your community. Financial Institutions are key stakeholders for Main Street Programs.

Section II – Downtown Characteristics

- 33 Attach a map of the proposed Main Street Program target area, labeled Attachment 2, place behind Tab 1. Remember that the Main Street Program concentrates on downtown commercial areas. Resist the urge to make your target area bigger than it should be. This area should be your primary downtown commercial center.
- 34 Describe how the program area is cohesive.
- 35 – 56 Answer as directed. You may need help from local government staff and officials to complete this section. Your municipal property tax records are an excellent source of information. Your county planning department can also provide much of the data. Gathering this data will set the benchmark for the progress of your program.

In order to show demonstrable change during the revitalization process, Main Street Programs need to focus their efforts on a specific geographic area, defined as a “Main Street Program target area” or “commercial district”. Your district may be all or part of the traditional central business district or neighborhood commercial area. It should be identified by your Main Street Steering Committee in cooperation with other partners. Housing in downtown

is critical for a successful/healthy downtown district. Tells us about your community's housing plans.

Attachments for this section:

- Provide a map showing vacancies as “Vacant Buildings - Attachment #3” behind Tab #1.
- Provide a map showing “Upper Floor Vacancies – Attachment #4” behind Tab #1.
- Provide a map showing the “Business Mix – Attachment #5” behind Tab #1.
- Provide the list of businesses as “Business List - Attachment #6” behind Tab #2.
- Provide town zoning for the downtown area as “downtown Zoning – Attachment #7” behind Tab #3.
- Provide “Aerial Map – Attachment 7B” showing streets, highways, and “Main Street Program Area” or “Commercial District” behind Tab #3. Contact your local planning department if you need assistance with this map.

Section III – Historical Identity

57 – 63 Answer as directed.

We are interested in the efforts of your community to preserve structures and properties of historical interest, and how such efforts fit into your proposed Main Street Program.

Section IV – Program Goals – Need

64 – 66 Answer as directed. Ideally, responses will reflect community consensus rather than opinion of a few people.

67 – 72 Answer as directed. Goals described should reflect planning and zoning efforts by your municipality in regards to downtown housing, green space, and commercial development. Your Main Street Program should have consistent objectives with the municipality's Master Plan or plans for the commercial district. Does it? Attach plan objectives from overlapping districts (Urban Renewal, schools, fire, library, etc.) that support the goals of downtown revitalization.

Section V – Readiness to Participate, Willingness to Share

73 Answer as directed. What are your strengths that will ensure a successful program for many years to come?

74 - 76 Explain the proposed structure of your local Main Street Program. Describe the new or existing organization that will house it. Include a description of the organization's current or proposed mission, tax status and organizational structure. Include an organizational chart that illustrates the Main Street governing body, staff, and committees, as “Organization Chart - Attachment #8”, behind Tab #4. If the program will be incorporated in an existing organization, describe the relationship Main Street will have to that organization and its governing body. Provide copies of the incorporation papers, bylaws, and IRS tax letter, if available, as “Organization Document -

Attachment #9 behind Tab #4. A sample organization chart is included in these guidelines.

- 77 Please note all individuals who worked on the application and note which sections they were responsible for. Note if any individuals were paid to work on the application. These people should plan on attending Oral Presentations in 2009 to answer questions from the Selection Review Committee.
- 78 Full-time directors are required for communities 5,000 or more in population. A part-time director (minimum 25 hours per week) is allowed in communities under 5,000 in population. Provide a job description for your manager as “Job Description – Attachment #10” behind Tab #4.
- 79 We are interested in your efforts to involve others in your community in the Main Street application process. The demonstration of local support for the Main Street Program is important. Insert up to 50 letters of support or other evidence of support for your local program from citizens, businesses, property owners, industries, corporations, civic groups, clubs, churches, financial institutions, media, etc. Letters of Support should be included in the application, behind Tab #7. Additionally, resolutions of support should be included from government, economic development organizations, and business associations, including chambers of commerce. Sample resolutions of support are included at the end of these guidelines. All resolutions of support go behind Tab #6. An excellent way to build community support is to host a local presentation. This is a free service offered by the Oregon Main Street Program. These should all fit within your application binder.
- 80 Describe plans for increasing public awareness of the local Main Street Program.
- 81 List the names and dates of people who have attended the application workshop, regional workshops, presentations, or conferences on downtown revitalization.
- 82 There is a lot of interest in the Main Street Program. One of the best ways to learn about the program is to learn from others who are doing it. Communities selected for the Oregon Main Street Program are required to share their expertise with other communities, both Main Street and non-Main Street communities.

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

- 83 Answer as directed. Will they provide financial support and in-kind support? Have they committed to investing in downtown public improvements?
- 84 A resolution by the local government supporting the hiring of a Main Street Executive Director or Program Manager. Label as “Municipal Support – Attachment #11” behind Tab #6.

- 85 How will the private sector support a downtown revitalization program? Gather appropriate letters of support from the key stakeholders in the community and solicit their financial support.
- 86-87 Answer as directed. Question #86 asks about the previous activities in the downtown area. Question #87 asks about current and future plans.
- 88 – 89 Note that all pledged income must be documented in pledge commitment letters. This includes cash and in-kind donations from all sources. **Except for reasonable rent allowances, in-kind donations do not count towards the minimum budget required.** A compiled pledge sheet, (spreadsheet recommended), should be followed by all pledge letters and be placed behind Tab #7. Selected applicant communities are required to have new, adequate computer resources.
- Budgets While each community selected to participate in the **Oregon Performing Main Street Program** is expected to demonstrate financial commitment to the program for the initial three years of the program, the Main Street Program is an ongoing revitalization effort. Each community should be prepared to invest the appropriate amount to ensure the success of its own Main Street Program. Budgets are expected to increase each year as the program expands. Sample budgets are included at the end of this packet.
- The applicant must include a series of estimated budgets for a minimum of the first three years of the operation of the local Main Street Program. Use the forms provided in the application packet. The local Main Street Program budget should include estimated income and expenditures for the first three years of the program. Expenses should not exceed projected income. Program budgets should include line items for the various income and expenditure line items included on the form. Both cash and in-kind contributions may be included as income. However, only cash and reasonable in-kind office space will be considered towards minimum budget requirements. Sources of funds that are pledged or in hand should be listed. Be prepared to document all income and funding sources if requested.
- For donated (in-kind) goods and services (e.g. staff support, office supplies, etc.) provide a letter from the individual or duly authorized representative of the organization that is providing the donation. Include in the letter what is being donated, for how long it is being given, and current fair market value of the donation. **Except for office space, in-kind contributions do not apply toward the required minimum budget.**
- 90 Provide the percentages of financial support from the groups listed. Please explain in detail any “other” funding sources that you list.

Sample Letter and Resolutions

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

XVI. SAMPLE RESOLUTION (for a city or town)

A resolution authorizing participation in the Oregon Main Street Program and designating a municipal official to represent the city/town on the local non-profit Main Street governing board of directors.

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

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

WHEREAS, the City/Village/Hamlet of _____ desires to participate in the Oregon Main Street Program,

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

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

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

SECTION 3. That the City/Village/Hamlet of _____ endorses the hiring of a Main Street Executive Director or Program Manager.

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

ADOPTED THIS _____ day of _____, 2009.

Mayor/Chair, Board of Selectmen/Municipal Administrative Officer

Attest

XVII. SAMPLE RESOLUTION (for a chamber of commerce, downtown association, economic development corporation, or similar organization(s))

A resolution supporting participation in the Oregon Main Street Program.

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

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

WHEREAS, the City/Village/Hamlet of _____ desires to participate in the Oregon Main Street Program,

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

(name of organization)

SECTION 1. Fully endorses the submission of this application and agrees to participate in the development and financial support of the local Main Street Program that is expected to last indefinitely.

SECTION 2. Recognizes that a commitment to commercial district revitalization is an ongoing process requiring long-term attention, community support and involvement, and a full public/ private partnership.

SECTION 3. Endorses the goal of economic revitalization of the designated Main Street district within the context of the preservation and rehabilitation of its historic commercial building stock, recognizing that the Main Street Program is one of many economic and community development tools utilized by a locale and that it is location specific.

PASSED, APPROVED, AND ADOPTED THIS _____ day of _____, 2009.

President of Board

Executive Director or Program Manager

XVIII. SAMPLE RESOLUTION (for the new or existing organization that will be responsible for the local Main Street Program)

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

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

WHEREAS, the Oregon Main Street Program will accept new cities or towns to participate in its ongoing program and receive intensive technical assistance from the New Hampshire Main Street,

WHEREAS, the City/Village/Hamlet of _____ desires to participate in the Oregon Main Street Program,

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

(new or existing organization)

SECTION 1. That the _____ applies for selection to participate
(new or existing organization)
in the 2009 Oregon Main Street Program with the specific goal of economically revitalizing or enhancing, the designated Main Street district within the context of the preservation and rehabilitation of its historic commercial buildings, and agrees to participate in the development and financial support of the local Main Street Program that is expected to last indefinitely.

SECTION 2. That the _____ guarantees that a Main Street
(new or existing organization)
Executive Director or Program Manager will be employed for the life of the local Main Street Program.

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

PASSED, APPROVED, AND ADOPTED THIS ____ day of _____, 2009.

President of Board/Steering Committee

XIX. SAMPLE LETTER OF COMMITMENT to hire a Main Street Program Director

We hereby declare that upon selection to participate in the 2009 Oregon Main Street Program, the _____ Main Street Program will conduct a search _____ (name of community) to find and hire a _____ time* paid Executive Director or Program Manager to coordinate the volunteers and activities of our local Main Street Program.

We further commit to funding this position as long as we remain an active Main Street Program to support downtown revitalization.

(Signature of President of new or existing organization that will be responsible for the local Main Street Program)

Date

*Indicate full or part-time, depending on the population of the community. Communities with less than 5,000 in population may hire a part-time (minimum 25 hours per week) paid Executive Director or Program Manager. Communities with population of 5,000 or more must hire a full-time (minimum of 40 hours per week) paid Executive Director or Program Manager.

XX. SAMPLE LETTER OF INTENT (non-binding)

(date)

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

RE: Letter of Intent – 2009 – Oregon Performing Main Street Program

Dear Mr. Van Huffel,

I am writing to express the City/Community of _____ intent to apply for the 2009 Oregon Performing Main Street Program. We understand the need and establishment of a program that will focus on the revitalization efforts of our downtown district and are committed to hiring an Executive Director or Program Manager.

(include information about your town or city and efforts toward forming an organization to implement your Main Street Program).

Therefore, by this letter, please consider _____ interested in participating in the Oregon Main Street Program. We understand that our completed application and 8 copies are due in your office by March 20, 2009.

Sincerely,

Chief City elected official

downtown Committee Chair or Steering
Committee Chair

***This Letter of Intent must be postmarked by February 20th, 2009**

XXI. BUDGET SAMPLES (“SOURCES & USES”) are attached at the end of this document.

XXII. APPLICATION CHECKLIST

Does your original application form and each photocopy contain:

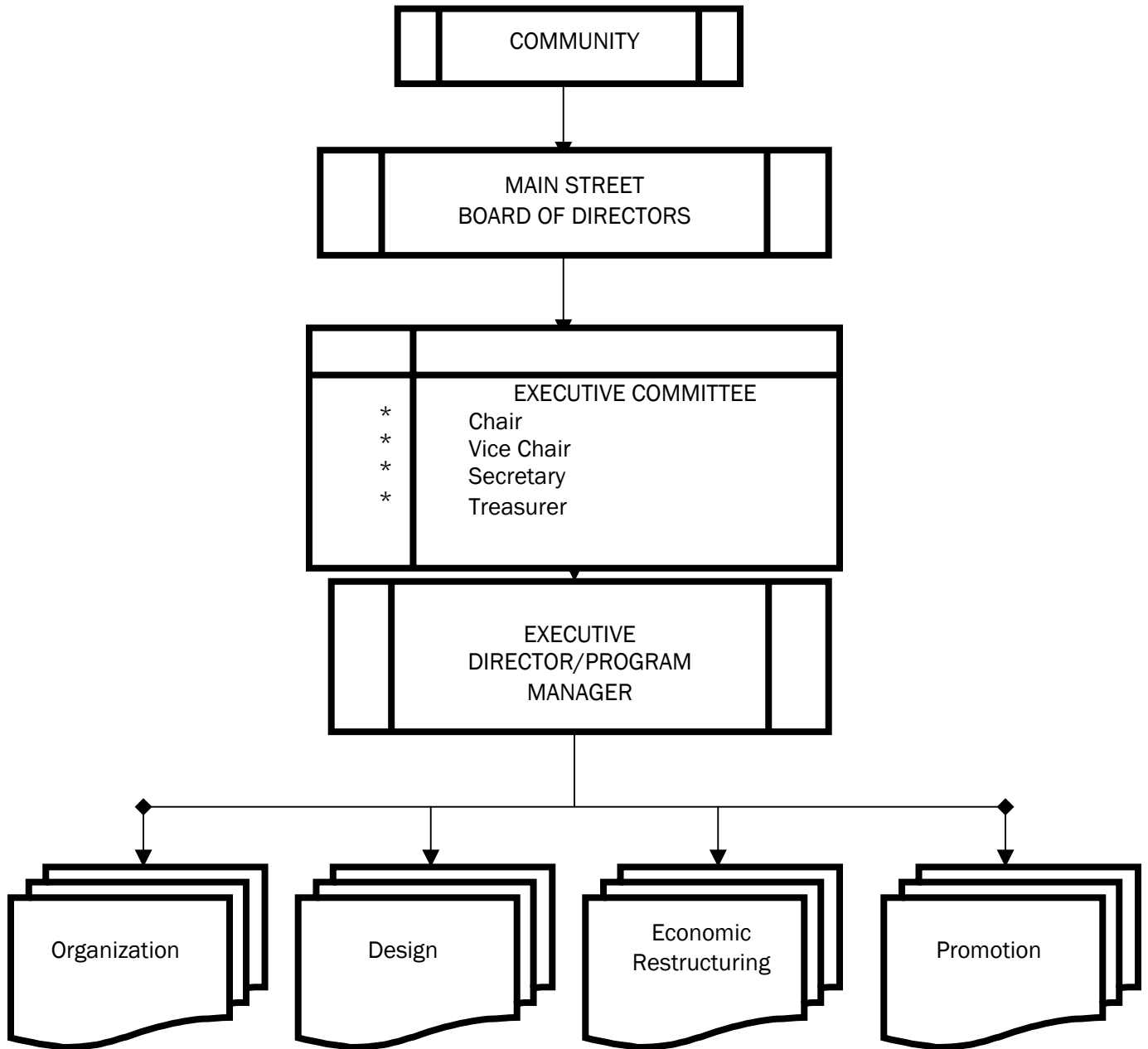
- ___ A letter from the new or existing organization, designated to serve as the governing policy body for the local Main Street Program, which indicates the intent to hire a paid Main Street Executive Director or Program Manager.
- ___ A copy of the resolution passed by the city/town council/board of selectmen supporting the Main Street Program.
- ___ A copy of the resolution of support adopted by the chamber of commerce, economic development corporation, downtown association, or similar organization(s) in the community.
- ___ Letters of support from local businesses, organizations, institutions, industry, and private citizens to the application.
- ___ A copy of the proposed budget (sources/uses of income), for the first three years of the local Main Street Program operation.
- ___ Verification of funding for the local Main Street Program’s first three years (or more). Please list in an Excel spreadsheet stating pledges, municipal support, etc.
- ___ Copies of the Articles of Incorporation, by-laws and non-profit tax determination letter (if available) of the new or existing organization designated to serve as the governing policy board for the local Main Street Program and staff.
- ___ A city street map that outlines the proposed Main Street district, historic district, special services district tax increment financing district, and empowerment/enterprise zones, folded to fit 8 ½ x 11 format.
- ___ A map which shows the existing land uses in the proposed Main Street district and area immediately adjacent to the district, folded to fit 8 ½ x 11 format.
- ___ A map that indicates current zoning for the Main Street district and adjacent areas. This map may be combined with either map described above, folded to fit 8 ½ x 11 format.
- ___ In addition to the original application and eight (8) photocopies, did you include:
 - ___ One original and 8 copies of high resolution, representative photo images that depict the visual character of the proposed Main Street target area on CD ROM **preferably in Microsoft PowerPoint format**. This should include a description for each image. Quality of images is important. Aside from the 6 applications we will return upon completion of the selection process, CD ROMs will become the property of the Oregon Main Street. If photos are copyrighted or need attribution, please state clearly.
 - ___ One copy of any downtown plan, survey, or study completed in the past three years, should be attached to the original application only.

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

- ___ Completed application.
- ___ Tab #1:
 - Attachment #1 – Map of the trade area
 - Attachment #2 – Map of the Main Street Program target area
 - Attachment #3 – Map showing “Vacant Buildings”
 - Attachment #4 – Map showing “Upper Floor Vacancies
 - Attachment #5 – Map showing the “Business Mix”
- ___ Tab #2:
 - Attachment #6 - Business List
- ___ Tab #3:
 - Attachment #7 - downtown Zoning
 - Attachment #7B – Aerial Map
- ___ Tab #4:
 - Attachment #8 – Organization Chart
 - Attachment #9 – Organization Document
 - Attachment #10 – Job Description
- ___ Tab #5:
 - Pledge List and Letters - Overall list of pledges and actual letters of financial commitment and letter indicating in-kind contributions.
- ___ Tab #6:
 - Resolutions of Support
 - Attachment #11 – Municipal Support
- ___ Tab #7:
 - Letters of Support

XXIII. ORGANIZATIONAL CHART

SAMPLE



XXIV. SAMPLE Partner Pledge or Contribution Letter

This is to be mailed to your local Main Street Program and not to the Oregon Main Street Program.

PLEASE RETURN THIS FORM TO:

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

(date)

Oregon Main Street Program
Performing Main Street Selection Committee
775 Summer St. NE, Ste 200
Salem, OR 97301

RE: Pledge Agreement

Dear Committee Members:

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

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

We are pleased to make this contribution and to support the revitalization and promotion efforts of our downtown. We understand that the local Main Street Program will be an ongoing effort for years to come, focusing on the comprehensive Four-Point Approach; Organization, Design, Promotion, and Economic Restructuring, and that we will be asked to continue with our financial support beyond our original commitment. This pledge is contingent upon _____ being accepted into the Oregon Performing Main Street Program.

Sincerely,

Signature

Please Print Name: _____

Business Name: _____

Address: _____

City/Town: _____ State _____ Zip Code _____

Phone Number: _____

XXV. First Year Operating Budget: SAMPLE Mid-Size

OREGONPLACE DOWNTOWN ASSOCIATION

FIRST YEAR OPERATING BUDGET

(Mid-sized program, population 5,000-50,000, full-time director)

	Cash	In-Kind	TOTAL
Personnel			
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
Office			
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
Other			
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
TOTAL OPER. EXPENSES	55,640	11,400	67,040

First Year Operating Budget: *SAMPLE* Small-Rural

OREGONPLACE DOWNTOWN ASSOCIATION

FIRST YEAR OPERATING BUDGET

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

	Cash	In-Kind	TOTAL
Personnel			
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
Office			
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
Other			
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
TOTAL OPER. EXPENSES	35,570	11,400	46,970

OREGON MAIN STREET: Performing Main Street Program

2009 Application

IMPORTANT DATES for 2009 SELECTION ROUNDS:

Application and 8 Copies Due: March 20th, 2009, 4:00pm

Oral Presentation to the Selection Committee: April 15-16, 2009

IMPORTANT: All applications for participation in the Oregon Main Street Program must include resolutions from the local governing body and development organizations, as well as the applicant organization which guarantees that a local Main Street program manager will be employed at all times for the duration of a local program's participation in the Oregon Main Street Program, with an appropriate operating budget (as described within this application).

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

Please submit an original application with eight (8) copies, including JPEG images (recommend 150dpi, approx. 4"x5" format), **preferably in Microsoft PowerPoint.**

Applicants are encouraged to include letters of support from the community, organizations, businesses, elected officials, property owners, citizens, etc. Letters should indicate their understanding of what being selected as a Main Street community would mean to your city, or/and the sharing of their reflections and commitment to support Main Street efforts. Please limit these to a maximum of 50 letters of support to be included in the same binder as the application. **No form letters should be included.**

All letters of support should be address to (but attached to the application, not mailed directly to):

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

www.oregon.gov/ECDD/mainstreet



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APPLICATION CHECKLIST

Please verify that your original application and each photocopy contain:

- A letter from the new or existing organization, designated to serve as the governing policy body for the local Main Street Program, which indicates the intent to hire a paid Main Street Executive Director or Program Manager.
- A copy of the resolution passed by the city/town council/board of selectmen supporting the Main Street Program.
- A copy of the resolution of support adopted by the chamber of commerce, economic development corporation, downtown association, or similar organization(s) in the community.
- Letters of support from local businesses, organizations, institutions, industry, and private citizens to the application.
- A copy of the proposed budget (sources/uses of income), for the first three years of the local Main Street Program operation.
- Verification of funding for the local Main Street Program's first three years (or more). Please list in an Excel spreadsheet stating pledges, municipal support, etc.
- Copies of the Articles of Incorporation, by-laws and non-profit tax determination letter (if available) of the new or existing organization designated to serve as the governing policy board for the local Main Street Program and staff.
- A city street map that outlines the proposed Main Street district, historic district, special services district tax increment financing district, and empowerment/enterprise zones, folded to fit 8 ½ x 11 format.
- A map which shows the existing land uses in the proposed Main Street district and area immediately adjacent to the district, folded to fit 8 ½ x 11 format.
- A map that indicates current zoning for the Main Street district and adjacent areas. This map may be combined with either map described above, folded to fit 8 ½ x 11 format.
- In addition to the original application and eight (8) photocopies, did you include:
 - One original and 8 copies of high resolution, representative photo images that depict the visual character of the proposed Main Street target area on CD ROM **preferably in Microsoft PowerPoint format**. This should include a description for each image. Quality of images is important. Aside from the 6 applications we will return upon completion of the selection process, CD ROMs will become the property of the Oregon Main Street. If photos are copyrighted or need attribution, please state clearly.
 - One copy of any downtown plan, survey, or study completed in the past three years, should be attached to the original application only.

Verify that original application is organized in a binder, and includes:

- Completed application.
- Tab #1:
 - Attachment #1 – Map of the trade area
 - Attachment #2 – Map of the Main Street Program target area
 - Attachment #3 – Map showing “Vacant Buildings”
 - Attachment #4 – Map showing “Upper Floor Vacancies
 - Attachment #5 – Map showing the “Business Mix”
- Tab #2:
 - Attachment #6 - Business List
- Tab #3:
 - Attachment #7 - Downtown Zoning
 - Attachment #7B – Aerial Map
- Tab #4:
 - Attachment #8 – Organization Chart
 - Attachment #9 – Organization Document
 - Attachment #10 – Job Description
- Tab #5:
 - Pledge List and Letters - Overall list of pledges and actual letters of financial commitment and letter indicating in-kind contributions.
- Tab #6:
 - Resolutions of Support
 - Attachment #11 – Municipal Support
- Tab #7:
 - Letters of Support

OREGON MAIN STREET APPLICATION

1. Name of Municipality:
 2. Chief Administrator: Name Title
 3. Chief Elected Official: Name Title
 4. Application Contact Person:
 5. Title:
 6. Address:
 7. Phone: Email:
 8. Municipal Population: 1990 2000 2008
 9. Name of County:
 10. County Population: 1990 2000 2008
 11. Name of downtown Organization:
 12. How long has this organization existed?
- If you have a name for the organization, have papers been filed for an EIN and tax status?
- Yes No
13. Municipal 2008 budget (including School portion): \$
 14. Municipal 2008 budget (excluding School portion): \$

LOCAL ASSURANCES AND AUTHORIZATION

As the representative of the local governing body of

I hereby certify that the information in the Application is accurate and correct.

Chief Elected Official:

Title:

Address:

Phone:

Fax:

Email:

Signature: _____

Date:

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

Downtown Development Organization Representative:

Title:

Address:

Phone:

Fax:

Email:

Signature: _____

Date:

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

Name:

Title:

Address:

Phone:

Fax:

Email:

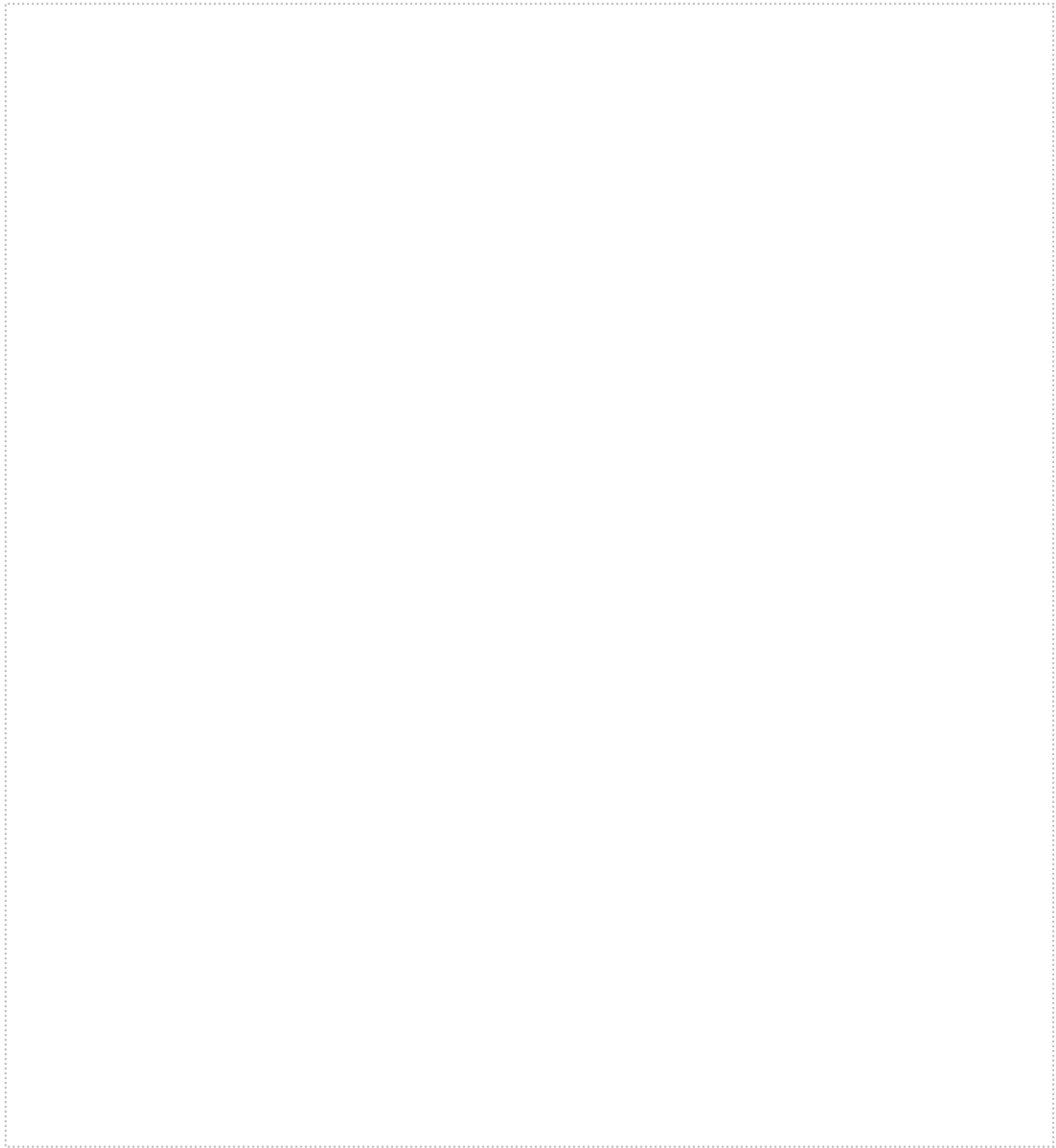
Signature: _____

Date:

I. Community Characteristics - Resource and Asset Identification

The degree to which the municipality has collected relevant information about economic activity in the municipality and surrounding area.

- 15. Briefly, trace the development of your community. Include basic historical background such as how and when the town/city began and the original foundations for the economy. Discuss significant changes in the community over the years and the factors that have brought about prosperity and/or decline and trends currently affecting the downtown. ***Use only the space provided.***



COMMUNITY WIDE INFORMATION

16. Number of households:

1990	<input type="text"/>
2000	<input type="text"/>
2008	<input type="text"/>

Average household size:

1990	<input type="text"/>
2000	<input type="text"/>
2008	<input type="text"/>

17. Median Income:

1990	<input type="text"/>	2000	<input type="text"/>	2008	<input type="text"/>
------	----------------------	------	----------------------	------	----------------------

18. List the community's major assets, including any special characteristics. ***Please limit comments to the space provided.***

19. List the community's major liabilities. Please limit comments to the space provided.

TARGET AREA INFORMATION

20. List the proposed Main Street Program target area's major assets, including any special characteristics. *Please limit comments to the space provided.*

21. List the proposed Main Street Program target area's major liabilities and needs. *Please limit comments to the space provided.*

22. What is the size of your community's labor force? (Cite source and date.)

23. What is your community's unemployment rate? (Cite source and date)

24. Name the five largest employers in your community. Include the number of people they employ. (Private and/or public sector employers.)

25. List other employers of note that have a significant impact on your downtown.

26. Does your municipality have the following?

	YES	NO	
Economic Improvement District (EID)	<input type="checkbox"/>	<input type="checkbox"/>	
Tax Increment Finance District (TIF)	<input type="checkbox"/>	<input type="checkbox"/>	
Economic Development Plan	<input type="checkbox"/>	<input type="checkbox"/>	
Community-wide Master Plan	<input type="checkbox"/>	<input type="checkbox"/>	Dated <input style="width: 150px;" type="text"/>
Downtown Master Plan or Overlay District	<input type="checkbox"/>	<input type="checkbox"/>	Dated <input style="width: 150px;" type="text"/>

Have you participated in any of the following:

Transportation Growth Management (TGM) Workshop	Dated	<input style="width: 150px;" type="text"/>
Oregon Downtown Development Association (ODDA) Plan	Dated	<input style="width: 150px;" type="text"/>
Transportation Enhancement (TE) Project	Dated	<input style="width: 150px;" type="text"/>
Community Development Block Grant (CDBG)	Dated	<input style="width: 150px;" type="text"/>
Other: <input style="width: 350px;" type="text"/>	Dated	<input style="width: 150px;" type="text"/>

Is there a seasonal population fluctuation in your community due to tourism, seasonal residency, educational facilities, etc.? If so explain why, estimate the change in population and its effect on the community and Main Street target area.

27. In developing the Main Street Program, it became obvious that collaboration among all revitalization groups in a community would be critical to success. Please list the organizations involved in promoting, marketing, and revitalizing the business areas in your municipality. List all paid staff persons in the municipality who are involved with economic development such as municipal staff, Chamber of Commerce Director, etc. What other area economic development resources are available to your community? Describe their involvement/support of your downtown revitalization efforts. How has your Application Committee been involved and with these other entities?

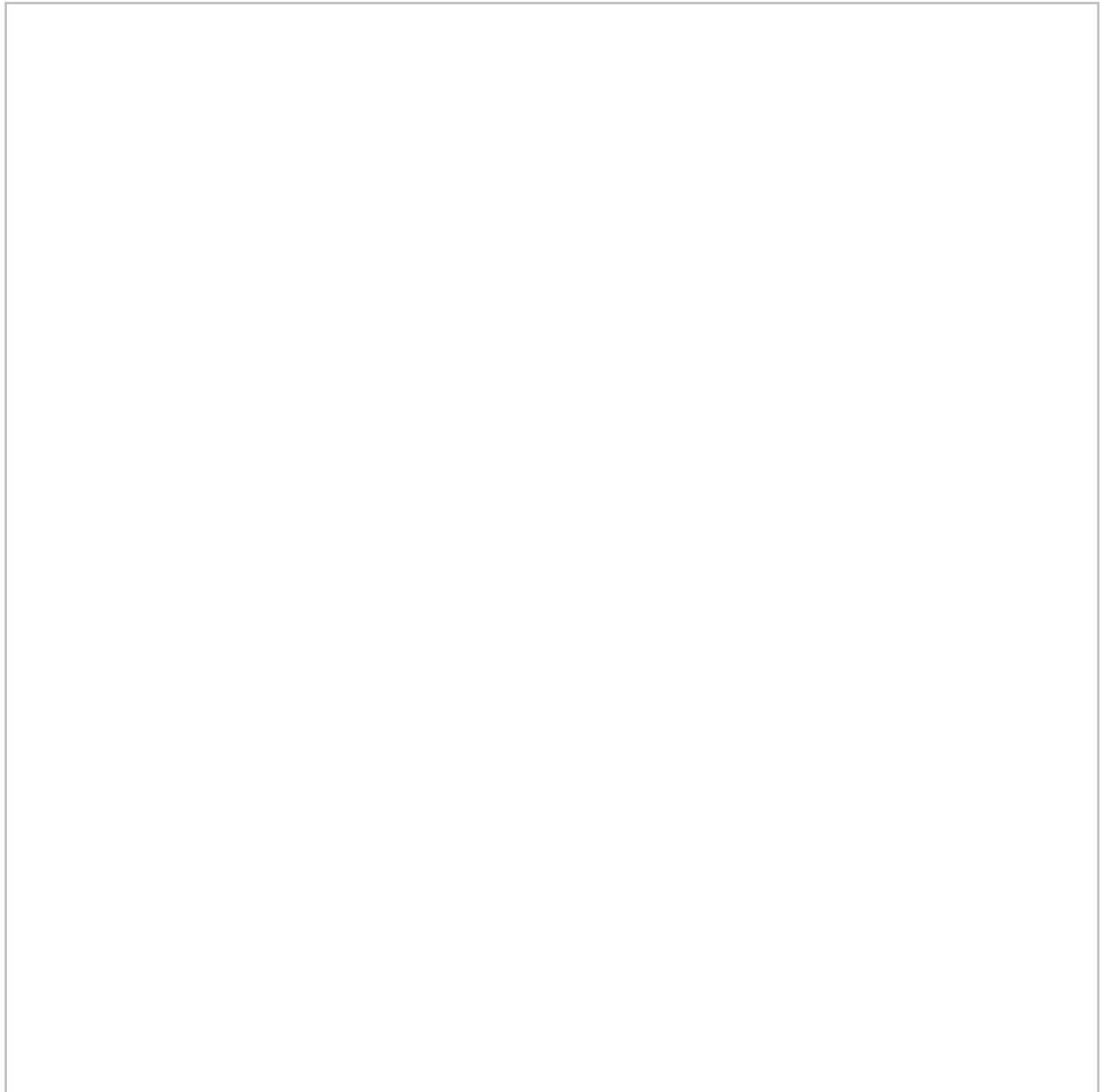
28. What is the population of your community's primary trade area?
(Trade area is defined as the population base that regularly uses your downtown for basic retail/service business).
29. Attach a map outlining your community's primary trade area as "Trade Area - Attachment #1. Cite the source used for this map. (Map may be no larger than 8 1/2" x 11" or 11" x 17" folded to 8 1/2" x 11". Map to be labeled and inserted behind Tab #1 in the bound application).
30. Briefly, describe the other prominent business districts in your area including any regional malls, strip shopping centers, and major discount stores. List their distance from your downtown.

31. Names of financial institutions located in your community:

II. Downtown Characteristics

The cohesiveness, distinctiveness, character of, and variety of business activity conducted in the proposed program target area.

32. Please attach a map clearly outlining the Main Street Program target area as "Program Area - Attachment #2". Also indicate on this map the boundaries of any Central Business District, Tax Increment Financing District, and Economic Improvement District within or adjacent to the program area. *(Map may be no larger than 8 1/2" x 11" or 11" x 17" folded to 8 1/2" x 11". Map to be labeled and inserted behind Tab #1 in the bound application).*
33. Discuss the characteristics that make the Main Street Program target area a cohesive and recognizable district with distinctive features, architectural character, and include green space areas.



Questions 35 - 56 deal with the proposed Main Street Program target area.

34. Size of proposed Main Street Program target area? # of blocks

35. Number of businesses # of biz

As Attachment #6, behind Tab #2, list all names of businesses (retail, service, religious facilities and government offices in downtown area

36. Number of Full Time jobs #
Source:

37. Number of Part Time Jobs #
Source:

38. Number of commercial buildings #
Source:

39. What is the estimated average rent per square foot for commercial buildings? \$ /sf

40. How many buildings have vacant first floors? (Attach map of empty buildings as "Vacant Buildings - Attachment #3" behind Tab #1.)

By number By square footage

41. What percentage (%) of properties are:
Owner occupied? Renter occupied?

42. What percentage of these renter-occupied buildings are controlled by absentee (non-local) landlords?

43. Number of single-family units (houses)?

44. Number of multi-family buildings exclusively designated as apartment buildings, condos.
Total Units

45. Vacant residential properties?

46. Number of upper floor housing units above commercial space?

47. What percentage of the upper floor space is vacant?

(Attach map as "Upper Floor Vacancies - Attachment #4" behind Tab #1.)

48. How much upper floor space is suitable for housing and/or office development?
 square feet.

49. Please name or describe public open space (i.e. parks, town common) that exist in the program target area.

a)	<input type="text"/>	square feet (approx)	<input type="text"/>
b)	<input type="text"/>	square feet (approx)	<input type="text"/>
c)	<input type="text"/>	square feet (approx)	<input type="text"/>
d)	<input type="text"/>	square feet (approx)	<input type="text"/>

50. What number and amount of square footage is devoted to each of the following:

Business/Service Type	Number	Square Footage
Accounting/Tax		
Antiques/Collectibles		
Apparel/Clothing		
Auto Oriented Businesses		
Book Stores		
Child Care		
Churches/Synagogues		
Civic		
Dry Cleaners/Laundry		
Education		
Financial Institutions		
Florist		
Furniture/Appliances		
General Stores		
Gift/Card		
Government		
Grocery		
Hair Styling		
Hardware		
Hotel/Motel		
Insurance		
Jewelry		

Law Offices		
Library/Research		
Liquor Stores		
Manufacturing		
Medical Offices		
Music Store		
Newspaper/Radio/TV		
Non-Profit Organizations		
Office/Miscellaneous		
Pharmacy/Drug Store		
Real Estate		
Recreation		
Restaurants/Taverns/Catering		
Senior/Community Center		
Shoe Shop/Repair		
Sporting Goods		
Storage/Warehouse		
Theater/Movie Rental		
Vacant		
Other (Please Identify):		
Other (Please Identify):		
Other (Please Identify) :		
Other (Please Identify):		
Other (Please Identify):		

51. Name federal, state, county and municipal government agencies in the proposed program target area?

52. Attach a map/maps showing the business mix and retail mix in each block of the Main Street Program target area ("Business Mix - Attachment 5", behind Tab #1)*. Show zoning on an overlay map.

53. Does your downtown have separate zoning ordinances? Yes No If so, how is your program area zoned? ("downtown Zoning - Attachment #7" behind Tab #3.)

54. Number of property sales in Main Street Program target area: 2006, 2007 & 2008:

2006 2007 2008

55. Equalized assessed value of property in the proposed Main Street Program target area:
\$

Equalized assessed value of property, not taxed (ex. government, religious, non-profit) in the Main Street Program target area: \$

***All maps must be folded down to 8 1/2" x 11".**

III. Historical Identity

The historic significance of the proposed program target area and the interest in and commitment to historic preservation.

56. What is the approximate age of the existing building stock in the Main Street Program target area:

Pre-1800	<input type="text"/>	%	1901-1925	<input type="text"/>	%	1976 - 2000	<input type="text"/>	%
1800-1850	<input type="text"/>	%	1926-1950	<input type="text"/>	%	Post 2000	<input type="text"/>	%
1851-1900	<input type="text"/>	%	1951-1975	<input type="text"/>	%			

57. Please discuss and distinguish any publicly supported or privately developed historic preservation projects that have taken place throughout your community since 1990.

58. Give dates and titles of any historical or architectural survey or inventory that has been conducted in the Main Street Program target area to identify and evaluate potential historic properties. Provide the name of the organization, firm, or individual who conducted the survey.

59. Identify any historic district(s) in the downtown area listed on the State or National Register of Historic Places. Also, list properties within the area that are listed individually on the National Register.

60. Does the downtown have a locally designated historic district in the proposed Main Street Program target area? If so, please describe.

61. Does your community have the following

	YES	NO
Historic inventory	<input type="checkbox"/>	<input type="checkbox"/>
Zoned Historic District	<input type="checkbox"/>	<input type="checkbox"/>
Historic District Commission	<input type="checkbox"/>	<input type="checkbox"/>
Heritage Commission	<input type="checkbox"/>	<input type="checkbox"/>
Sign ordinance	<input type="checkbox"/>	<input type="checkbox"/>
Design Guidelines/Review Board	<input type="checkbox"/>	<input type="checkbox"/>
Certified Local Government (CLG)	<input type="checkbox"/>	<input type="checkbox"/>
Downtown Master Plan	<input type="checkbox"/>	<input type="checkbox"/>

62. Please discuss any historic preservation projects your community and/or organization plans to undertake in the next three (3) years within the Main Street Program target area.

IV. Program Goals - Need

The need for the Main Street Program in the municipality and its expected impact on the municipality.

63. Why does your community need a Main Street Program? List immediate and future challenges facing your community.

64. What does your program expect to achieve by participating in the Main Street Program? Identify the community's major goals for the first five years of your program. Be specific and identify the outcome or results expected.

65. What will your community or organization do if not selected as a Main Street Community?

66. Do current zoning ordinances allow downtown housing and/or business development or restrict any housing development?

67. What housing activities have taken place in the program target area in the last 10 years, such as new housing development, conversion of unused or upper story space in historic buildings, rehabilitations, etc.

68. What are your community's goals/objectives/plans/attitudes to address downtown housing? Also discuss if there have been residential conversions or rehabilitations over the last ten years.

69. What are your community's goals/objectives/plans/attitudes to address housing throughout the community (elderly, single-family, and affordable/workforce)? Has the community established or considered a Vertical Housing District?

70. What are your community's goals or efforts regarding downtown commercial development? Discuss previous initiatives, successful or unsuccessful. Discuss how this relates to any local development that may be proposed outside your Main Street Program target area.

71. Where are your Post Office, City Hall, County Courthouse, schools, and library? If they are in your downtown, have there been any discussions about relocation? Do you see relocation of the public buildings and services, etc., as an issue for your downtown?

V. Readiness to Participate – Organization

The ability of the applicant to successfully implement the Main Street Program.

72. Why do you think your downtown would be a successful Main Street Community, using the National Main Street Four-Point Approach model?

73. Attach an organizational chart of the Main Street Program organization named in question 12 as “Organization Chart - Attachment #8”, behind Tab #4.
74. Describe how this organization was formed. Is it incorporated? Please provide documentation and include a copy of the incorporation papers, By-Laws, and IRS tax status determination letter, if in place, as “Organization Document - Attachment #6”, behind Tab #4.

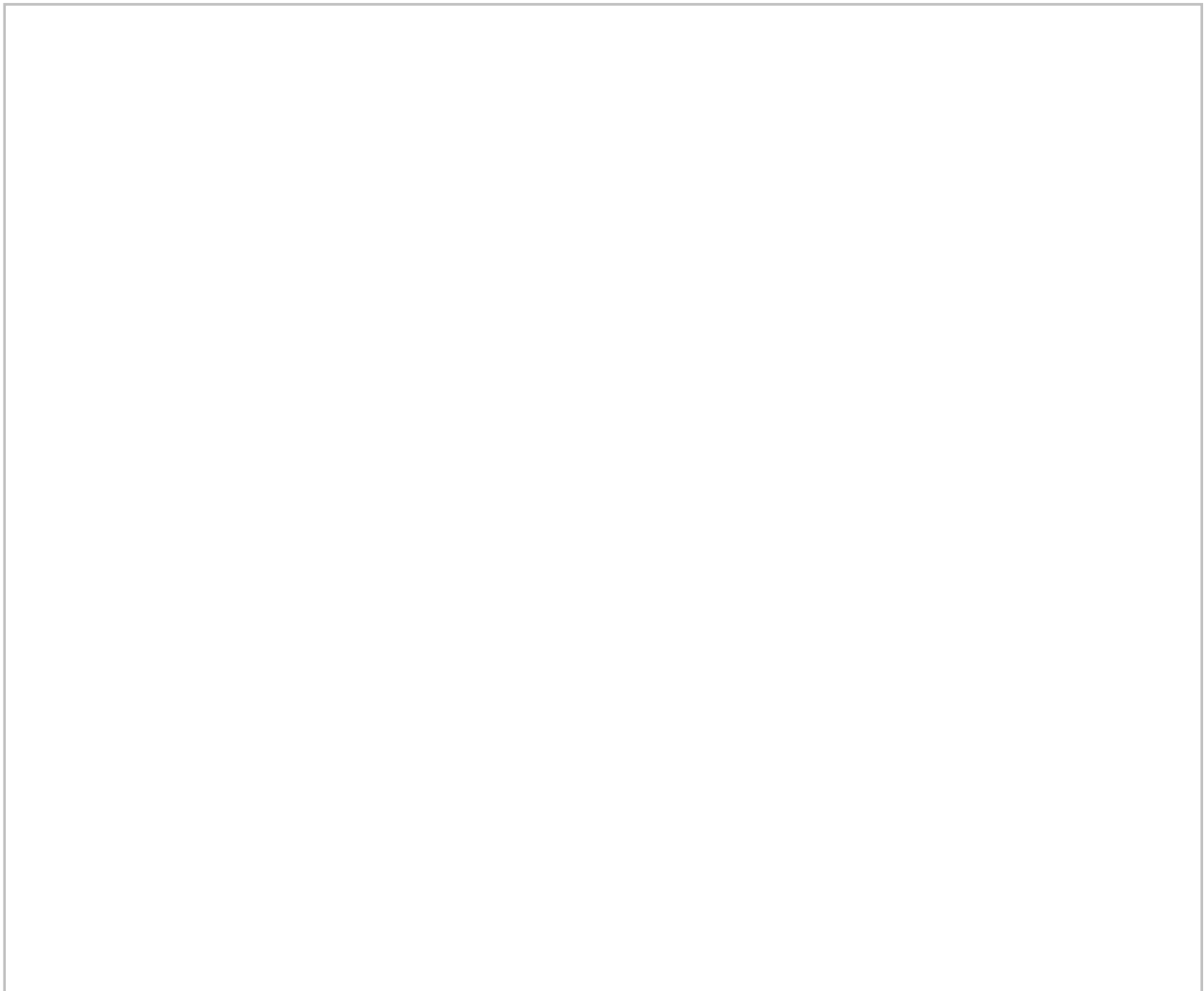
75. Please list the members on the Board of Directors, Main Street/downtown Committee or Task Force and the businesses and/or organizations represented.

76. List the individuals who filled out the application, the section(s) they worked on and the businesses and/or organizations represented.

77. What will be the role of your local Main Street Program Manager? Be specific. To whom will the local Main Street Executive Director/Program Manager be accountable? Attach a copy of the Executive Director/Program Manager job description. (Attach as "Job Description - Attachment #10" behind Tab #4.)



78. How have you informed other community groups and citizens about the Main Street Program? Explain efforts and response.



79. If selected, how will you continue to generate public awareness of your involvement in the Main Street Program? What efforts will you take to involve/update groups within the community?

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

Willingness to Share Information - The local Main Street Organization's commitment and ability to share the knowledge gained through the program with other communities is a requirement for communities selected for the Main Street Program.

81. What methods will be used to share and collect knowledge gained from the Main Street Program with other communities?

VI. Support and Funding - Public/Private Sector Commitment

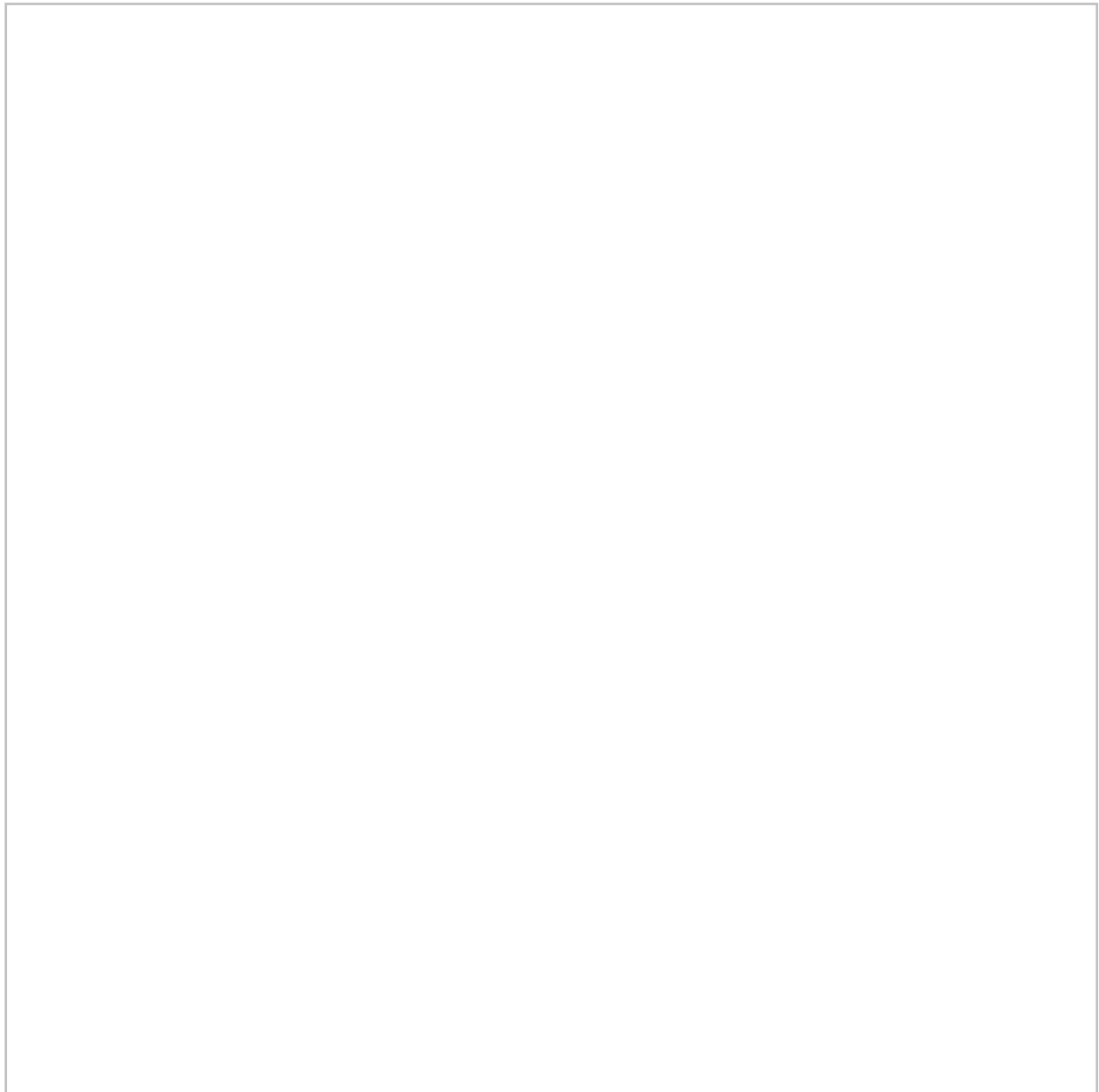
The level of public sector interest and commitment to a local Main Street Program.

82. How will your local government (the public sector) participate in the local Main Street Program if your municipality is selected?

83. Attach a resolution of support from your municipal government as “Municipal Support - Attachment #11”, behind Tab #6.

84. How will the private sector participate in the Main Street Program if your community is selected? Discuss anticipated participation by downtown businesses, local industry leaders, local citizens, and community organizations. *(Solicit letters of support for this application from each of these groups)*

85. List specific activities and projects undertaken in the Main Street Program area during the past two years by the public/private sector that demonstrate interest and support for revitalization of the Main Street Program Area. Include any public relations campaigns established to highlight the importance of downtown. Give a brief description of the scope of these activities, projects, or programs and summarize the ability to, and the potential impact of, these activities, projects and programs on a local Main Street program, rating them from 1 (small impact) to 10 (large impact). (Efforts such as the creation of a Economic Improvement District, the development of financial assistance programs, conducting a retreat, beautification projects or other similar activities that demonstrate commitment to the revitalization effort, should be briefly described. The number of persons, businesses, or organizations involved and dollar amounts expended are important details.)



86. List specific activities and projects in progress or planned in the Main Street Program area for the next two years by the public/private sector that demonstrate interest and support for revitalization of the Main Street Program area. Give a brief description of the scope of these activities, projects or programs, and summarize the ability to, and the potential impact of these activities, projects and programs on a local Main Street program, rating them from 1 (small impact) to 10 (large impact). *(Efforts such as the development of financial assistance programs, conducting a retreat, beautification projects or other similar activities that demonstrate commitment to the revitalization effort, should be briefly described. The number of persons, businesses, or organizations involved and dollar amounts budgeted are important details.)*

Financial Capacity - The financial capability to employ a full-time manager (40 hours per week minimum with a population 5,000 and above) or part-time manager (at least 25 hours per week with a population under 5,000), fund local Main Street Program projects, maintain a dedicated office space (not necessarily a separate office), and possess a new computer system with internet service are essential components of an effective program. A variety of funding sources should be utilized. A minimum budget of \$40,000 annually is expected for a small community, \$50,000 annually for a medium size community, and \$75,000 annually for a large community (exclusive of any in-kind donations except for donated office space). The Oregon Main Street Program expects that the Board of the Main Street Program will spearhead and maintain an ongoing fundraising effort on behalf of the organization. Include monies for at least part-time administrative help.

87. Complete the following income and expense sheets for each of the first three years of the program.
88. Include behind Tab #7 a list of pledges for years one, two, and three. Actual signed letters should be included in the application, behind the overall list of pledges. Indicate which pledges are in-kind donations on this pledge list, and include actual letters of in-kind support. Please be sure that pledge letters indicate, via a checked box or other means, that investors understand “this program is an ongoing effort beyond three years and they may/will be asked to pledge again.”

**THREE-YEAR BUDGET
SOURCES OF INCOME AND DONATIONS**

(NOTE: The Main Street program is an ongoing program and NOT limited to three-years)

	1 st Year	1 st Year	2 nd Year	2 nd Year	3 rd Year	3 rd Year
	Projected Income	Amount Pledged	Projected Income	Amount Pledged	Projected Income	Amount Pledged
SOURCE						
Local Government						
Cash	\$	\$	\$	\$	\$	\$
In-Kind	\$	\$	\$	\$	\$	\$
Downtown Businesses & Property Owners						
Cash	\$	\$	\$	\$	\$	\$
In-Kind	\$	\$	\$	\$	\$	\$
Local Citizens						
Cash	\$	\$	\$	\$	\$	\$
In-Kind	\$	\$	\$	\$	\$	\$
Businesses Outside of the Downtown						
Cash	\$	\$	\$	\$	\$	\$
In-Kind	\$	\$	\$	\$	\$	\$
Grants Be Specific						
	\$	\$	\$	\$	\$	\$
	\$	\$	\$	\$	\$	\$
	\$	\$	\$	\$	\$	\$
Other Be Specific						
	\$	\$	\$	\$	\$	\$
	\$	\$	\$	\$	\$	\$
	\$	\$	\$	\$	\$	\$
*Total	\$	\$	\$	\$	\$	\$

1) Applicant may substitute spreadsheet for this table as long as it contains categories, column labels, and totals as shown.

2) Actual Pledge Letters should be included in the application, behind a listing of all pledges.

3) Total should equal all In-Kind and Cash columns.

THREE-YEAR BUDGET EXPENDITURES (USES)

(NOTE: The Main Street program is an ongoing program and NOT limited to three-years)

	1 st Year Amount	2 nd Year Amount	3 rd Year Amount
Manager's Salary			
Managers' Benefits			
Additional Staff Salary			
Additional Staff Benefits			
Travel			
Professional Development			
Rent			
Utilities			
Telephone			
Office Supplies			
Postage			
Insurance/Bonding			
Accounting/Legal Fees			
Equipment ¹			
Dues/Subscriptions			
Printing/Photocopying			
Photographic Supplies			
Promotional Committee			
Economic Restructuring Committee ²			
Design Committee			
Organization Committee			
App. for 501(c)(3) Tax Status (1 yr.)			
Contingency			
Other (Specify)			
TOTAL ³			
TOTAL IN-KIND			
TOTAL CASH			

*In-kind donations should be indicated below. Supporting documents must be included as part of Attachment 6

¹ Include computer equip., fax, answering machine & internet service. Purchase/donation of these items is important.

² Funds used to assist businesses with façade grants, workshops, consultants, etc.

³ Total expenditures should equal Total from previous page.

89. Complete the following by providing the percentage each group is pledging each year.

	2009	2010	2011
Local Government			
Downtown Businesses and Property Owners			
Local Citizens			
Businesses Outside of the downtown			
Other			