

Oregon Main Street 2012 Program Handbook



Oregon Main Street is administered by the State Historic Preservation Office (Oregon Parks and Recreation Department)

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The Main Street Approach®

Main Street® is a philosophy, a program, and a proven comprehensive approach to downtown commercial district revitalization. This approach has been implemented in over 2,200 cities and towns in 40 states across the nation with the help of the National Trust Main Street Center and statewide downtown revitalization programs.

The success of the Main Street Approach® is based on its comprehensive nature. By carefully integrating four points into a practical downtown management strategy, a local Main Street program will produce fundamental changes in a community's economic base:

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

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

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

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

The Eight Guiding Principles

While the Main Street Approach® provides the format for successful revitalization, implementation of the four-point approach is based on eight principles that pertain to the entire revitalization effort. The most successful Main Street revitalization programs use these principles to guide and strengthen their endeavors:

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

2. Incremental. Small projects make a big difference. They demonstrate that "things are happening" on Main Street and hone the skills and confidence the program will need to tackle more complex projects.

3. Self-Help. Oregon Main Street can provide valuable direction and technical assistance, but only local leadership can breed long-term success by fostering and demonstrating community involvement and commitment to the revitalization effort.

4. Public/Private Partnership. Every local Main Street program needs the support and expertise of both the public and private sectors. For an effective partnership, each must recognize the strengths and weaknesses of the other.

5. Identifying and Capitalizing on Existing Assets. Unique offerings and local assets provide the solid foundation for a successful Main Street initiative.

6. Quality. From storefront design to promotional campaigns to special events, quality must be instilled in the organization.

7. Change. Changing community attitudes and habits is essential to bring about a commercial district renaissance. A carefully planned Main Street program will help shift public perceptions and practices to support and sustain the revitalization process.

8. Action Oriented. Frequent visible changes in the look and activities of the commercial district will reinforce the perception of positive change. Small, but dramatic, improvements early in the process will remind the community that the revitalization effort is underway.

Criteria for National Designation as a Main Street® Program

The National Main Street Accreditation process evaluates established commercial district revitalization programs on the basis of ten basic performance standards, and provides national recognition to those that meet these standards. The ten performance standards provide benchmarks and guidelines on how the organization should be functioning and an incentive to organizations to perform better and be more effective.

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

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

Call the Oregon Main Street Coordinator at 503.986.0679 for more specific information about Main Street® criteria, use of the Main Street® name, or Oregon Main Street program levels.

Why is Downtown Important?

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

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

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

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

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

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

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

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

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

Downtown Revitalization Partners

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

Retail & Service Sector Business Owners

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

Property Owners

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

Chambers of Commerce

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

Financial Institutions

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

Consumers

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

City and County Government

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

Media

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

Regional Planning Commissions and Councils of Government

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

Schools and Universities

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

Historic Societies and Historic Preservation Organizations

These groups can contribute expertise in local history, preservation technology, preservation technology, and related fields to the downtown program.

Civic Clubs

By taking part in the revitalization effort, civic clubs can help improve the community's quality of life and make the downtown a more pleasant and vibrant place for community activities.

Other

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

Downtown Revitalization Stakeholder Benefits

Local Residents/Consumers

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

Property Owners

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

City Government

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

Retail Business Owners

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

Service Business Owners

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

Financial Institutions

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

Preservationists

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

County Government

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

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

Utility Companies

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

Oregon Main Street Network

A healthy, thriving downtown or neighborhood commercial district is an asset to any community. This is especially true if the community is endeavoring to preserve its historic character, sustain or grow its local economy, and create or retain jobs. Oregon Main Street provides resources, education, training, and services that preserve and enhance the built environment, protect local heritage and cultural resources, and stimulate the economic vitality of participating communities.

Oregon Main Street uses the successful Main Street® methodology developed by the National Trust for Historic Preservation as its foundation for assistance. This approach emphasizes four critical areas of revitalization: organization helps everyone work towards the same goals and maximizes involvement of public and private leaders within the community; promotion brings people back downtown by helping to attract visitors, shoppers, and investors; design enhances a district's appearance and pedestrian amenities while preserving its historic features; and economic restructuring stimulates business development and helps strengthen the district's economic base.

Meeting the Needs of Oregon Communities

An important objective of the Oregon Main Street Program is to provide assistance to all communities in Oregon whether they are just beginning to explore options for their downtown or seeking national recognition as an accredited Main Street® town. To accomplish this, services are offered through a tiered system. The levels include:

Affiliate is for communities that do not wish to become a designated Main Street community or wish to apply the Main Street Approach® in a non-traditional commercial setting and want to receive notification of workshops and conferences sponsored by Oregon Main Street. Interested communities may join at anytime by completing a brief application form.

Exploring Downtown is for communities just starting a downtown revitalization effort and wish to learn more about using the Main Street Approach®. Interested communities may join at anytime by completing a brief application form.

Transforming Downtown is for communities who are committed to downtown revitalization using the Main Street Approach® but need technical assistance to take them to the next level. Participation at the Transforming Downtown level does not guarantee selection as a designated Main Street community, but it can help communities strengthen their revitalization efforts. Application rounds are held as resources permit

Performing Main Street is for those communities with independent nonprofit organizations using the Main Street Approach® as the basis for their downtown revitalization efforts. Application rounds are held as resources permit.

A summary of the requirements and services is shown on the following table.

Oregon Main Street At-A-Glance

	Affiliate	Exploring Downtown	Transforming Downtown	Performing Main Street
Requirements				
Traditional Main Street District		X	X	X
Use Main Street Approach		consider	X	X
Independent Organization			work toward	X
Adequate Operating Budget			work toward	X
Employ Executive Director			work toward	X
Participate in Training	1 req./yr.	1 req./yr.	X	X
Share Information w/other towns			X	X
Meet National Accreditation Standards				X
Current NTMSC member			X	X
Provide Progress Report		X	X	
Comply with state and national policies			X	X
Services*				
Reconnaissance Visits			X	X
Intro to MS Community Presentation	X	X	X	X
New Exec. Director Hiring Assistance			X	X
New Exec. Director Orientation		X	X	X
Main Street "Starter Kits"				X
Assist. w/ Mission/Vision Statements			X	X
Board Training			X	X
Committee Training			X	X
Work Plan Assistance		X	X	X
Year End Evaluations			X	X
Resource Team				X
Main Street Network Meetings (3/yr)			X	X
Invite to Statewide Workshops (3/yr)	X	X	X	X
Technical Assistance			X	X
State Conference		X	X	X
National Conference Scholarships			X	X
Public Relations		X	X	X
Telephone Consultation	X	X	X	X
NTMSC Membership (1 st yr.)			X	X
Resource Lending Library		X	X	X
ListServe Access		X	X	X
Reconnaissance Level Hist. Bldg. Survey		X		
Eligible for Excellence in DT Revit. Awards		X	X	X

*Types of services local programs may be eligible for depending on available state resources and local community progress in implementing a downtown revitalization program.

Description of Services

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.

B. Assistance in Hiring a downtown Executive Director/Program Manager Orientation

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 helping outline a hiring process, developing a job description, providing information to free job listing services, and participating in interviews.

C. New Executive Director/Program Manager Orientation

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.

D. 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.

E. 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.

F. 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.

G. Committee Training

Oregon Main Street staff is available to conduct 90-minute workshops for each of the 4-standing committees based on the Main Street Approach. The workshops cover the main areas of responsibility of the committees, who typically serves, roles and responsibilities of the chair and committee members, and introduction to work plan development..

H. Development of a First Year Work Plan for downtown

Oregon Main Street Program staff will facilitate community work plan sessions to identify projects, tasks, budgets and timelines for each of the four Main Street Committees.

I. 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 and providing recommendations 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. Oregon Main Street 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.

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. Meetings are rotated throughout the state.

K. Workshops

Executive Directors/Program Managers and a minimum of one 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. Workshops are rotated throughout the state.

L. Discounts and Scholarships

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 2012, the conference is in Baltimore, Maryland.

M. Local Program Evaluation

At the end of their first year in the program, and each year thereafter, the Oregon Main Street Program will conduct a one-day Local Program Evaluation 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.

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. 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.

Q. Excellence in Downtown Revitalization Awards

All Oregon main Street participants are eligible to submit nominations for outstanding achievements in each of the four areas of the Main Street Approach®. Awards will be presented during a special celebration at the annual state conference.

R. 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.

S. 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.

T. Access to the Oregon Main Street List Serve

The Oregon Manager’s List Serve is the place to share ideas and ask questions from the network of Performing Main Street, Transforming Downtown, and Exploring Downtown participants.

Oregon Main Street Partners

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

Checklist for Starting a Downtown Revitalization Program

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

Then, If You Decide to Move Ahead...

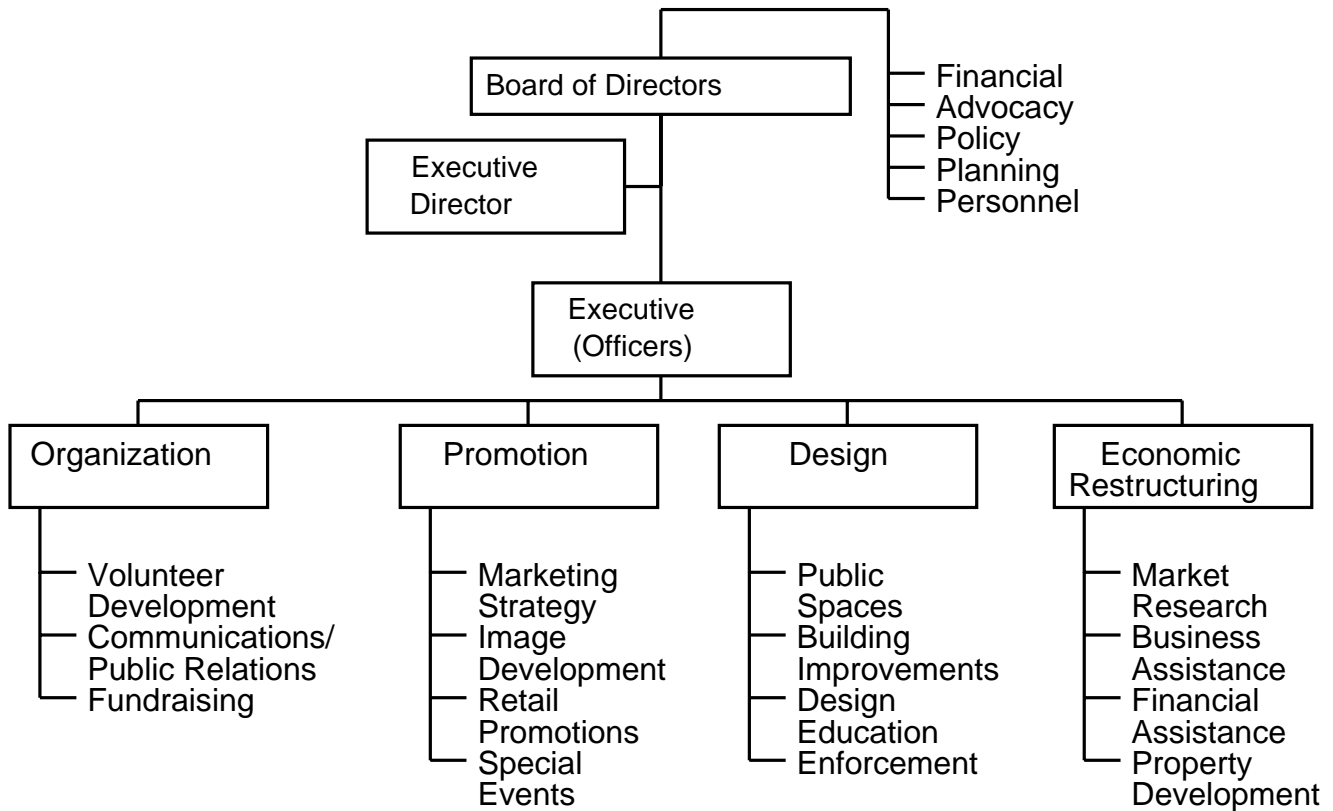
- Identify possible board members and supporters. Create an interim board of directors (5-9 people).
- Once formed, the interim board should choose a name for the organization. Pick something that is simple, straight forward, and businesslike—your booklet has samples. Save the "catchy and cute" for a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

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

Nonprofit, Tax-exempt Organizations

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

Typical Main Street Organizational Chart



Anytown Downtown Association Bylaws

ARTICLE I Name and Term

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

ARTICLE II Offices

A. Principal office: The principal office of the ADA will be in the State of Oregon, County of Gooding, City of Anytown. Further, it will be located within the boundaries of the Anytown Downtown Association.

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

ARTICLE III Corporate Seal

ADA will have no corporate seal.

ARTICLE IV Purposes

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

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

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

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

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

ARTICLE V Powers

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

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

ARTICLE VI Boundaries and Membership

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

B. Membership: Any individual, business, or organization interested in becoming a member of the ADA can file an application for membership in such form as the Board of Directors prescribes. Each active member will be entitled to one vote on matters that come before the membership. The Board of Directors will establish annual dues as it deems appropriate. Such establishment of dues will include method of payment. Any member may resign from membership in the Association upon giving written notice thereof to the Secretary or the Executive Director of the Association. Members who resign from membership will not be entitled to vote or receive refund of dues therefore paid.

ARTICLE VII
Membership Meetings

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

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

ARTICLE VIII
Directors

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

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

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

D. Elections: Directors will be elected by the membership by mailed ballot. Tallying of ballots will be completed, and the new Directors announced at the Annual Meeting. Every member will have one vote for each available Director's position. Nominations to the ballot slate will be made either: 1) by petition submitted to the ADA office more than 25 days in advance of the annual meeting, signed by five members; or 2) by the nominating committee, which will consist of the outgoing Board members and the President. Ballots will be mailed to each member more than 14 and less than 24 days before the annual meeting. Ballots must be received at the ADA office by 5 p.m. on the day before the annual meeting. In the event of a tie, a runoff election will be held by written ballot at the annual meeting. In the event there is not a Director elected from

the three categories listed in Article VIII, B; then the new Director with the fewest votes will not be named, and an election for that position will be held by written ballot at the annual meeting.

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

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

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

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

I. Electronic Voting: Board members, by providing an address to receive electronic transmission, consent to electronic transmission of information (including meeting notices) and to conduct votes via electronic transmission. Such votes are considered final action on the matter if there is unanimous consent of the board. After two successive failed attempts to contact a board member by electronic means, consent by that board member will be considered to be revoked.

ARTICLE IX Officers

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

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

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

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

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

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

ARTICLE X Committees

ADA will have the following standing committees:

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

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

ARTICLE XI Finances and General Provisions

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

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

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

ARTICLE XII Books and Records

Correct books of account of the activities and transactions of the Corporation shall be kept at the office of the Corporation. These shall include a minute book, which shall contain a copy of the Certificate of Incorporation, a copy of these Bylaws, and all minutes of meetings of the Board of Directors.

**ARTICLE XIII
Indemnification**

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

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

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

**ARTICLE XIV
Conflict of Interest**

Any member of the board who has a financial, personal, or official interest in, or conflict (or appearance of a conflict) with any matter pending before the Board, of such nature that it prevents or may prevent that member from acting on the matter in an impartial manner, will offer to the Board to voluntarily excuse him/herself and will vacate his seat and refrain from discussion and voting on said item.

**ARTICLE XV
Amendments**

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

This document is a complete and correct copy of the ADA's bylaws, adopted by the Board of Directors on this date, May 3, 2009, and are now in effect.

Rick Jones, Secretary
Anytown Downtown Association

Date

Potential Funding Sources

City Government

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

Memberships

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

Corporate Donations

Corporate donations may be distinguished from membership dues primarily by the size of contribution. Many corporations have actively supported commercial revitalization efforts through donations of money, services, and equipment. And, most look upon donations to social and economic development causes as investments in the community. Their willingness to give will be directly proportional to their existing or future corporate presence in the community. A corporation will typically evaluate a donation in terms of return on investment (usually in terms of dollars, publicity, human betterment, or economic growth).

Economic Improvement Districts/Business Improvement Districts

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

Local Transient Lodging Tax

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

Fundraising Events

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

Product Sales

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

Sponsorships

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

Retail Fees

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

Foundations

Foundation donations are grants given by foundations to aid social, educational, charitable, religious, and other activities which serve the common welfare. Foundations are non-governmental, nonprofit organizations which, primarily through investment of their assets, have produced income that is awarded as grants. Foundations generally have restrictions concerning what they will and will not support. In order to qualify for a foundation grant you must be a tax-exempt organization recognized by the IRS. Foundation grants can be used to fund public improvements, public facilities, technical assistance, promotions, and downtown management depending on the purpose, activities, and area of interest of the foundation.

Volunteers

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

Service Fees

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

Subsidy From Profitable Business

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

First Year Operating Budget: Sample Mid-Size

ANYTOWN 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)	38,000		30,000
Benefits	1,800		1,800
Payroll Taxes	4,560		4,560
Clerical, Bookkeeping	420	300	720
Filing Fees, etc.	1,000		1,000
Total Personnel	45,780	300	46,080
Office			
Rent	2,800	2,400	5,200
Utilities	450		450
Telephone	1,200		1,200
Internet	900		900
Office Supplies	850	200	1,050
Postage	1,100		1,100
Org. Insurance	1,000		1,000
Equip./Repair	600	1,500	2,100
Dues and Subscriptions	400		400
Total Office	9,300	4,100	13,400
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	69,830	11,400	81,230

First Year Operating Budget: Sample Small-Rural

ANYTOWN 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)	19,000		19,000
Benefits	1,100		1,100
Payroll Taxes	2,280		2,280
Clerical, Bookkeeping	420	300	720
Filing Fees, etc.	1,000		1,000
Total Personnel	23,800	300	24,100
Office			
Rent	2,880	2,400	5,280
Utilities	450		450
Telephone	900		900
Internet	900		900
Office Supplies	600	200	800
Postage	900		900
Org. Insurance	800		800
Equip./Repair	600	1,500	2,100
Dues and Subscriptions	400		400
Total Office	8,430	4,100	12,530
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	43,280	11,400	54,680

Sample - Press Release

FOR IMMEDIATE RELEASE

DATE: FEBRUARY 7, 2010

CONTACT: Thomas P. Hercules, Hercules Auto Supply, (503) 999-9999

NEW ASSOCIATION FORMS TO REVITALIZE DOWNTOWN ANYTOWN

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

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

A group of 9 people from within the community have already volunteered to serve as interim board members until the first annual meeting. Selecting officers, writing bylaws, and determining a budget are some of the first organizational tasks the group will undertake.

The group will use the “Main Street Approach” to downtown revitalization which has been used successfully in over 2,200 communities across the country. Its focus is in four areas: organization, promotion, design, and economic restructuring. Some of the activities the organization might undertake include strengthening the mix of businesses, preserving the historical characteristics of downtown buildings, making the core area more pedestrian-friendly, business recruitment and retention, and coordinating promotional events throughout the year.

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

###

Ideas for Downtown Program Names

(taken from around the state and country)

- **Downtown Roseburg Association**
- **Hillsboro Downtown Associaton**
- **Partners for Progress**
- **Downtown Gadsen, Inc.**
- **Heart of Tyler Downtown Program**
- **Webster Downtown Association**
- **Vista Downtown Development Association**
- **Harlan Downtown Revitalization Program**
- **Dallas City Center, Inc.**
- **Downtown Kingsport Association**
- **Mountain Grove Central Business District Association**

Try to avoid being “too cute” or “too creative” in selecting your organization’s name. Instead, save that for a promotional slogan. The name you choose should be pretty straightforward and businesslike.

Also, please note that only communities meeting the criteria issued by the National Trust Main Street Center and certified by a state program may use the words Main Street® in their name.

Examples of Logos



Board of Directors' Job Description

Official Title: Member, Board of Directors

Requirements:

Board members should be prepared to make a financial commitment, and contribute 4 - 10 hours a month to the program. Downtown revitalization program boards typically meet monthly for 60 - 90 minutes. In addition, Board members are usually expected to serve on one of the standing committees of the downtown program.

Board Responsibilities:

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

Individual Responsibilities:

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

Officers' Job Description

Official Title: Board President

Time Required:

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

General Description:

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

Major Job Elements:

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

Other Job Elements:

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

Reports to:

The board of directors

Area of Major Time Commitment:

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

Area of Greatest Expected Impact:

Monitoring accountability

Anticipated Results:

- Active participation by the membership

- Positive image of the organization
- Cohesiveness within the organization

Basic Skill and Value Requirements:

The president should have:

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

Official Title: Vice President

Time Required:

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

General Description:

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

Major Job Elements:

Determined each year

Other Job Elements:

Determined each year

Reports to:

The president

Basic Skill and Value Requirement:

The vice-president should have:

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

Official Title: Secretary

Time Required:

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

General Description:

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

Major Job Elements:

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

Other Job Elements:

Determined each year

Reports to:

The board president

Area of Major Time Commitment:

Record keeping

Basic Skill and Value Requirement:

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

Official Title: Treasurer

Time Required:

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

General Description:

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

Major Job Elements:

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

Other Job Elements:

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

Reports to:

The board of directors through the executive board

Area of Major Time Commitment:

Preparing monthly financial statements

Area of Greatest Expected Impact:

Keeping the board informed of the organization's financial status

Anticipated Results:

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

Basic Skill and Value Requirement:

- A good understanding of accounting principles and financial management
- Strong verbal and written communication skills, including good listening skills
- Be flexible and open-minded
- Be sensitive to cultural, religious, and ethnic diversity
- A strong belief in the mission statement and principles guiding a downtown revitalization program and a willingness to support them
- A good understanding of the Main Street Approach® and a willingness to be an ambassador of the concept

Board of Director Categories

The Board should be a decisive, action-oriented group, small enough to easily establish a quorum and large enough to include broad community representation. Ideally, the board should have between 7 and 9 members for smaller communities (population under 5,000) or between 9 and 11 for larger communities chosen from the following groups (note that every group does not need to have representation on the board—this list is meant to help you think through potential candidates):

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

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

Board Member Orientation Checklist

Describe the Organization to the Board Member:

- Who do we serve
- What we do
- How we're financed
- Other:

Explain and Discuss with Board Member:

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

Conduct Tours:

- Downtown program office and board room
- Downtown area

Deliver Important Information to Board Member:

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

Introduce Board Member to:

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

Collect Data:

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

Example Agenda for a Board Meeting

**Anytown Downtown Association
Board of Directors Meeting**

Tuesday, March 9, 2010

5:30 – 7:00 P.M.

ADA Office

AGENDA

1. Call to Order
2. Additions or Corrections to the Agenda
3. Approval of Regular Meeting Minutes, February 9, 2010
4. President's Report
5. Treasurer's Report
6. Executive Director's Report
7. Old Business
 - a. Action Items: Included here are items that require a vote of the board
 - b. Information items: Included here are informational items that require the attention of the board
8. New Business
 - a. Action Items: Included here are items that require a vote of the board
 - b. Information items: Included here are informational items that require the attention of the board
9. Committee Reports
 - a. Organization
 - b. Promotion
 - c. Design
 - d. Economic Restructuring
10. Announcements and Calendar
 - a. Next Board Meeting
 - b. Committee Calendar
 - c. Events and Workshops of Interest
11. Adjourn

Meeting Tips

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

Well-Rounded Committee Checklist

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

Organization Committee:

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

Promotion Committee:

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

Design Committee:

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

Economic Restructuring Committee:

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

Committee Members and Chairperson:

Roles and Responsibilities

Responsibilities of Committee Members:

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

Roles of a Committee Chair:

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

Qualities of an Effective Chairperson:

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

Executive Director's Areas of Responsibility

Major Areas of Responsibility Include:

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

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

- Coordinating activity of downtown revitalization program committees
 - Ensure communication is established
 - Assist with implementation of work plan
 - Provide ongoing volunteer support and encouragement
- Managing administrative aspects of the program
 - Record-keeping and accounting
 - Budget development (jointly with board and/or president and treasurer)
 - Purchasing
 - Preparing and filing reports
 - Filing legal documents (jointly with board and/or president and secretary)
 - Supervising other regular or contractual employees
- Developing, in conjunction with the board, appropriate downtown revitalization strategies
- Identification of unique assets and resources
- Identification of concerns and issues
- Development of a work plan that focuses on all four points of the Main Street® Approach
- Developing and conducting, in conjunction with the board and subcommittee of the board, ongoing public awareness and education programs
 - Fostering public understanding of the downtown revitalization program's mission and goals
 - Keeping the program in a positive light in the eyes of the public
- Developing a cooperative relationship with the media
- Assisting business and property owners with business and property improvement projects

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

Sample Executive Director Job Description

Anytown Downtown Association

1. Work Objectives

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

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

2. Full Range of Duties to be Performed

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

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

3. Resource Management Responsibilities

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

4. Job Knowledge and Skills Required

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

independent situation. Excellent verbal and written communication skills are essential. Supervisory skills are desirable.

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

President / Date

Employee / Date

Staff's Role in Working with Committees

The Main Street Executive Director plays an important role as a partner to each committee. Staff can help facilitate and organize each committee's projects, but should not be the person to whom all tasks are delegated. The following lists describe the executive director's general role with each committee, as well as specific roles with each committee.

The Executive Director's General Role with All Committees

The executive director *does*

- Assist with committee development by
- Helping the committees and chairs learn the mechanics of committees management and providing expert advice and information on revitalization
 - Collaborating with committee members and chairs as a strategist/planner

- Support work plan development by
- Assisting committee members in developing work plan documents
 - Helping committee members complete their projects without assuming responsibility for those activities
 - Integrating his/her own work plan with the committees'

- Assist with volunteer development by
- Helping committee chairs develop good systems for recruitment, supervision, and reward of committee members
 - Helping develop volunteer capacity of committees by participating in recruitment efforts

- Participate in committee meetings by
- Attending most committee meetings to provide technical information and professional opinions
 - Helping strategize and develop solutions to problems or issues
 - Works with committee chairs to assure that decisions and assignments are made and completed

The executive director *doesn't*

Have authority over committee or its structures

Serve as the person to whom all the committee members' work is delegated

Become the volunteers' boss

Convene and/or run committee meetings or take minutes for the committee

Executive Director's Role with the Organization Committee

The executive director *does*

- Help coordinate fund raising campaigns; newsletter production, volunteer communication, and financial systems
- Help members coordinate projects

The executive director *doesn't*

Raise funds directly; that is the job of the board and volunteers

Executive Director's Role with Promotion Committee

The executive director *does*

- Help coordinate production of PR, graphic image, and other promotional materials
- Help members coordinate special events, retail/business promotions, and advertising projects

The executive director *doesn't*

Take responsibility for taking the lead on organizing or running events

Executive Director's Role with the Design Committee

The executive director *does*

- Help coordinate information on design assistance and financial incentives for building owners
- Act as first contact for the public on preservation issues in the commercial district

The executive director *doesn't*

Take the lead on motivating design change in downtown

Executive Director's Role with the Economic Restructuring Committee

The executive director *does*

- Help coordinate data collection, analysis, financial incentive programs, and other economic development activities
- Help members coordinate business improvement seminars and workshops

The executive director *doesn't*

Assume responsibility for organizing economic restructuring projects or completing reports

Elements of Action Plans

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

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

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

Examples:

- *Organization Committee—Ensure an adequately funded, expertly managed organization.*
- *Promotion Committee—Promote the downtown as the community's social, cultural, and economic center.*
- *Design Committee—Encourage visual improvements through good design compatible with historic features.*
- *Economic Restructuring Committee—Strengthen and broaden the economic base of downtown.*

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

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

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

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

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

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

Developing One to Two Year Action Plans

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

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

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

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

1. List possible activities under each objective.
2. Determine priority activities for each objective.

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

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

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

Example – Director’s Goal Setting Session

Mission Statement:

The purpose of the Anytown Downtown Association is to develop and promote a healthy and prosperous downtown within the context of cultural and historic preservation.

Organization Committee

Goal: Ensure an adequately funded, expertly managed organization.

Objectives:

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

Promotion Committee

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

Objectives:

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

Design Committee

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

Objectives:

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

Economic Restructuring Committee

Goal: Strengthen and broaden the economic base of downtown.

Objectives:

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

Committee Brainstorming Session – Example

Committee: Promotion

Objective: Market a positive image of downtown.

Possible Activities:

Produce a business directory

Goods and Services Campaign like Walla Walla's

Monthly letters to the editor

"Discover Downtown" day

Customer Commitment Contract campaign

Downtown "historic details" contest

Friend to friend letter writing campaign

Downtown Calendar

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

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

Committee Activity List Overview – Example

Committee: Promotion **Goal:** Promote downtown as the historic, social, cultural, and economic center of the community.

Objectives/Activities:

Identify and increase the existing customer base and create new markets

- Identify existing customer groups (ER Committee will be doing detailed work on this.)
- Identify potential new markets (ER Committee will be doing detailed work on this.)
- New resident goodie bag
- Major employer/employee week
- Friday night concerts/extended store hours

Market a positive image of downtown

- Produce a business directory
- Goods and Services campaign like Walla Walla's
- Downtown "historic details" contest
- Customer commitment contract campaign

Increase awareness of historic character

- Treasure Hunt with clues based on downtown history
- Historic Downtown character parade

Continue successful promotions

- Halloween scavenger hunt
- Easter egg hunt
- Holiday open house
- Student art exhibit

Provide support for "other organizations" downtown events

- Summerfest (Lions Club)
- Christmas Parade (Lions Club)
- Summer concerts (City)

Committee Activity Action Plan – Example

Committee: Promotion

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

Objective: Market a positive image of downtown.

Activity: Produce a business directory

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

