

OREGON MAIN STREET



NEW BOARD MEMBER HANDBOOK



Oregon Main Street is part of Oregon Heritage, Oregon Parks and Recreation Department



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WELCOME TO MAIN STREET

Congratulations on your new position on the board of your local Main Street organization. Welcome to the Oregon Main Street network! You are now part of a group of dedicated Main Street board members, volunteers, and staff who are committed to helping sustain and enhance the character and economic health of historic downtowns and traditional commercial neighborhoods in Oregon and across the country.

Oregon Main Street provides assistance, training, and technical services to communities who want to strengthen, preserve, and revitalize their historic downtown and traditional neighborhood commercial districts. The program is a locally driven process following the proven Main Street Approach™ which is a practical and comprehensive model capitalizing on downtown's unique assets. The goal is to create a welcoming environment for all and build high quality, livable, and sustainable communities that will grow Oregon's economy while maintaining a sense of place. Oregon Main Street is part of Heritage Programs in Oregon Parks and Recreation Department.

Serving on a Main Street board is a rewarding experience – you have the opportunity to roll-up your sleeves to make a real difference in your community. There is a lot to learn if you are new to board experience and to the Main Street Approach™. Keeping that in mind, we have designed this resource guide to provide you with an introduction to your new responsibilities as both a downtown board member and as a steward of your community.

I wish you the best of luck in your new position, and please know that our staff is always here to assist you and your organization in your efforts to enhance and sustain your downtown or traditional commercial neighborhood district.

Sincerely,

Sheri Stuart

Sheri Stuart, State Coordinator
Oregon Main Street

NATIONAL MAIN STREET PROGRAM

Established in 1980 as a program of the National Trust for Historic Preservation, the National Main Street Center works with a nationwide network of state coordinating programs and local communities to encourage preservation-based community revitalization. During its 40-year history the program has equipped more than 2,000 historic commercial districts with the skills and organizing framework they need for renewal. An exciting new chapter for the organization began in 2013 when the National Main Street Center (NMSC) launched as an independent subsidiary of the National Trust. This transition enabled the National Main Street Center to build on its record of success with new leadership and new resources that will help communities respond to evolving needs and opportunities in the commercial district revitalization field.

In 2015, the center launched a new brand for the network of Main Street communities – Main Street America™ – to reinvigorate our collective look, feel, and strategy and to position them as leaders locally, regionally, and nationally. As a nonprofit organization, the National Main Street Center provides information, offers technical assistance, holds conferences and workshops, and conducts research and advocacy on critical revitalization issues. The proven Main Street Four-Point Approach™ provides a framework for communities to organize themselves for success, improve the design of their neighborhoods, promote their districts, and enhance their economic bases.

Cumulatively, commercial districts taking part in the Main Street program have spurred the rehabilitation of more than 246,000 buildings and generated \$59.6 billion in new investment, with a net gain of more than 502,728 new jobs, and more than 115,000 new businesses nationwide. Every dollar a community uses to support its local Main Street program leverages an average of \$18 in new investment, making Main Street one of the most successful economic development strategies in America. These community benefits would not be possible without the training, education, and leadership of the National Main Street Center.

The Main Street Approach™ offers a revitalization framework appropriate for communities of all types – including commercial districts in urban neighborhoods, rural towns, and smaller and mid-sized cities. Local Main Street programs can be established either as freestanding organizations or as part of an existing entity, such as a local government or existing organization. The National Main Street Program is managed on a state level. In Oregon, this program is overseen by Oregon Main Street which is part of Oregon Heritage in Oregon Parks and Recreation Department. Working in conjunction with Oregon Main Street, local Main Street programs plan and implement projects that create more vibrant and healthy commercial districts.

The National Main Street Center is based in Chicago, Illinois, with an office in Washington, D.C., and field staff located throughout the country. For more information, visit www.mainstreet.org.

THE MAIN STREET APPROACH

The Main Street Approach™ is a common-sense, strategy-driven framework that guides community-based revitalization efforts. Building off four decades of success, this model harnesses the social, economic, physical, and cultural assets that set a place apart. The ultimate goal is to realize tangible outcomes, such as job

creation, small business development, private/ public investment, and building rehabilitations, which benefit the entire community.

Main Street-style transformation is a combination of art and science: communities first need to learn about the local economy, its primary drivers, and its regional context (the science), but they also need to convey that special sense of place through storytelling, preserving the older and historic structures that set it apart, broad and inclusive civic engagement, and marketing (the art). To support this powerful network, the National Main Street Center has a revitalization framework – the Main Street Approach™ – that helps communities leverage both the art and science of downtown revitalization to create a better quality of life for all.

The Main Street Approach™ is most effective in places where community residents have a strong emotional, social, and civic connection and are motivated to get involved and make a difference. This approach works where existing assets – such as older and historic buildings and local independent businesses – can be leveraged. It encourages communities to take steps to enact long-term change, while also implementing short-term, inexpensive and place-based activities that attract people to the commercial core and create a sense of enthusiasm and momentum about their community. Both small-city downtowns and urban neighborhoods throughout the nation are renewing their community centers with Main Street methodology.

The result of these community-driven efforts are places with increased social cohesion and economic opportunity; they are places that support and sustain innovation and opportunity; places where people of diverse perspectives and backgrounds come together to shape the future.

It's helpful to think of the Main Street Approach™ as three tightly integrated components: community visioning and market understanding (the inputs), transformation strategies which are implemented using the Four Points structure, and measurement of quantitative and qualitative outcomes.

IDENTIFY THE COMMUNITY VISION FOR SUCCESS

A community can begin to implement the Main Street Approach™ through identifying and creating a community vision for success in their Main Street District. The vision should be informed by a broad community engagement process that brings diverse stakeholders together as participants in the revitalization process. An understanding of the market realities of the district should also be incorporated into the vision for the district. The vision provides a foundation for outlining the community's identity, expectations and ideals for future development while being grounded in an understanding of what is feasible.

CREATE COMMUNITY TRANSFORMATION STRATEGIES

Once a vision for the Main Street District has been created, communities must identify key transformation strategies that will provide a clear sense of priorities and direction for the revitalization efforts. These strategies will focus on and identify long-term and short-term actions that once achieved, will help move a community closer to implementing their vision. Work on these strategies should align with the Main Street Four Points of organization, promotion, design and economic vitality.

IMPACT AND MEASUREMENT

The Main Street Organization must show visible results that can only come from implementing action items and completing projects in the short-term and long-term. Coupled with implementation, Main Street must also focus on measuring progress and results in order to justify and demonstrate the wise use of scarce resources. The changes occurring in Main Street Districts can be quantified by new jobs added, new businesses open, buildings redeveloped, and other metrics of success.

FOUR POINTS

Economic Vitality: Revitalizing a downtown or neighborhood commercial district requires focusing on the underlying economic vitality of the district. This work is rooted in a commitment to making the most of a community's unique sense of place and existing historic assets, harnessing local economic opportunity and creating a supportive business environment for small business owners and the growing scores of entrepreneurs, innovators, and locals alike. With the nationwide growing interest in living downtown, supporting downtown housing is also a key element of building economic vitality.

Quality Design: A focus on design supports a community's transformation by enhancing the physical elements of downtown while capitalizing on the unique assets that set the commercial district apart. Main Streets enhance their appeal to residents and visitors alike with attention to public space through the creation of pedestrian-friendly streets, inclusion of public art in unexpected areas, visual merchandising, adaptive reuse of older and historic buildings, more efficiently designed buildings, transit-oriented development, and much more

Effective Promotion: Promoting Main Street takes many forms, but the ultimate goal is to position the downtown or commercial district as the center of the community and the hub of economic activity, while creating a positive image that showcases a community's unique characteristics. This can be done through highlighting cultural traditions, celebrating and preserving important architecture and history, encouraging local businesses to market cooperatively, offering coordinated specials and sales, and hosting special events aimed at changing perceptions of the district and communicating to residents, investors, businesses, and property owners that this place is special.

Sustainable Organization: A strong organizational foundation is key for a sustainable Main Street revitalization effort. This can take many forms, from a standalone nonprofit organization, to a special assessment district, to a program housed in a municipality or existing community development entity. Regardless of the organizational type, the focus is on ensuring that all organizational resources (partners, funding, volunteers, etc.) are mobilized to effectively implement the community transformative strategies.

GUIDING PRINCIPLES

The National Main Street Center's experience in helping reinvigorate commercial corridors across the country has shown time and time again that the Main Street Approach™ is a proven framework for helping communities succeed in their revitalization efforts. Building on the Main Street Approach™, the following principles are a set of values that can help staff and volunteers articulate a Main Street program's mission and

focus energy. These principles are an easily understandable, common-sense teaching tool and can be tailored depending on community priorities and needs.

Comprehensive: No single focus – lavish public improvements, name-brand business recruitment, or endless promotional events – can revitalize Main Street. For successful, sustainable, long-term revitalization, a comprehensive approach, including activity in each of Main Street’s Four Points™, is essential.

Incremental: Baby steps come before walking. Successful revitalization programs begin with basic, simple activities that demonstrate “new things are happening” in the commercial district. As public confidence in the Main Street district grows, and participants’ understanding of the revitalization process becomes more sophisticated, Main Street can tackle increasingly complex problems and more ambitious projects. This incremental change leads to a much longer-lasting and dramatic positive change in the Main Street area.

Self-help: No one else will save your Main Street. Local leaders must have the will and desire to mobilize local resources and talent. That means convincing residents and business owners of the rewards they’ll reap by investing time and money in Main Street – the heart of their community. Only local leadership can produce long-term success.

Partnerships: Both the public and private sectors have a vital interest in the district and must work together to achieve common goals of Main Street’s revitalization. Each sector has a role to play and each must understand the other’s strengths and limitations in order to forge an effective partnership.

Identifying and capitalizing on existing assets: Business districts must capitalize on the assets that make them unique. Every district has unique qualities like distinctive buildings and a human scale that give people a sense of belonging. These local assets must serve as the foundation for all aspects of the revitalization program.

Quality: Emphasize quality in every aspect of the revitalization program. This applies to all elements of the process – from storefront designs to promotional campaigns to educational programs. Shoestring budgets and “cut and paste” efforts reinforce a negative image of the commercial district. Instead, concentrate on quality projects over quantity.

Change: When skeptics turn into believers, attitudes on Main Street will shoestring budgets and “cut and paste” efforts reinforce a negative image of the commercial district. Instead, concentrate on quality projects over quantity. Change also means engaging in better business practices, altering ways of thinking, and improving the physical appearance of the commercial district. A carefully planned Main Street program will help shift public perceptions and practices to support and sustain the revitalization process.

Implementation: To succeed, Main Street must show visible results that can only come from completing projects. Frequent, visible changes are a reminder that the revitalization effort is under way and succeeding. Small projects at the beginning of the program pave the way for larger ones as the revitalization effort matures, and that constant turn around. Changes in attitude and practice are slow but definite – public support for change will build as the Main Street program grows and consistently meets its goals. Change also means engaging in better business practices, revitalization activity creates confidence in the Main Street program, and ever-greater levels of participation.

NATIONAL ACCREDITATION STANDARDS OF PERFORMANCE

The Main Street America™ National Accreditation Standards of Performance were developed by the Main Street America™ in close partnership with Main Street Coordinating Programs such as Oregon Main Street. The standards were updated in 2022 and outline what it means to be a highly successful Main Street program and set a path for growth and development for newer programs. These standards are used for designating programs as Main Street America accredited members. A qualifying program:

Standard I: Broad-based community commitment to revitalization.

Standard One reflects that successful and sustainable revitalization efforts are not just the work of a single organization but should be the result of a community-wide effort that brings the public and private sectors together with a strong sense of ownership in their downtown or commercial district. It includes the Main Street organizations' essential role in fostering a culture of inclusion, engagement, collaboration, and commitment from all sectors of the community. Launching a program, growing it incrementally from one year to the next, and sustaining success for the long run are only possible through a diversity of strong partnerships and collaborations, continued outreach, and communication.

Standard II: Inclusive leadership and organizational capacity.

Strong, thriving communities don't just happen. They need effective leaders at all levels, from a broad base of committed volunteers to dedicated professional staff offering their time, talents, and passion for this work. Standard Two reflects the value we place on PEOPLE as Main Street's greatest resource and our belief that everyone in the community has a place in Main Street. This Standard encourages Main Street programs to place a strong priority on human capital and develop a clear operational structure and practices that increase the organization's capacity to engage all sectors of the community and leverage their participation in their revitalization efforts.

Standard III: Diversified funding and sustainable program operations.

A successful revitalization program must have the financial resources necessary to carry out its work and sustain its operations. Program sustainability relies on a diversity of revenue streams as dependency on one primary or only source could jeopardize the program's operations. Through this Standard, Main Street programs demonstrate a priority for ensuring that the community is investing in the Main Street organization and programming efforts through a comprehensive and balanced funding structure that ensures successful and sustainable revitalization efforts.

Standard IV: Strategy-driven programming.

Main Street has built a strong track record for making change happen in communities across the country. Change is an important guiding principle for Main Street. But rather than letting change just happen, Main Street programs define and manage it from one year to the next through a strategy-driven work plan and aligned implementation process. Standard Four brings together all integrated components that must be in place to plan and successfully implement the revitalization work. Centered around Main Street's Four Point

Approach™, these integrated components are driven by a local Transformation Strategy(s) aligned through community participation and based on understanding of the district's unique and competitive market position.

Standard V: Preservation-based economic development.

Successful Main Street efforts are built on the guiding principle that district economic development is obtained by leveraging and preserving its unique historic and cultural assets. Standard Five confirms our strong belief that a community's own place-based and diverse cultural assets reflect the richness and strength of its identity and establishes a competitive market advantage.

Standard VI: Demonstrated impact and results.

Main Street communities are part of a national network with a proven record for generating strong economic returns and strengthening the district's position within a highly competitive marketplace. Standard Six highlights the importance of tracking, packaging, and demonstrating the qualitative and quantitative impact of the program's revitalization efforts. It also provides the opportunity for the local Main Street program to tell their stories and advocate for resources needed for sustainability.

OREGON MAIN STREET

Oregon Main Street (OMS) serves as the statewide coordinating program with the authority to designate communities and use the trademarked Main Street methodology through a licensing agreement with the National Main Street Center. OMS was established by the legislature in 2007. Originally housed in Oregon Business Development Department, OMS is now housed in Heritage Programs in Oregon Parks and Recreation Department. OMS oversees training, technical services, and the framework created to determine each community's threshold for meeting the National Main Street Center's Standard of Performance. We serve over 90 communities that participate in our Network. Since we began tracking data in our top-level communities in 2010, participating communities have:

- Generated more than \$200 million in public and private reinvestment
- Assisted in the development of more than 650 net new small businesses
- Produced more than 3,220 net new jobs for Oregon's economy
- Leveraged more than 207,000 volunteer hours

Oregon's Main Street communities are locally driven programs of work that focus on implementing the nationally recognized Main Street Approach™ in their commercial historic districts. The communities within the Oregon Main Street network are committed to providing staff and financial resources needed to address the community-based approach of sustainable revitalization. Each community is responsible for developing the framework from which the program will be delivered locally, including the board that will direct the program, the staff that will execute the program, and the partnerships needed to secure the long-term viability of the program.

The communities that make up the network of Oregon Main Street represent some of the strongest historic business districts in the state. While the program has various reporting and training requirements, the benefits of the delivery from Oregon Main Street Program staff make this a great resource in your place-based economic development toolkit. Here's a quick snapshot of what our communities can expect:

It's FREE to become a main street community in Oregon. Many other state coordinating programs charge an annual fee to participate in their Main Street network. We value the local commitment to undertaking a main street effort so we don't want cost to be a barrier. Any city or organization wishing to participate in the Oregon Main Street Network may do so through an application process and then maintain status through an annual signed letter of agreement. While there are national requirements that must be met in order to receive the Main Street America™ designation, any community that is interested in joining our network can do so at no cost.

Free and low-cost training. Communities that are on the forefront of downtown development participate in an ongoing regimen of training for their staff, elected officials, and volunteers. Oregon Main Street offers free quarterly training, specialized onsite training, and webinars for participating communities.

Free technical assistance. Establishing a focus for the main street effort is critical to leverage local people and financial resources. Oregon Main Street staff are available to facilitate board retreats, strategic planning, and work plan assistance depending on the Tier level in the Network.

Access to the Oregon Main Street Revitalization Grant. Only communities participating in the Oregon Main Street Network are eligible to apply for Oregon Main Street Revitalization Grant funds. These grants are for building improvement projects that support economic development.

Track your community's success through our quarterly reporting. Accredited, Designated, and Affiliate Main Street communities provide quarterly economic activity reports to Oregon Main Street. A summary of data is provided to each community at year end and is also collated and shared through our Oregon Main Street annual report. This document is a great resource to both managers and board members to help communicate the success of local and statewide main street efforts in Oregon.

A network of peers and professionals. The benefit of being connected to a program that has been established in Oregon for over 10 years and having access to the expansive network of downtown development professionals. Rarely are there issues that your downtown will face that others have not already tackled. From weekly emails to a private Oregon Main Street listserv, the extensive network and reach of Oregon Main Street can help provide your organization with best practices and national trends in the area of downtown development.

OREGON MAIN STREET TIERS

Oregon Main Street has a tiered structure 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. Regardless of what Tier a community is participating in, the boundaries or primary focus area of the Network member must be that of a traditional downtown or neighborhood commercial district. A “traditional downtown” or “traditional neighborhood commercial district” is defined as a grouping of 20 or more contiguous commercial parcels containing buildings of historical or architectural significance. The area must have been zoned, planned, built, or used for commercial purposes for more than 50 years. This area must be:

- A traditional central business district and center for socio-economic interaction.
- Characterized by a cohesive core of historic or older commercial and mixed-use buildings that represent the community's architectural heritage. It may also include compatible in-fill development.
- Have a sufficient mass of businesses, buildings, and density to be effective.
- Typically arranged with most of the buildings side-by-side and fronting the sidewalk along a main street with intersecting side streets.
- Compact, easily walkable, and pedestrian-oriented.

In general, districts containing newer low-density automobile-oriented commercial development (e.g., sprawl), strip malls, and enclosed shopping/entertainment centers will not qualify for designation unless they are fully integrated into the fabric of a traditional “Main Street district.”

Following is a brief description of the Tier levels and a table that outlines participation requirements and benefits.

ACCREDITED MAIN STREET

The Accredited Main Street level recognizes exemplary achievement by a local main street organization and the impact they are having through collaborative partnerships on preserving and enhancing their historic downtown or traditional commercial neighborhood.

National Designation: Accredited Main Street designated communities are required to maintain their Main Street America™ Community level membership with the National Main Street Center. This membership offers national recognition, tools for commercial district revitalization, and special opportunities. Communities at this level that meet rigorous performance standards and achieve meaningful revitalization in their downtowns or commercial districts are also eligible to receive Main Street America Accredited™ designation.

DESIGNATED MAIN STREET

The Designated Main Street level is a mark of distinction that reflects a commitment and dedicated efforts to building, growing, and sustaining successful historic downtown or traditional commercial neighborhood improvement efforts by leveraging partnerships and engaging community.

National Designation: Designated Main Street communities that maintain their Main Street America™ Community level membership with the National Main Street Center and meet other benchmarks shall receive the Main Street America Affiliate™ designation. This membership offers national recognition, tools for commercial district revitalization, and special opportunities.

AFFILIATE MAIN STREET

The Affiliate Main Street level is for communities who are just starting to form their Main Street structure and are learning how to use the powerful main street methodology to create lasting impact in enhancing their historic downtown or traditional commercial neighborhood.

National Designation: Designated Main Street communities that maintain their Main Street America™ Community level membership with the National Main Street Center and meet other benchmarks shall receive the Main Street America Affiliate™ designation. This membership offers national recognition, tools for commercial district revitalization, and special opportunities.

CONNECTED COMMUNITIES

The Connected Communities level is for communities who care about their historic downtown or traditional commercial neighborhood and want to access to information to help them make a difference. Communities at this level may be organized around a specific project or activity to enhance their community.

National Designation: Connected Communities can join the National Main Street Center at the General Membership. Communities at this level are not designated main street organizations and aren't eligible to use the Main Street America® brand. Communities at this level are eligible for a reduced rate for your first two years of membership.

PARTICIPATION REQUIREMENTS AND BENEFITS

	Accredited Main Street	Designated Main Street	Affiliate Main Street	Connected Communities
Who Qualifies? All Network members must have an identifiable Main Street district	<ul style="list-style-type: none"> Independent Nonprofit* FT staff (PT under 3,500) At least two years at the Designated Main Street level Meet NMSC Accreditation criteria 	<ul style="list-style-type: none"> Independent Nonprofit* FT staff (PT under 3,500) Activity in each of Main Street Four Points™ 	<ul style="list-style-type: none"> Either have an Independent Nonprofit or are committed to forming one* by year 2 Build a sustainable organizational structure based on the Main Street Approach™ 	<ul style="list-style-type: none"> Cities and downtown organizations or other similar organizations are eligible to apply for the Connected Communities level
Technical Assistance	<ul style="list-style-type: none"> Targeted TA Quarterly check-in conversations Progress Visit every 3 yrs. Other Services as requested (e.g., Strategic Planning Update) 	<ul style="list-style-type: none"> First Year: Vision Development, Strategic Planning, 6-mo. check-in conversations Second Year: Progress Visit and then every 3 yrs. Third Year: Targeted TA 	<ul style="list-style-type: none"> First Year: Main Street Overview, Vision/Goal Development, Biannual check-in conversations Second Year: Community Assessment, On-line trainings 	<ul style="list-style-type: none"> Virtual Main Street Overview Virtual Organizational Development Consultation
	Accredited Main Street	Designated Main Street	Affiliate Main Street	Connected Communities
Benefits All communities have access to: <ul style="list-style-type: none"> Statewide & regional workshops Networking OMS Revit. grant OMS listserv On-line webinars & resources telephone consultation 	<ul style="list-style-type: none"> TA grant/biennium Extra pts on OMSRG National recognition as an "Accredited Main Street" community plus use of Accredited logo that can be used to promote your organization and build trust with your businesses and partners that you have undergone a rigorous process to attain this level of recognition Access to trainings and technical assistance Eligible for Excellence on Main awards MSN Scholarship 	<ul style="list-style-type: none"> TA grant available after strategic planning National recognition as an "Affiliate Main Street" community plus use of Affiliate logo Ability to apply for National Accreditation recognition Access to trainings and technical assistance Eligible for Excellence on Main awards Main Street Now Scholarship 	<ul style="list-style-type: none"> National recognition as an "Affiliate Main Street" community plus use of MSA™ Affiliate logo Access to trainings and technical assistance Eligible for Excellence on Main awards 	<ul style="list-style-type: none"> Opportunity to learn more about ways communities are improving and enhancing their historic downtowns and traditional commercial neighborhoods Limited access to technical assistance when resources permit
Maintaining Status All Network members must: <ul style="list-style-type: none"> provide a point of contact meet minimum training requirements fulfill minimum reporting requirements 	<ul style="list-style-type: none"> Continue to meet NMSC Accreditation criteria Mentoring as requested Participation in required trainings & meetings Quarterly check-ins Submit quarterly report Use Main Street America™ brand & follow branding standards 	<ul style="list-style-type: none"> Commitment to Main Street Approach™ Participation in required trainings & meetings Biannual check-ins Submit quarterly report Active board of directors Sustainable organizational structure with adequate funding and staffing levels Use Main Street America™ brand/stds. 	<ul style="list-style-type: none"> Commitment to Main Street Approach™ Biannual check-ins Submit quarterly report Participation in required trainings & meetings Within 3 years have: <ul style="list-style-type: none"> Budget Staff plan Funding plan Ready to apply to be a Designated Main Street Use Main Street America™ brand/stds. 	<ul style="list-style-type: none"> Submit annual report Provide primary contact info Attend at least one OMS training opportunity every two years

STANDARDS AND REQUIREMENTS FOR MAIN STREET PROGRAMS

While main street boards and staff are accountable for a number of responsibilities including setting strategic direction, developing leadership, and monitoring activities, a few important components must be focused on throughout the year. Oregon Main Street, in conjunction with the National Main Street Center, has identified three areas of concentration that annual designation and accreditation are contingent upon: training and education, monthly reporting, and annual assessment.

TRAINING AND EDUCATION

Training is essential to your success as a main street organization and a benefit of participating in the OMS Network. A wide variety of training opportunities are provided by our office and by partners throughout the state. New managers are required to participate in a minimum of 30 hours of training annually. We highly recommend that you seek out workshops, webinars, and professional development opportunities that provide you with an in-depth learning experience in topics and concepts that may be less familiar to you in addition to the training opportunities provided or supported by Oregon Main Street as noted below.

MAIN STREET MANAGER MEETINGS

Three mandatory meetings are held for Main Street 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. Board members are welcome to attend.

QUARTERLY WORKSHOPS

Oregon Main Street offers up to four quarterly trainings open to all of our Main Street communities. 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. All staff, board members, and volunteers are welcome to attend.

OREGON MAIN STREET CONFERENCE

This popular biennial conference features lectures, workshops, breakout sessions, discussion groups, walking tours, and panel presentations. It offers participants a range of technical training and opportunities to share information about downtown and neighborhood commercial district

revitalization techniques. All speakers are specialists or volunteers actively involved in traditional business district revitalization and historic preservation.

MAIN STREET MANAGER ORIENTATION (REQUIRED)

Main street managers learn about the Main Street Approach®, the Oregon Main Street coordination, how to report monthly economic gains, and to review the requirements of the program. If new board members have missed a board training, they are welcome to attend an orientation when scheduled.

MAIN STREET NOW SCHOLARSHIPS

Scholarship assistance is made available to each Accredited Main Street community to use toward a volunteer or staff attending the National Main Street Conference. Additional scholarships are available on a first come first serve basis for Designated Main Street communities. The Oregon Main Street Program expects that the local program will budget for the Executive Director or Program Manager to attend the Main Street Now Conference annually.

RECORDED WEBINARS

Ongoing community education is essential to the success of a program. Oregon Main Street has a variety of recorded webinars available at www.oregonmainstreet.org for use by local programs for board and committee training. Educating volunteers about the vision and mission of the local Main Street program will help them understand how best to serve the organization while becoming advocates for the program's cause.

Although it is not required, the education of your mayor and city council is imperative. Most programs receive some funding support through the city budget that is directly controlled by the mayor and council. For them to know what needs funding, they need to be up to date on the latest community development trends. Always invite your elected officials to the Oregon Main Street conference and training opportunities as this will be time well spent.

DIGITAL RESOURCES

WEBSITE - WWW.OREGONMAINSTREET.ORG

The Oregon Main Street website is a great resource for downtown development professionals and community revitalization organizations across the state. From recorded webinars to sample documents, our website is your one-stop shop for all things Main Street.

OREGON MAIN STREET LISTSERV

We have a closed listserv for all communities participating in the Oregon Main Street Network. This serves as the platform for managers and volunteers to share information and ideas with each other and

is our primary tool for sharing information about upcoming trainings, grant opportunities, etc. We will add you when you are hired. If you don't start receiving messages, please contact us. To send a message to everyone on the list, simply send an email to oms_managers@listsmart.osl.state.or.us. If you reply to a message on the listserv, it goes to everyone.

SOCIAL MEDIA

Our Oregon Heritage Facebook page and blog shares timely info and inspiring stories about heritage programs and resources around the state.

QUARTERLY PROGRAM REPORTING

It is important that we capture specific data in a timely manner for communities to gauge their economic impact. At the end of each quarter, Accredited, Designated, and Affiliate Main Street communities have 10 days to input their information into a fillable PDF and email to us:

- Quarter 1 covering January 1 to March 31 due April 10th
- Quarter 2 covering April 1 to June 30 due July 10th
- Quarter 3 covering July 1 to September 30 due October 10th
- Quarter 4 covering October 1 to December 31 due January 10th

While this data is required by Oregon Main Street and Main Street America™, it is extremely useful for the board and staff to track local progress and to share with your local city council.

ANNUAL ACCREDITATION REVIEW

While the National Main Street Center and Oregon Main Street work closely together to meet the needs of Main Street cities in Oregon, each possesses a unique and individual responsibility that is part of the designation and accreditation process. Oregon Main Street is responsible for providing training and technical assistance to officially designated Main Street America™ organizations, while the National Main Street Center coordinates national efforts on behalf of their membership.

Even though the National Main Street Center creates the National Accreditation Standards of Performance, each state coordinating program verifies communities that meet the standards. In Oregon, we have an annual National Accreditation Review document which is a self-assessment form for staff and board members to use to evaluate how you are doing in meeting the National Accreditation Standards of Performance. The annual assessment is required for Accredited, Designated, and Affiliate level Main Street communities. We don't expect all of our communities to meet all of these standards – only our Designated Main Street level communities that wish to be nationally recognized and receive this badge of distinction. We do use the self-assessment to identify areas we might provide additional assistance and resources to strengthen local efforts.

The chart below outlines the roles each of entity plays in regards to serving the greater Oregon Main Street Network:

National Main Street Center

Owns the rights to the Main Street America™ name and all subsequent designations that fall under the Main Street America™ umbrella.

Coordinates national efforts on behalf of their Main Street America™ members.

Creates the National Accreditation Standards.

Accredits local programs based on the designation recommendations received from Oregon Main Street.

Monitors and assesses each state's coordinating program.

Oregon Main Street

Is contracted with the National Main Street Center to license and sub-license the Main Street America™ name and all subsequent designations that fall under the Main Street America™ umbrella.

Coordinates statewide efforts for all communities officially associated with the Oregon Main Street.

Makes designation recommendations to the national main street center.

Assesses Accredited, Designated, and Affiliate Main Street level programs ability to meet the National Accreditation Standards of Performance through the completion of Oregon Main Street's annual assessment document.

TRACKING PROGRESS

Oregon Main Street conducts progress visits for Accredited and Designated Main Street level communities ideally every three years. The purpose of Oregon Main Street's progress visits is to recognize program accomplishments, address and discuss additional downtown revitalization issues, and eliminate barriers to achieving work plan goals and activities. It is not meant to be a quantitative ranking and no official "report card" will be issued. Instead, this evaluation examines the effectiveness of the local Main Street program within its own context and outlines a level of activity the organization and community are prepared to undertake in the coming year to accomplish the local program's overall goals and objectives.

During the progress visit process, information might be collected from several sources, including input from municipal partners and on-site interviews with the board, committee members, and staff. The progress visit is important for many reasons. Locally, the process can serve as an essential tool for tracking the progress of your current projects and goals. Progress Visits are a great way to keep track of your activity for end-of-the-year reports to your local government and board of directors. On a state level, the progress visit process gauges your local program's impact on the community and the downtown.

In addition to the Progress Visits, OMS will schedule check-in calls with the staff and board president of Accredited and Designated Main Street communities. The purpose of these calls is to talk about progress in implementing strategic plans, identify barriers or challenges, and celebrate successes.

MAIN STREET'S ORGANIZATIONAL STRUCTURE

The organizational structure for each of our local Oregon Main Street programs is uniquely adapted to fit each community's needs. Most of our main street programs in Oregon are an independent nonprofit organization. This is the preferred structure for the communities participating in the Oregon Main Street Network. However, this model doesn't work for all of our communities. We work with each community to determine where the best home is for their local main street effort. For some, this is either as a committee under local government or under the umbrella of an existing nonprofit organization. While each of these frameworks has its benefits, we recommend that you consider the needs of your local program before deciding to adopt or alter any existing organizational structures. Any format other than nonprofit will need prior approval by Oregon Main Street before applying to the Network.

Not all nonprofits are created equal. While most people are familiar with the traditional 501c3 nonprofit designation, you may not realize that the Internal Revenue Code provides for many tax-exempt designations for nonprofit organizations. The main designation traditionally used for Oregon Main Street programs is 501c3, although some of our programs also have 501c6 status. Both entities can be beneficial to the local Main Street program.

LEGAL DUTIES OF NONPROFIT BOARDS

Under well-established principles of nonprofit corporation law, a board member must meet certain standards of conduct and attention in carrying out their responsibilities to the organization. Several states have statutes adopting some variation of these duties which would be used in court to determine whether a board member acted improperly. These standards are usually described as the duty of care, the duty of loyalty and the duty of obedience.

Duty of Care

The duty of care describes the level of competence that is expected of a board member, and is commonly expressed as the duty of "care that an ordinarily prudent person would exercise in a like position and under similar circumstances." This means that a board member owes the duty to exercise reasonable care when he or she makes a decision as a steward of the organization.

- Attend meetings
- Understand the organization
 - Bylaws and policies
 - Financial statements
 - Risk management
 - Strategic direction and accountability to members

Duty of Loyalty

The duty of loyalty is a standard of faithfulness; a board member must give undivided allegiance when making decisions affecting the organization. This means that a board member can never use information obtained as a member for personal gain, but must act in the best interests of the organization.

- Confidentiality of board discussions
- Avoid conflict of interest – have policy in place

Duty of Obedience

The duty of obedience requires board members to be faithful to the organization's mission. They are not permitted to act in a way that is inconsistent with the central goals of the organization. A basis for this rule lies in the public's trust that the organization will manage donated funds to fulfill the organization's mission.

- True to the mission and bylaws
- Pay payroll taxes
- Adhere to policies/restrictions of grants and donors
- Not endanger tax status
- Obey state and federal laws

MAIN STREET BOARD MEMBER JOB DESCRIPTION

Collectively, the Main Street Board assumes legal and philosophical responsibility for all activities of the Main Street program. The Board is solely responsible for establishing program policy, approving the annual program budget, and determining the goals of the program. Members are usually expected to serve on one task forces or standing committee of the Main Street program.

JOB REQUIREMENTS

Each Board member should have or provide one or more of the following:

- A demonstrated interest in the program's purpose and its goals.
- Specific experience in or knowledge of administration, finance, program development, advertising, public relations, district business activity, communications, design, or economic development.
- Representation of a public or private sector organization in, or segment, of the district.
- 4-10 hours per month of available time.

MAJOR RESPONSIBILITIES

The Board members are jointly responsible for:

1. Policy Administration:

- Establishing and/or continuing the legal existence of the program.
 - Ensuring that the program fulfills legal requirements in the conduct of its business and affairs.
 - Adopting and administering Code of Regulations.
 - Adopting policies, which determine the purposes, governing principles, functions and activities, and course of action for the program.
 - Assuming responsibility for internal policies governing the program.
 - With the project manager, develop an annual work plan of goals, objectives and activities for the program.
2. Funding and Financial Management:
- Approving and monitoring the finances of the program.
 - Helping raise sufficient funds to ensure that the program can meet its objectives.
 - Authorizing and approving an annual audit.
 - Assuming responsibility for all expenditures necessary for the operation of the program (other than those responsibilities delegated by the Board to the project manager).
3. Public Relations and Advocacy:
- Understanding and interpreting the program's work to the district.
 - Relating the services of the program to the work of other organizations and agencies.
 - Giving sponsorship and prestige to the program and inspiring confidence in its activities.
 - Serving as advocates of economic development through historic preservation in the district area.
 - Maximizing volunteer involvement in the district revitalization effort.
4. Planning and Evaluation:
- Setting direction for the organization and providing measurable objectives to get there.
 - Regularly reviewing and evaluating the program's operations and maintaining standards of performance.
 - Monitoring the program's activities.
 - Counseling and providing good judgment on plans of committees and of the project manager.
5. Committee Oversight:
- Ensuring that committees are working on programming that meet the organization's goals and objectives.
 - Approving work/action plans.
 - Monitoring to ensure committees are on track with approved projects and activities.
6. Personnel Management:
- Selecting, hiring and evaluating the project manager.
 - Approving policies governing personnel administration.
 - Participating in recruitment, selection and development of board members as advised by the nominating committee.

INDIVIDUAL STANDARDS

A responsible Main Street program Board member:

1. Supports Board decisions, even when he or she may differ personally with the majority decision.
2. Understands the mission of the local Main Street program and promotes the goals and activities of the program to his or her own constituent groups and to the district as a whole.
3. Attends Board meetings.
4. Actively participate on task forces as necessary as well as one standing committee or other designated post.
5. Actively participates in specific activities or projects promoted by the Board which may include: fundraising, membership recruitment and representation on behalf of the program at meetings and/or events.
6. Attends as many training programs and workshops as possible provided by Oregon Main Street and the National Main Street Center each year.
7. Contributes knowledge, financial resources and labor to the Main Street program.
8. Respects the need for the local manager to report to only one "boss."
9. Understands the day to day operations of organization beyond volunteer opportunities fall to the executive director.
10. Offers opinions honestly, without reservation and in a constructive way.
11. Does not commit more time to the Main Street program than he or she can realistically afford.
12. Delegates responsibilities to committees when appropriate.
13. Promotes unity within the organization and seeks to resolve internal conflicts.
14. Encourages orderly, systematic and incremental implementations of the local program's work plan, discouraging the Board from being distracted by secondary issues or projects not included in the program's annual agenda.
15. Encourages staff and other Board members to express their opinions openly in Board meetings.

Board Members Checklist

Every new board member should be given an orientation packet that includes information about the local main street organization. Materials every board member should receive include:

- Articles of Incorporation
- Bylaws
- Board Roster (including board position, term of office, address and phone)
- Committee Roster
- Program Manager Job Description
- Job Description/Responsibilities of a Board Member
- Job Description/Responsibilities of a Committee Member
- Board Member Letter of Commitment/Agreement
- Written Office Policies and Procedures

- Local, State and National Program Brochures (if applicable)
- Minutes of Board Meetings (previous 6 months)
- Oregon Main Street Program’s Annual Evaluation Report
- Copy of the Annual Work Plan
- Short Historical Perspective of the Local Program
- Explanation of Funding Sources and Fund-Raising Methods
- Legal Consideration of the program: (Contacts: Landlord, National or Oregon Main Street; insurance; IRS status, etc.)
- Calendar of Meetings and Events
- List of Reading Materials or Media Available
- Tour of Office and Board Room
- Tour of District Area
- Letter of Welcome from the Program Manager
- Mission Statement
- Current Budget and Financial reports including year-end statement from preceding year
- Long Range Plan
- Latest Newsletters
- The Main Street Approach Information Sheet
- The Main Street Board Member Handbook
- Letter of Agreement with the Oregon Main Street Program

EXECUTIVE BOARD JOB DESCRIPTIONS

PRESIDENT

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 is a link between the organization and the district and oversees the organization in a functional way, guiding and facilitating the working relationships within the organization.

JOB REQUIREMENTS:

- Good leadership, team-building and management skills
- Strong verbal and written communication skills along with good listening skills
- Flexible and open-minded
- A good understanding of the Main Street Approach and willingness to be an ambassador of the concept

JOB ELEMENTS:

- Supervising the performance of the executive director

- Assist the executive director in determining the board meeting agenda
- Communication with board, district and executive director
- Chairs board meetings
- Calls special meetings when necessary
- Monitoring the accountability of the organization

EXPECTATIONS OF THE BOARD PRESIDENT

- Understands and articulates the organization’s mission.
- Speaks publicly and to the press on behalf of the organization.
- Advocates on behalf of the organization to the district.
- Takes a major role in fund-raising for the organization.
- Appoints committee chairs.
- Keeps in touch with committee chairs to make sure work is continuing on target.
- Talks to the executive director on a regular basis and communicates concerns of committee chairs.
- Develops the meeting agenda in cooperation with the executive director.
- Conducts the meetings.
- Makes sure that the executive director is fulfilling all governmental requirements.
- Leads yearly evaluation of the executive director.
- Encourages increased volunteer involvement in the organization.
- Ensures new board members orientation and that an annual board retreat is held.
- Prepares the way for new leadership by encouraging the work of the nominating committee and involving people with leadership potential on committees.
- Leads the planning process and keeps the goals the board sets as benchmarks of progress.

VICE PRESIDENT

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 most beneficial to the organization. The capacities should be written as a job description on a year-by-year basis. Also, the vice-president performs the duties of the president when the president is unable to do so.

JOB REQUIREMENTS:

- Good leadership, team-building and management skills
- Strong verbal and written communication skills along with good listening skills
- Flexible and open-minded
- A good understanding of the Main Street Approach and willingness to be an ambassador

JOB ELEMENTS:

- Determined each year

Reports To: The board president

SECRETARY

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.

JOB REQUIREMENTS:

- Good leadership, team-building and management skills
- Strong verbal and written communication skills along with good listening skills
- Flexible and open-minded
- A good understanding of the Main Street Approach and willingness to be an ambassador of the concept

MAJOR JOB ELEMENTS:

- Recordkeeping
- Transcribe minutes at board meetings
- Prepares an “official” copy of the minutes for the executive director within two weeks after the 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

TREASURER

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.

JOB REQUIREMENTS:

- Good leadership, team-building and management skills
- Strong verbal and written communication skills along with good listening skills
- Flexible and open-minded
- A good understanding of the Main Street Approach and willingness to be an ambassador of the concept

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 Director through the executive board

SAMPLE AGENDA FOR BOARD OF DIRECTORS MEETING

Main Street Board of Directors Meeting Agenda

Meeting Date
 Meeting Time
 Meeting Location

1. Call meeting to order
2. Recognition of guests
3. Minutes – (insert name of secretary)
4. Treasurer’s report – (insert name of treasurer)
5. Program Manager’s report – (insert name of PM)
6. Old business (particular items/issues may be listed)
7. New Business (particular items/issues listed)
8. Committee reports:
 - Promotion – (insert name of chair)
 - Design – (insert name of chair)
 - Economic Restructuring – (insert name of chair)
 - Organization – (insert name of chair)
9. Comments for the good of the order- (e.g., Agree on three things that Main Street is doing for district, which all board members can share between today and the next meeting.)
10. Motion for adjournment

Note: It is recommended that a regular date and time be set for Board Meetings. If your organization does not have a regular scheduled meeting date, set date and time before adjournment.

BOARD MEMBER SELF EVALUATION

Listed below are the five areas, which best describe a board member’s role in a non-profit corporation. Below each of those areas are statements, which will allow you to look at your participation critically. On a scale of one (do not do) to five (do on a regular basis), rate yourself on how you perceive your participation level. Be frank and honest with your answers, these forms will go no further. They are for your personal use only. What they might do is open your eyes as to where you could strengthen your role as a board member of this or any organization.

A board Member sets policy:

1. I keep well informed of the program's objectives
2. I have read and understand the By-Laws & Articles of Incorporation.
3. I keep informed of City Council and other agency actions, which may affect the operations of this program.
4. I attend meetings regularly.
5. I contribute at meetings openly and honestly.
6. Prior to voting, I consider whether my decision may flag a conflict of interest.
7. I read all reports sent to my attention.
8. I make an effort to participate in training sessions offered locally or at the state level.
9. I initiate action rather than respond to repeated requests.

A board member hires & fires the Manager:

1. I am sensitive to the manager's responsibilities outside of the organization.
2. I support the manager in controversial situations.
3. I review the manager's performance on a regular basis.
4. I provide the manager with candid appraisal of his/her performance.
5. I am accessible to the manager by phone or visitation.
6. I allow the manager to handle all office-staffing decisions.

A board member represents the organization in the district:

1. I attend meetings outside of the organization as a representative of this organization.
2. I wear my affiliation with this organization proudly.
3. I am loyal and retain confidentialities.
4. I serve as spokesperson for this organization.
5. I am committed to the ideas of this organization.

A board member evaluates the organization regularly:

1. I am prompt for all scheduled meetings.
2. I am well prepared for all scheduled meetings.
3. I contribute to a waiting list of prospective board members, therefore filling vacancies more readily.
4. I review the Work Plan and Goals frequently.
5. I make and follow through on agreements.
6. I recruit volunteers for the organization.

A board member gives and raises money:

1. I give money to the best of my ability.
2. I attract financial resources and am willing to make contacts for funding.
3. I wear the hat of a volunteer at Fund-Raising events.
4. I understand the budget thoroughly.
5. I review the budget regularly.

Now that you have candidly responded to the above statements with a rating number, look at those numbers. If you have mostly 4's and 5's you are a productive, committed board member. If you have mostly 3's you're above average, and with a little extra effort, you can be rated tops! 2's and 1's in the majority: take a second look at why you are serving on this board.

SAMPLE BOARD COMMITMENT LETTER

Dear Mr. John Doe,

Thank you for agreeing to serve on the board of Main Street Somewhereville. Our mission is *to improve the quality of life in Somewhereville by strengthening the district as the center of the district through concentrated efforts in organization, promotion, design and Economic Vitality.* We are grateful for your commitment and contribution to Main Street Somewhereville as we strive to revitalize our town and preserve its' historic assets.

Your active involvement as a Board Member is crucial to the success of Main Street Somewhereville. You will be expected to attend bi-monthly meetings and be present for our annual meeting and board retreat. You are also required to serve on at least one committee for the duration of your term, to show enthusiastic support at district and organization-sponsored events, and to contribute to the financial stability of Main Street Somewhereville. The average time commitment for Board Members is generally five to ten hours per month.

We've assigned a board mentor/sponsor to support you throughout the orientation process. Mr. John Smith will be your mentor and can be reached at (541) 555-4410. Should you have any questions or concerns about fulfilling your duties, please contact the Board President, Ms. Jane Johnson at (541) 555-7745 or the Executive Director, Mr. Michael Clark at (541) 555-3535.

Welcome aboard. We look forward to working with you.

Sincerely,

Ms. Jane Johnson, Board President

Main Street _____

Please sign both copies of this form and return one to the Main Street office.

Board Candidate

Date

Board President

Date

Board Member Friend-Raising & Fund-Raising Plan for 2022

Please create your personal plan by selecting from this “menu” of opportunities. This information will be treated confidentially. Please return your signed Development Plan to [executive director] by the next board meeting.

Goal: Increase awareness of the Main Street program and its programs; support communication with our stakeholders.

- E-newsletters and E-announcements – I will commit to forwarding to friends and colleagues.
- Facebook – I will visit the Main Street program page at least twice-weekly, “like” activities, comment on news posts, and share with my Facebook friends and invite them to “like” our main street program.
- I will visit our main street program’s newsroom at least twice-weekly and share the stories on social media.
- Other ways I will support awareness and communication:

Goal: Increase personal “touch” with members and donors, build connections, demonstrate appreciation, and increase likelihood of repeat giving.

- Holiday cards – I will personally sign and send cards to donors who have given \$100 or more in 2016.
- Thank-a-Thon – I agree to call 5 members or donors in December to thank them for their support in 2021 (list provided by staff).
- Other ways I will build relationships & connections with stakeholders:

Goal: Introduce new prospects to our main street program in a relaxed setting such as a brunch, coffee, cocktail party or dinner as well as strengthen relationships with current donors.

- I will host _____ event(s) this year.
- I will bring _____ guests to an event this year.
- Other ideas I will use to cultivate relationships:

Goal: Introduce new prospects to our main street program at one of our key events that promotes our mission and results.

- Annual Meeting & Volunteer Recognition – I will bring _____ guests to the annual meeting and ensure their contact info is entered in the main street database.
- I will bring guests to one of our main street program events or programs and ensure their contact info is entered in the main street database.

Goal: Create and cultivate a donor prospect list.

- Year-end appeal – I will submit 5 names and contact information for the year-end appeal and write a personal note on the letter.
- I will help brainstorm a donor prospect list.
- I will help research major donors – who the prospect gives money to, if they believe in our mission, and best means to reach out.
- I will participate in a donor cultivation call or ask call.

Goal: Encourage estate planning that includes our main street program.

- I will help our main street program develop a Planned Giving program.
- I pledge to include our main street program in my estate planning.

Goal: Establish relations with Oregon foundations in support of grant requests.

- I will attend foundation visits and interviews.
- I will help write a grant request.

Goal: Expand corporate membership and sponsorships.

- I will brainstorm a list of potential business members and program sponsors and provide contact info.
- I will contact businesses to join or renew as a main street program business member or sponsor.
- I will purchase a business membership or ask my employer to purchase a business membership.

Goal: 100% of our Main Street Program Board Members make an annual cash contribution in an amount that is significant to them.

- I pledge a donation in 2016 in the amount of \$_____.
- I will make a monthly contribution on my credit card in the amount of \$_____per month (sign up on the main street website membership page).

Board Member Signature

Date

EXECUTIVE DIRECTOR JOB DESCRIPTION

The Executive Director is responsible for planning, organizing, and directing the daily activities and operations of the local main street organization in cooperation with the Board of Directors, committees, volunteers, and program partners to create a welcoming and economically diverse downtown rooted in your community’s history and culture, while using The Main Street Four-Point Approach™.

SAMPLE JOB DESCRIPTION

Position Title: Executive Director

Position Term: Full-time, exempt position with evening and some weekend work

Reports to: Board of Directors via Board President with limited supervision

Major Duties and Responsibilities: Focus on the four strategic areas: Economic Vitality, Promotions, Design, and Outreach based on the nationally recognized Main Street Approach® to downtown enhancement. The duties listed below are examples of the various type of work that may be performed by an individual serving as the Executive Director:

Board and Committees:

- Work independently and with the Downtown Association’s Board of Directors, program partners, and volunteer committees to cultivate a more active, vibrant, and sustainable downtown.
- Attend board meetings to stay informed of Board activities and directives, to keep the Board informed of important events, and communicates appropriate Board information to the public.

- Submit a monthly report and alert Board to significant developments potentially affecting the organization and the organization's operations.
- Support the Board in developing, implementing and carrying out strategies for accomplishing identified priorities, goals and objectives.
- Attend committee meetings and meet regularly with committee chairs.
- Actively participate in educating, training, and continually guiding the committees to accomplish their goals.
- Recruit committee and other volunteers and promotes their active and broad participation in the organization's work.
- Develop or adapt orientation materials; train and motivate volunteers serving as committee members.
- Create and update a database for volunteers.

Financial:

- Work with the Chair and Treasurer, and the Board, in preparing an annual budget and a fundraising plan.
- Manage the daily operating budget and monitor the receipt and expenditure to assure that funds are expended to the best advantage possible.
- Represent the Downtown Association in approved business negotiations.
- Enter into approved business agreements or contracts.
- Collect data and information to support grant requests and assist the board with developing applications for funding from foundations.
- Coordinate and submit timely reimbursement requests for any grant funds and ensure that all grant reporting requirements are met.

Communications:

- Serve as the primary point of contact for the organization.
- Establish strong working relationships with stakeholder groups at the community, state, and national levels.
- Provide face-to-face communication with downtown stakeholders, including business and property owners.
- Manage and disseminate inbound and outbound communication for the organization.
- Ensure the board is kept consistently and fully informed on the condition of the organization and all-important factors influencing it.

Program Development and Administration:

- Develop the capacity of the Downtown Association to implement volunteer based, locally driven projects in downtown.
- Manage the day-to-day operation of the Downtown Association guided by annual goals and work plans.
- Assist the Board of Directors and each of the four standing Main Street Committees in developing and implementing both short and long-term work items that includes, but is not limited to:
 - Managing and tracking data related to the organization's efforts, including membership, contact lists, building inventories, economic investment, downtown vacancies, jobs creation or retention, photo documentation, etc.
 - Encouraging appropriate visual improvements (utilizing historic preservation as a basis) to district business/property owners;
 - Developing and implementing marketing strategies designed to recruit new businesses, retain existing business, and assist expanding businesses.
 - Developing, planning, and staging marketing and promotional activities and events.
 - Recruiting and training volunteers.
 - Maintaining and developing public and private relationships
 - Fundraising, event planning, and grant writing.
 - Develops a social media campaign highlighting unique features of Downtown.
- Follow policies and procedures pertinent to the Downtown Association's operations and volunteer administration.
- Maintain official records and documents, and ensures compliance with federal, state, and local regulations.
- Attend workshops and trainings

- Complete all reporting requirement to the State Main Street Program and the City
- Supervise any staff or interns the Downtown Association may employ

Community Engagement:

- Serve as liaison between the Downtown Association and the community and build relationships with all downtown business owners to create a cohesive understanding and involvement in the Downtown Association.
- Promotes a positive organizational image and remain available to the public.
- Stay abreast and keeps the board informed of downtown development needs and shifts, and recommends and implements modifications to meet changing needs.
- Work with board and committees to develop business and community partnerships.
- Analyze community resources and develops strategies for achieving set goals.
- Present reports to City Council and other commissions, committees, and boards as needed.
- Update and coordinate the Downtown Association’s Event calendar.

Qualifications:

- At least 2 years’ experience managing a Main Street program, economic or community development initiatives, or relevant experience.
- Proven successful experience in nonprofit administration or leadership.
- Familiarity with the Main Street Approach® to downtown revitalization
- Experience in one or more of the following areas: business/economic development, city/urban planning, marketing, historic preservation, community organizing, or volunteer management
- Experience and interest in fundraising; especially working with a board of directors to develop and implement successful fundraising strategies.
- Experience fostering and maintaining strong relationships with civic leaders and a variety of community stakeholders.
- Outstanding communication skills and the ability to communicate effectively with a wide variety of stakeholders.
- Experience managing and motivating volunteers.
- Strategic thinker, problem solver and community collaboration builder.
- Self-motivated and action-oriented.
- Strong writing skills.
- Tech-savvy with facility in MS Office applications, Dropbox, social media, website content management, and ability to troubleshoot basic IT issues.
- Bachelor degree is preferred, though experience in program development and fundraising may be considered in lieu of a degree.
- Sense of humor

Areas of Major Time Commitment:

- Work Plan Implementation (Project Management).
- Meetings with Downtown Stakeholders and the Downtown Association’s Volunteer Committees.
- Management and Operations.
- Sponsorship Development.
- Outreach.
- Support for Events and Promotions.

Anticipated Results:

- Support the organizational goals as defined by the Board of Directors.
- Encourage rehab/adaptive reuse projects.
- Support new infill construction projects initiated downtown.
- Business recruitment and retention.
- Develop programs that activate downtown.
- Expand community support of the Downtown Association and downtown.
- Aid in the promotion of the organization’s events, programs, and projects.

- Develop and implement a plan for sustainable funding for the organization in partnership with the Board of Directors.

Work Environment and Physical Demands: The work environment and working conditions described are representative of those that are typical of the job:

- A significant portion of the job requires an “on the street” presence downtown, with the executive director calling on businesses, property owners, and other stakeholders.
- Some of this job is performed at downtown events including supervision of event setup, operation, and clean up.
- Occasional travel includes local, regional, and national meetings.
- This position may regularly require evening and weekend work.

IMPORTANT ORGANIZATION PRINCIPLES

Principle #1: It is NOT the Program Manger’s Program!!!!

- Main Street is successful because it is *all-inclusive* and teaches *local empowerment*.
- The director has been hired to orchestrate the efforts of the local Main Street Program—not to single-handedly implement the activities of the program for the district!
- The director is the coordinator, facilitator, instigator, and communicator.

Principle #2: Main Street is a Volunteer Driven Program!

- It is not staff driven, rather *staff managed*.
- Main Street Directors are professionals hired to:
 - Coordinate all activities of committees/volunteers
 - Facilitate work plan development
 - Coordinate communication among committees
 - Support and uphold board decisions
 - Handle public awareness and public relations for the program
 - Work closely with building owners and business owners
 - Handle administrative details: records, reporting, files etc.
 - Become the local district technical assistance provider –if you don’t know it, you need to know where to find someone who does.
 - Establish strong relationships with the city, chamber, county, etc.....
 - Educate the district on Main Street, economic development, & historic preservation
 - Become a leader in the district...especially in smaller towns
 - Motivate volunteers to do the work of the program
 - Report to and work for the pleasure of the board of directors
 - Be accountable to and report directly to the board president
 - Attend all board & committee meetings
 - Teach self-help, thereby empowering volunteers to turn district dreams into realities
 - Give credit for the program’s success to the volunteers and leaders

Principle #3: The Program Manager is a Professional Hired to Coordinate the Efforts of the District’s District Program!

- The Director **Does Not:**
 - Become the fund-raiser for Main Street... nothing diminishes your credibility faster than hitting the streets trying to raise your own salary
 - Take the minutes at board meetings; this is the secretary’s responsibility
 - Chair, lead, or preside over meetings of the Board of Directors or committees
 - Write the entire newsletter for the program
 - Voice their own opinion unless it is consistent with the opinion of the board

- Do the books for the organization... this is the treasurer's responsibility
- Sign their own paychecks
- Implement the activities of the program... they must empower volunteers to take responsibility

Principle #4: Program Mangers Will Come and Go ... But the Program Must Continue

- When a program becomes staff driven and that staff member leaves, the program goes with the director and the organization/district is left hanging.

MAIN STREET COMMITTEES AND TASK FORCES

Main Street programs are grassroots initiatives that recognize they need to elicit support from the entire community to be agents of change. This support typically comes in the form of volunteers serving on committees or task forces to help plan and execute projects or goals of the Main Street program's annual work plan. While most Main Street programs still embrace the traditional four-point committee structure we encourage your organization to find a balance that works best for your board of directors, staff, volunteers, and your downtown.

We recommend committees establish a regular meeting schedule. However, with the increased use and higher comfort levels with technology, volunteers and committee members have alternative ways to communicate and share ideas with each other for meetings and between meetings. On-line sharing services can be a great way to share relevant files and documents among group members.

It is important to keep in mind that a volunteer's time is valuable. Board members can play a key role in working with staff by identifying volunteers who are willing to serve on a committee for an indeterminate amount of time, versus those who prefer to work on task forces that are created to address short-term goals and objectives. Allowing volunteers the flexibility to roll on and off of committees and short-term task forces as desired can help prevent volunteer burnout and encourage new participation from untapped resources in the community.

General responsibilities of the standing committees of local Main Street programs – typically, the Promotion, Design, Economic Vitality and Organization (or Outreach) Committees – include the following:

THE PROMOTION COMMITTEE

The Promotion Committee's primary responsibility is to market a unified, quality image of the business district as the center of activities, goods and services to retailers, residents, shoppers, investors and tourists. The responsibilities of this committee are broad and typically include coordinating advertising, reversing negative images of the district, implementing special events, and establishing and maintaining good media relations.

The first job of the Promotion Committee should be to conduct a thorough inventory of all current district and district promotional activities by checking with the Chamber of Commerce, local art groups, the merchants' association, and all service clubs. After this, the Committee and the Board should make some basic organizational decisions about the role and activities of the Promotion Committee. Most local Main Street

programs have found that a combination of assisting existing programs and developing a limited number of new promotional activities is the best way to implement a comprehensive, balanced promotion calendar.

Members of the Promotion Committee might include representatives of the district merchants' association, Chamber of Commerce, local art association, school Board, library, civic associations, special interest clubs, YMCA/YWCA, an ad agency, or even a bank or hospital marketing department. Beware of the conflict of interest local radio stations, TV stations and newspapers may experience by having advertising sales representatives participate in the Promotion Committee.

SPECIFIC FUNCTIONS:

- Directs retail promotional activity, traffic-building activity and image improvement activity for the business district or establishes liaisons and develops joint promotional strategies with existing organizations active in one or more of these areas.
- Assumes primary responsibility for defining the marketable image of the district and ensuring continuity of that marketable image in all district promotional programs.
- Monitors district and consumer perceptions of the district and seeks to reverse negative attitudes and build on positive ones.
- Allocates funds for promotional activities in accordance with the Main Street program's overall annual work plan and budget.
- Works toward building new sources of promotional funding for a portion of the program's total annual promotional budget.
- Builds a strong network of volunteers to participate in implementation of promotional programs and establishes good working relationships with district organizations, charities, school clubs and other groups who might participate in promotional programs.
- Works with the Economic Vitality Committee to monitor changes in the district's market and adjusts the promotional plan accordingly, always building on local assets, to increase the district's market share.
- Works with the Design Committee to ensure a consistent, high-quality graphic image in signs, advertisements and other graphic material associated with the Main Street program.
- Establishes a sound working relationship with local and regional media.
- Monitors the effectiveness of promotional programs on an ongoing basis.

DESIGN COMMITTEE

The Design Committee's purpose is to create an attractive, coordinated and quality image of the district by capitalizing on its unique assets and its responsibilities do not lie solely with the improvement of traditional commercial buildings. It should be involved in all aspects of design that have an impact on the overall image of the district, including analyzing parking, developing a logo, coordinating window displays, and acting as a design resource for property owners. If the local Main Street program is planning to develop a local low-interest loan pool or other financial incentives to stimulate interest in design projects, this Committee will play a critical role in setting up and administering a design review and approval process.

Many Design Committees make the mistake of jumping immediately into establishing design ordinances. However, an ordinance is only one of a variety of measures that the Committee should consider for the protection of the business district's visual quality.

The Committee's members should include people who are qualified — either by profession or volunteer interest and experience — to supervise its projects, such as architects, landscapers, interior designers, graphic artists, sign painters, contractors, historic commission representatives, artists, and citizens interested in good design. It might also include a district property owner and the city's building inspector.

SPECIFIC FUNCTIONS:

- Directs design improvement activity with regard to building maintenance and rehabilitation, historic preservation, new construction, public and private signs, graphic material, public improvements, visual merchandising, traffic and parking.
- Works with the Promotion Committee to ensure a consistent, high-quality graphic image in signs, advertisements and other graphic material associated with the Main Street program.
- Establishes a sound relationship with local design and construction professionals, sharing technical information on historic preservation, rehabilitation and maintenance of traditional commercial buildings.
- Promotes awareness of local design and historic preservation issues throughout the district.
- Monitors design changes throughout the district.
- Works with the Economic Vitality Committee to plan, implement and administer appropriate incentives to encourage design improvement and property development activity.
- Allocates funds for design improvement activities in accordance with the Main Street program's overall annual work plan and budget.
- Monitors local ordinances and other applicable regulations affecting district design issues and works toward developing a supportive regulatory environment for district revitalization activity.
- Establishes a sound working relationship with the State Historic Preservation Office and other state and regional agencies that provide assistance in areas related to district design improvement through historic preservation.
- Conducts and maintains a thorough inventory of district properties.

ECONOMIC VITALITY COMMITTEE

The Economic Vitality Committee works to develop a market strategy for the district that will result in an improved retail mix; a stronger tax base; increased investor confidence; and a strong, stable role for the district as a major component of the district's economic health.

The Economic Vitality Committee's responsibilities are complex and, therefore, getting volunteers for this committee can often be difficult. To overcome this, the Board can identify initial tasks that do not require specialized expertise, such as collecting data on district buildings for a retail recruitment program or reviewing and summarizing existing market information.

One of the Committee's first tasks might be to identify public and private sector groups in the district already active in economic development, such as local development companies, development authorities and city planning and development agencies. Set up appointments with all these groups to discuss their activities and to explain the goals of the local Main Street program. Ask for copies of any plans and market studies they have produced or commissioned.

The Economic Vitality Committee could be composed of City Council members, officers of financial institutions, realtors and Chamber of Commerce Board members or staff, as well as merchants, property owners, attorneys, and business teachers.

SPECIFIC FUNCTIONS:

- Works to strengthen existing core area businesses and, eventually, to recruit additional businesses through such programs as the development of business assistance teams, sponsorship of business seminars, identification of market opportunities and dissemination of relevant information to existing and potential businesses, development of promotional literature describing the district business environment, and development of incentive programs to stimulate business growth.
- Monitors changes in the local market on an ongoing basis, assesses the local market share within the district and the region, measures the involvement of various market groups in district commercial, monitors sales leakage or surplus, and assesses the district's mix of retail, commercial, residential, recreational and civic space.
- Directs activity related to core area commercial and real estate development.
- Works with the Design Committee to plan and implement appropriate incentives to encourage design improvement and property development activity.
- Works with the Promotion Committee to monitor and adjust the district promotional plan to increase the local, market share.
- Establishes a sound working relationship with local and regional financial institutions, business assistance organizations and other businesses and agencies that provide assistance in areas related to core area economic development.
- Conducts and maintains a comprehensive inventory of core area businesses.
- Allocates funds for core area economic development activity in accordance with the Main Street program's overall annual budget and work plan.
- Becomes familiar with city, county and regional economic development strategies and coordinates projects when possible, utilizing economic development programs already in place and investigating the creation of new programs when appropriate.
- Promotes the core area as a good place for commercial and real estate development activity.

ORGANIZATION (OR OUTREACH) COMMITTEE

Much of the success of the local Main Street program and the viability of the organization will depend on its ability to recruit and develop new leadership, to stay in close touch with its supporters, to meet its supporter's needs and to involve and mobilize a large number of volunteers in the program's activities. This is an intense,

ongoing effort that requires diligent work all year round by one committee – the Organization Committee – established to meet several needs of the organization:

SPECIFIC FUNCTIONS:

- Plans and conducts annual fundraising activities for the Main Street program and ensures that adequate funding is in place at all times.
- Organizes and conducts annual nomination program for Board of Directors. When applicable, organizes and conducts an annual membership drive.
- Helps the Design, Promotion, and Economic Vitality Committees recruit new members.
- Promotes the development of a strong volunteer network within the Main Street program. Encourages leadership development within the Main Street program.
- Works with the Board of Directors to orient new Board and committee members to the Main Street program's goals, activities, policies and procedures.
- Recruits new members to the Main Street Board and committees.
- Recruits new volunteers for the Main Street program and to help them find assignments they will enjoy.
- Raises funds for the ongoing operation of the Main Street program.

SUBCOMMITTEES:

The tasks of the Organization Committee are so important that many local Main Street programs divide its responsibilities into three standing subcommittees:

- **Nominations Subcommittee:** Effective Board and committee candidates rarely emerge from the recommendations of a nominating committee formed one week before Board elections. Instead, nominating good candidates requires year-round awareness of the local Main Street program's organizational needs and of the contributions of productive volunteers to the organization. The Nominations Subcommittee is responsible for ensuring that the nominations process is handled in a responsible and democratic way. In addition, the Nominations Subcommittee is often responsible for new Board member orientation. Subcommittee members should collect materials, accompany new Board members to their first meeting and call them afterward to see if there are any questions. As corny as it seems, assigning a "buddy" to new Board members helps make them feel at home. Often, former and current Board members who do not wish to run for office again make good Nominations Subcommittee members. Be sure this Subcommittee is aware of the importance of its responsibility, and give it sufficient lead-time to find suitable candidates.
- **The Membership Subcommittee:** Every volunteer organization needs a committee that encourages people to join and finds a place for them where they will be happy and productive. The task of the Membership Subcommittee is to monitor the skills and talents of existing members, develop a "wanted member" profile and, with the Board, set goals for the number of new members to be recruited each year. In Oregon, communities often choose to call their membership program by a different name such as a "friends" or "investor" program.

- Fundraising Committee: The Fundraising Subcommittee’s primary responsibilities are to plan and conduct annual fundraising activities for the local Main Street program and to ensure that adequate funding is in place at all times. The Fundraising Subcommittee requires a high energy, enthusiastic chairperson. This position must be filled by a Board member, not a staff person. It is not productive or efficient to ask a staff person to raise his or her own salary. The Fundraising Subcommittee must have a plan to be effective, and the Board should work closely with the Subcommittee to establish fund raising goals and a realistic timetable.

THE ROLE OF THE EXECUTIVE DIRECTOR IN COMMITTEE ACTIVITY

The executive director is responsible for ensuring that the committees run smoothly and inspire maximum volunteer dedication, achievement, responsibility, impact and satisfaction. Frequently, the major role of a volunteer association’s staff is to develop the volunteer capacity of the organization.

A staff member’s goals and record are often measured by volunteer commitments and results. One way to ensure maximum volunteer participation when developing a committee work plan is to imagine that the organization has no staff, and, therefore, cannot include staff time in the projects. Once the work plan is completed, add staff capacity. This exercise will help the organization draw up a reasonable work plan, one in which staff adds to the capacity of the organization, enabling it to expand and add new projects. In many organizations, volunteers tend to relax after the staff is hired, assuming that the staff will pick up their efforts.

In a successful volunteer organization, everyone works smarter — but harder — after the staff is hired, due to the greater organizational efficiency that the staff can introduce. In the Main Street program, the project manager’s role is to help volunteers do the work of the organization.

COMMITTEE CHECKLISTS

DESIGN COMMITTEE

1. Photo Inventories

- Current slides and prints
 - Exteriors
 - Interiors – first and upper floor (Especially vacant buildings)
 - Before / After / In-progress
- Historic photo collection

2. Building Information Inventory

- Assessor’s information (Owner, date, value, square footage)
- Amenities (Heat type, loading dock? Elevator?)
- Use / Condition (especially upper floors)

3. Public Improvements

- Space / Amenities Inventory (Lights, trash containers, drinking fountains, benches / seating, vending machines, pay phones, trees / plantings)
- Parking Inventory / Survey
 - Number of stalls and location
 - Percentage of occupancy
 - Turnover
- Publics Improvements Program
 - Clean up day
 - Streetscapes

4. Design Assistance

- Follow-up / Implementation
 - Locate proposals
 - Locate contractors
 - Develop cost estimates
 - Assist with labor
 - Assist with incentive applications
 - Provide incentives
- Design Tool Kit
 - Awnings samples
 - Paint samples
 - Drawing supplies (colored pencils, markers, paper, scales, straight edges, light table)
- Technical information: Resource Library
 - Preservation Briefs
 - Preservation Technotes
 - NMSC building file
 - Product information

5. Historic Preservation

- Certified local Government / Historic Preservation Commission
 - Formation
 - Interaction
 - Representation
- Historic Research / Survey
 - Windshield survey
 - Sanborn maps
 - National Register Nomination

6. Ordinances / Guidelines / Plans (With city and/or county)

- Review

- Revise
- Develop

7. Incentives – Formation and/or Marketing

- Local (Grants, loans, tax abatement, tax increment financing)
- State (Main Street Revitalization Grant, Diamonds in the Rough, Preserving Oregon, Transportation Growth Management, Oregon Cultural Trust, Business Oregon, Oregon Housing and Community Services, Energy Trust)
- Federal (Community Development Block Grants, National Trust Preservation Services Fund, Federal Tax Credits, National Realtors Association)

8. Design Education and Awareness

- Slide shows
- Speaking appointments
- Newsletter
- News releases
- Awards / Recognition
- Workshops / Demonstrations

9. Window Displays / Visual Merchandising

- Workshops
- Contest
- Trainings/Assistance

ECONOMIC VITALITY COMMITTEE

1. District Assessment

- Base data collection
 - Past surveys
 - Information ISU (Retail Trends Analysis)
- Building inventory
 - Partner with Design Committee
 - Assessor’s information (Owner/date/value/square footage)
 - Photographs (historic/current)
 - Current use and availability
 - Local contact (property manager)
- Business inventory
 - List all businesses
 - Categorize by type
- Develop position statement

- Partner with Promotion Committee (Statement identifying district's market, available goods and services, consumer's attitudes)
 - Conduct market analysis
 - Summarization secondary information
 - Determine primary market area
 - Select survey format (mail, phone, intercept)
 - Gather, tabulate and evaluate surveys
 - Present findings
2. Business Retention
- Business directory
 - Block captain program
 - Educational seminars and workshops
 - Newsletter articles
 - Business transition support packets
 - Enterprise team
 - Incentives
 - Business call program
3. Business Expansion
- Focus groups
 - Business
 - Customer
 - Market feasibility studies
 - Business plans and projections
4. Business Recruitment
- Assemble recruitment packet
 - Market data
 - Available building information
 - District data
 - Create recruitment teams
 - Develop incentive package
 - Local/state grants
 - Local governmental incentives
 - Low-interest loans
5. Real Estate Development
- Clustering strategies
 - Determine existing clusters
 - Create list of complementary businesses
 - Perform an analysis

- Adaptive reuse studies
- Incentives (see above)
- Community Initiated Development (CID)

PROMOTION COMMITTEE

1. Steps to Define the Market Image

- Identify the tangible and intangible Assets of District
 - Architecture
 - Sense of District
 - Convenience
- Compile market information, identify who market users are
 - Market area served
 - Goods and services available
 - Current consumers groups
 - Markets not being served
- Review market studies
- Gauge how different market groups react to district's assets
 - Seniors
 - Youth
 - Families
 - Newcomers
- Develop or review Position Statement (Statement identifying district's market and consumer's attitudes)
 - Contact ER committee for input

2. Promotion Strategy

- Determine how to reach consumer groups
- Evaluate the current promotional program
 - Number of retail events, special events and Image activities
 - Who is responsible for the event
 - Informally evaluate each event
 - Determine what additional events are needed, if any
- Create a comprehensive annual calendar of promotions
- Develop work plans with budgets for each activity (see image, special events and retail sales below)

3. Image Development – creating positive Impressions of district

- Slogans, graphics and jingles
- Buttons, balloons, hats and tee-shirts
- Brochures-calendar of events, business directories, specialty directories
- Series of ads reflecting quality and characteristics of the District

4. Special Events – Reinforces district’s image and generates pedestrian traffic
 - Festivals
 - Holiday celebrations
 - Farmer’s market and other agriculture themes
 - Cultural displays and demonstrations (art, music, dance and drama)
 - Social and athletic themes

5. Retail Events – increasing sales
 - Discount
 - Seasonal clearance sales
 - Crazy Days/Maxwell Street Days
 - Non – Discount
 - Brands promotion
 - Owner is home
 - Cooperative Promotions –Stores Offering like or complimentary merchandise cooperate on a promotion
 - Gallery Night
 - Cross Retailing – grouping businesses in an event
 - Bridal Show
 - Garden Show
 - Niche Promotion – focus on a consumer group
 - Senior Citizen Day
 - Good Student Discount
 - Welcome Back Teachers

6. Tourism
 - District walking tours
 - Motor coach tours (day trips)
 - Festivals/ Events
 - County Fair tie-ins

7. Evaluation of Promotion
 - Percentage of sales increases
 - Vehicular and pedestrian traffic counts
 - Rooftop pictures
 - Ticket sales and drawings
 - Concessions and give –a-ways
 - Business evaluations

ORGANIZATION (OR OUTREACH) COMMITTEE

1. Funding

- Develop budgets and budgetary procedures
- Assist Board with planning of annual drive.
- Plan fund-raising events to supplement the budget.
- Create and control inventory for promotional merchandise

2. Public Relations for the Organization

- Speaker's bureau
- Social Media
- Newsletter (design, layout, distribution)
- Main Street column
- Radio Show
- Program brochure (design, layout, distribution)
- Quarterly updates to City and county government
- News articles/regular press releases
- Compile media list
- Promote work plans
- Create a local program PPT

3. Internal Communications

- Meeting minutes
- Committee reports
- Main Street Mixers
- Annual report or organization
- Annual meetings (plan and coordinate)
- Compile program work plans

4. Volunteer Development

- Volunteer Recruitment
 - Ask peer to peer
 - Information booth at district events
 - Speaking engagements
 - Call for volunteers in local media (List of jobs, open invitation)
 - Program Brochure
- Volunteer Orientation
 - Discover their interests (interview, development recruitment form)
 - Educate on purpose of the program
 - Inform on role of committee

- Use training slides and videos
- Create a volunteer handbook (Include program overview, job description, committee work plan, etc.)
- Encourage attendance at training locally, regionally and nationally
- Volunteer Retention
 - Give them a job
 - Send thank you notes
 - Write letter of appreciation to employers
 - Recognition in newspaper or newsletter
 - Annual birthday party
 - Nominate for volunteer of the month, quarter year
 - Nominate for outstanding volunteer award from the Oregon Main Street Program
 - Never waste their time

SAMPLE COMMITTEE MEETING AGENDA

AGENDA

Main Street USA, Inc.

Meeting Location: Main Street Office

Meeting Date: May 7, 2022

Committee: Design

Chair: Jane Doe __

Members: Jim Smith__ Ellen Brown__ Larry White__
Harry Jones__ Susan Small__ Helen Black__

Staff: Clark Kent, Project Manager__

Information:

1. Review May Day Festival Evaluation: Ms. Brown
2. Plan City Council presentation on June 22: Ms. Small
3. Receive recommendations from Parking Plans Task Force: Mr. White

Action:

1. Appoint Christmas Committee
2. Appoint Design Committee Chair
3. Identify Fall Quarter Public Improvement Project

SAMPLE COMMITTEE MEETING REPORT

Name of Committee: _____

1. The committee met on:

2. ATTENDANCE: Present—

Absent—

Excused—

3. Brief Summary of Meeting:

4. Committee members' assignments and action items for next meeting:

5. Next Committee Meeting: _____

Date /Time/Place

6. Items referred to or pertinent comments for the Board of Directors:

Committee Chair

cc: Board President
Project Manager
Committee Members

STRATEGIC PLANNING

At this point we know that main street organizations consist of volunteers, business owners, and community stakeholders, all equally invested in seeing the success and revitalization of your community's commercial historic district. Your team's success will be determined by two key components: your leadership abilities and your organization's ability to create and follow a comprehensive strategic plan. A main street strategic plan is developed through community visioning, a board planning session, and an annual work plan.

Good work plan development is one of the most important building blocks of your organization's foundation and your local Main Street program's success can be unnecessarily compromised if your foundation is not well developed and stable. Building a solid foundation in the early years of your program will not only help you, as a manager, reach your full potential but will also result in a better downtown as a whole.

The challenge that most new managers face is not having enough patience to see this process through in a comprehensive and strategic way. By taking the time to develop a clear and detail-oriented work plan for your Main Street district, you will set yourself up to accomplish substantial revitalization initiatives in a measured and meaningful way. Once created, this document will help guide you, the board, and your volunteers through a series of projects and tasks that will ultimately lead to the success and the revitalization of your historic district.

COMMUNITY VISIONING

A community visioning session provides the local Main Street program an opportunity to invite a diverse and varied representation of the public to participate and contribute ideas and recommendations to help craft the work plan. While the size and scope of the community visioning session will vary from town to town, the purpose it plays in work plan development remains the same. The ideas expressed here will serve as a framework for you, your board of directors, and your downtown for years to come.

One of the most important things to keep in mind when planning a community visioning session is that these meetings should be used to gather feedback and information, while serving solely as a listening session. It can at times be both exciting and frustrating for you, as the Main Street manager, and the board to hear the good, the bad, and the ugly truth about the local perceptions of Main Street. It is important, though, to consider that different people bring different perspectives, and all opinions are valuable. Keep in mind that not everyone who wants to participate in your community visioning session is able to do so. With that in mind, it can be helpful to provide additional avenues for public input and feedback, such as an online or printed survey.

BOARD PLANNING SESSION

Now that you have gathered community input, it is time to sit down as a board to discuss the feedback received. This is best done through a board retreat or planning session. During the board retreat the Main Street manager and fellow board members will have the opportunity to discuss and plan for the future direction of the Main Street program. In preparation for this retreat, the Main Street manager should pull

together historical documents including master plans, community surveys, historic resource studies, and even prior work plans so that patterns, trends, or gaps in services can be identified and addressed.

We recommend that you either invite Oregon Main Street staff to facilitate the planning session or consider bringing in a professional meeting facilitator to help enable dialogue and discussions during your board retreat. Meeting facilitators can often say things that need to be said and ask questions that can lead to deeper probing and reflection. In certain situations, managers may feel uncomfortable voicing their opinions for fear of possible retaliation or hurt feelings; a meeting facilitator can help alleviate these concerns.

SETTING GOALS

During the board planning session, the board and manager should identify areas of focus for the next one to two years. When working to develop an annual plan of work, we want to make sure that we approach downtown development and revitalization with a wide-angle lens. Earlier in this handbook, you learned about the Main Street Approach® and the role that the four points can have in creating a balanced and harmonious downtown. Now we want to make sure that we are thinking about the big picture by asking ourselves the following questions.

Will what we are doing or proposing:

- Be good for the downtown?
- Be good for the businesses?
- Complement our program's vision and mission?
- Positively impact the community?
- Be fair to all concerned?

If you can answer yes to the above, then what you are proposing is most likely on the right track. Keep in mind that Main Street cannot be everything to everyone. While it is important to make sure that we are serving the greater good, it's just as relevant to ensure that we remain effective and focused in our efforts.

THE ANNUAL WORK PLAN

The program's annual work plan should reflect the organization's major priorities and goals for the next one to two years. It should serve as a framework for the goals, projects, programs, and tasks that need to be undertaken to accomplish the overarching strategies identified during the board retreat. A well-developed work plan will include measurable goals with necessary objectives identified to accomplish each goal. Each individual task should have ownership either by an individual, a board member, or a committee and should lay out the desired time frame for accomplishing each objective.

Understanding how many steps it will take to complete a project can help you as a manager identify the resources needed and potential partners necessary to execute your plan. Good work plans have benefits beyond organizing work. They are a useful public relations tool and should be posted on your website and shared with the public to help educate the community regarding your organization's purpose.

The Main Street manager should ensure that the organization does not take on activities that do not serve the purpose of supporting the program's overall mission and work plan. With limited time and resources available to complete the program's outlined goals, the work plan must remain focused and timeline oriented. It is easy to get sidetracked by "great ideas" and "can't miss opportunities." As the Main Street manager, you will want to make sure that your organization remains open to new ideas while remaining optimistically cautious in evaluating the time, money, and resources that may be diverted away from the existing work plan.

THE DEVELOPMENT OF THE WORK PLAN SERVES FOUR PURPOSES

- To manage the wide range of activities that must take place for the revitalization effort to succeed.
- To develop a timetable and budget for activities.
- To explain the organization's purpose and its activities to the public.
- To help measure, in quantifiable terms, the district revitalization program's success.

ELEMENTS OF A WORK PLAN

Vision and mission statements that reflect the consensus of the district regarding the future condition and character of the district business district.

Involving the district with the development of the vision statement and yearly work plan generates support and awareness for the Main Street program. The mission statement should clearly and simply describe the organization's purpose. The statement should be flexible so it will remain relevant as the organization evolves, and should be used to explain the district revitalization program in press releases, publications, media interviews, and at meetings.

A narrative summary or listing of items within the organization's Program of Work.

In some districts this is optional, but it is useful when orienting new volunteers to committees, when used as a separate public relations piece to promote the organization's activities, and when used as fundraising collateral to explain the program to potential donors and contributors.

A goal or goals for each of the organization's committees.

The board of directors should generally be responsible for establishing the goal statement for each of the Main Street committees. This task should not be delegated to a committee or task force since it is the board that is responsible for the Main Street program's direction and held accountable for its activities.

Specific Objectives that provide direction to enable each committee in reaching its goal.

The objectives/strategies for reaching each committee goal should be developed by the respective committee chair and volunteers. Objectives are specific statements outlining how each goal will be reached and identifying the major areas of responsibilities for each committee. Objectives should also

relate closely to the issues and priorities that have been established during the visioning or brainstorming session.

Projects or activities appropriate to each objective.

Activities are specific projects that have an identified time frame and desired result. Activities should be developed by the committee that will implement them in order to foster a strong sense of empowerment, involvement, and commitment.

A listing of tasks to be performed in order to complete each project or activity.

Tasks are specific steps required to complete an activity or project. Assigning specific tasks to each volunteer is the responsibility of the committee or subcommittee chair.

A listing of person(s) responsible for completing each task.

Each task should have a person assigned to complete it. This person is not the program manager.

A timetable for completing each task.

Each project should have a realistic time frame which shows when the project will be started and when it will be completed.

A cost estimate or budget line item for each task.

Each project should have a budget reflecting realistic costs.

A method for quantifying progress, returns or results.

Activities must be measurable if a Main Street program is to gauge its progress, to set standards for future activities, and to demonstrate its overall success.

FUNDING OPPORTUNITIES FOR MAIN STREET PROGRAMS

Main Street revitalization is the shared responsibility of both public and private sectors. Neither sector can – or should – support the revitalization initiative singlehandedly. Any organization, agency, or individual who might benefit from the district’s revitalization should consider investing in your program.

It is important to keep in mind that program funding is different than project funding. The program itself needs ongoing, annual funding to cover the costs for everything from postage to utilities. The program will undertake many projects over the years – everything from festivals to business assistance workshops. Funding for operations is most likely to come from government sources, corporations, and foundations, while funding for projects and programs will most likely come from pledges, memberships, special assessments, and earned income.

Keep in mind that the Oregon Main Street Program recommends that all local programs have an assorted and diversified funding stream. Having this stream ensures the financial stability of your program, safeguarding against changes in funding from a primary source will help minimize negative impacts that might affect the progress of your organization’s efforts in the community.

The way a Main Street program makes itself financially sustainable can vary from community to community. While there are many different avenues to achieve financial independence, we typically see the items listed here used most frequently in local programs across the state.

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. A well-thought-out strategy and campaign must be administered for membership dues to be a strong source of funding for a program. 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. City Staff, Oregon Main Street, 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. 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. You must be a tax-exempt organization recognized by the IRS to qualify for a foundation grant. 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.

RESOURCES

THE ALPHABET SOUP OF MAIN STREET

Many acronyms make up the jargon of state and local government programs. In a system where every turn of phrase, organization and program seems to have its own special language it is easy to get your CLGs confused with your RBEGs. This list of acronyms and their meanings is offered to ensure that you, as a manager, won't get any LOLs at your next meeting.

A		I	
AOC	Association of Oregon Counties	IDA	International Downtown Association
ADA	Americans with Disabilities Act	IGA	Intergovernmental Agreement
B		L	
BBB	Better Business Bureau	LIHTC	Low Income Housing Tax Credit
BID	Business Improvement District	LMI	Low to Moderate Income
C		LOA	Letter of Agreement
CBD	Central Business District	M	
CDBG	Community Development Block Grant	MSA	Main Street America
CEcD	Certified Economic Developer	N	
CLG	Certified Local Government	NEA	National Endowment For The Arts
COA	Certificate of Appropriateness	NMSC	National Main Street Center
CRA	Community Reinvestment Act	NMTC	New Market Tax Credit
CVB	Convention and Visitors Bureau	NPS	National Park Service
D		NR	National Register of Historic Places
DDA	Downtown Development Authority	NTHP	National Trust For Historic Preservation
DLCD	Department of Land Conservation and Development	O	
DMO	Destination Marketing Organization	OBDD	Oregon Business Development Department
E		ODOT	Oregon Department of Transportation
EPA	Environmental Protection Agency	OMS	Oregon Main Street
ESRI	Demographic information service	OMSRG	Oregon Main Street Revitalization Grant
EV	Economic Vitality	OPRD	Oregon Parks and Recreation Department
EZ	Enterprise Zone	OSHA	Occupational Safety and Health Administration
F		OZ	Opportunity Zone
FTE	Full Time Equivalent	P	
H		PR	Public Relations
HPC	Historic Preservation commission	PSA	Public Service Announcement
HPF	Historic Preservation Fund		
HUD	Housing and Urban Development		

R

RBEG Rural Business Enterprise Grant
RDI Rural Development Initiatives
RDO Regional Development Officer
REAP Regional Economic Assistance Program
RFP Request for Proposal
RLF Revolving Loan Fund
RO Restore Oregon
ROI Return on Investment

S

SBA Small Business Administration
SBDC Small Business Development Center
SHPO State Historic Preservation Office
SOI Secretary of Interior

T

Tea-21 Transportation Equity Act for 21st Century
TFFF The Ford Family Foundation
TGM Transportation Growth Management
TIF Tax Increment Financing

U

URA Urban Redevelopment Agency
USDA United States Department of Agriculture

V

VIC Visitor Information Center

PUBLICATIONS

NATIONAL MAIN STREET CENTER PUBLICATIONS

The Main Street Board Members Handbook
Main Street Committee Handbooks (Organization, Promotion, Design, and Economic Restructuring)
Measuring Impact for Main Street Transformation
Community Engagement for Main Street Transformation
Navigating Main Street as Places
Revitalizing Downtown
Community Initiated Development
Building Improvement File

OTHER

Historic Preservation and Energy Efficiency, Pacific Power
Parking Made Easy, Rich Williams
When a Highway Runs Through Main Street, Transportation Growth Management
(Re)Building Downtown: A Guide Book for Revitalization, Smart Growth America
Measuring the Economics of Preservation: Recent Findings, Place Economics
Build a Better Board in 30 Days, Carol Weisman
Secrets of Successful Fundraising, Carol Weisman
Fundraising for the Long Haul, Kim Klein
How to be Successful at Sponsorship Sales, Sylvia Allen and C. Scott Amann
Successful Fundraising: A Complete Handbook for Volunteers and Professionals, Joan Flanagan.
BIDS: Business Improvement Districts
Community Wisdom 2, Maury Forman and Jim Mooney
Learning to Lead, Maury Forman and Jim Mooney
Our Towns, James and Deborah Fallows
This is Where You Belong, Melody Warnick

HELPFUL WEBSITES

SUSTAINABLE ORGANIZATION

National Main Street Center – www.mainstreet.org
National Trust for Historic Preservation – www.preservationnation.org
Oregon Main Street – oregonmainstreet.org
Board information – www.boardsource.org
Oregon Department of Justice – <https://www.doj.state.or.us/charitable-activities/>
Nonprofit Association of Oregon - <https://nonprofitoregon.org/>
IEG for sponsorship information and event asset information – www.sponsorship.com
International Downtown Association – www.ida-downtown.org
Foundation Center - www.foundationcenter.org
Volunteer Recognition – www.energizeinc.com
Volunteer Information – www.volunteerpower.com
Secure fundraising site – www.change.org
Nonprofit Accounting Basics - <http://www.nonprofitaccountingbasics.org/>
Volunteer listing – www.volunteermatch.com

QUALITY DESIGN

Preservation Briefs – <https://www.nps.gov/tps/how-to-preserve/briefs.htm>
Secretary of Interior Standards – <https://www.nps.gov/tps/standards/rehabilitation/rehab/guide.htm>
Historic American Building Survey – http://memory.loc.gov/ammem/collections/habs_haer/
National Transportation Enhancements Clearinghouse – www.enhancements.org
Preservation Directory – www.preservationdirectory.com/HistoricalPreservation/home.aspx
Project for Public Spaces – www.pps.org
Scenic America – www.scenic.org
Smart Growth America – <https://smartgrowthamerica.org/>
Traditional Building – <https://www.traditionalbuilding.com/>
Advisory Council on Historic Preservation – <https://www.achp.gov/>

ECONOMIC VITALITY

Rural Communities Explorer – www.oregonexplorer.info/rural
Oregon Prospector – <https://www.oregonprospector.com>
Business Statistics – www.bizstats.com
Small Business Administration – www.sba.gov
Counselors to America's Small Business – www.score.org
Census – <https://www.census.gov/data.html>

EFFECTIVE PROMOTION

AMIBA - www.AMIBA.net
IndieBound - <http://www.indiebound.org>
BALLE - www.LivingEconomies.org
Institute for Self-Reliance - <http://www.ilsr.org/>

